We believe we can achieve more together than we can on our own. Throughout our 134 year history, we’ve supported our local communities. We know that working with our customers to support vibrant communities is essential for our own future success.

**OUR GOAL IS TO HELP TRANSFORM 1,000 COMMUNITIES**

**HEADLINE TARGETS**
- **By 2020**, in 10 locations we will have completed programmes that aim to secure meaningful economic, social and environmental benefits in the communities around our stores and beyond. We’ll build on our insights and roll out programmes in 100 further locations in the UK and internationally by 2023, then share our learnings with 1,000 locations by 2025.
- **By 2025**, 50% of our full line M&S operated stores and offices in the UK will have space available for community groups, charities and local interest groups to use.
- **Between 2017 and 2025**, we’ll support M&S colleagues worldwide to provide one million hours of work-time community volunteering.
- **By 2025**, we want all edible surplus food from M&S stores, key franchises and direct M&S Food suppliers worldwide to be diverted for human consumption.

**IN THIS SECTION**
- Connecting with communities
- Skills and employment
- Inclusive business
- Human rights

TARGET NUMBER OF HOURS OF PAID COLLEAGUE COMMUNITY VOLUNTEERING BY 2025

1m
**CONNECTING WITH COMMUNITIES**

### ALL FOOD EATEN BY PEOPLE**

**Aim**
By 2025, we want all edible surplus food from M&S stores, key franchises and direct M&S Food suppliers worldwide to be diverted for human consumption.

**Progress**
See the Food waste (reduction) commitment on page 31 for progress at UK M&S stores.

### VOLUNTEERING**

**Aim**
Between 2017 and 2025, we'll support M&S colleagues worldwide to provide one million hours of work-time community volunteering.

**Progress**
In 2017/18, we provided at least 30,534 hours of work-time volunteering, including our Making Every Moment Special in the Community event, which was run across the UK and ROI in June 2017.

### EDUCATION PARTNERSHIP

**Aim**
By 2020, we’ll launch an education programme in the UK in partnership with others to promote the importance of wellbeing, employability and sustainability in schools and colleges.

**Progress**
Having commissioned research, in 2018/19 we plan to develop content focused on selected aspects of health and wellbeing, employability and sustainability. This content will then be trialled in schools connected to our ‘Helping transform communities’ commitment. If successful we intend to make this content available to other schools and colleges in 2019/20.

### SUPPORTING LOCAL FUNDRAISING

**Aim**
Between 2017 and 2025, we aim for M&S operated and key franchise stores worldwide to make a positive difference to their local community by supporting local charities through fundraising, volunteering and product donations.

**Progress**
This year, 502 of our stores in the UK and ROI have adopted a charity of the year and helped to raise over £1m for local and national charities working in the local community. In addition, 514 stores have donated surplus food to local charities as well as contributing most of the 30,534 hours of work-time volunteering.

M&S stores in our joint venture in India also raised in excess of £40,000 supporting two main charities of CRY (Child Rights & You) and OGAAN Cancer Foundation.

**RAISED FOR CHARITY IN THE UK AND ROI**

£1.2m

### UK COMMUNITY SPACE**

**Aim**
By 2025, 50% of our full line M&S operated stores and offices in the UK will have space available for community groups, charities and local interest groups to use.

**Progress**
Our aim is that by 2025, around half of our larger stores in the UK will regularly provide space for the use of community groups, charities and local interest groups. We’ve started to research the best ways of providing this space and the number of M&S stores that already do so.

### HELPING TRANSFORM COMMUNITIES**

**Aim**
By 2020, in 10 locations we will have completed programmes that aim to secure meaningful economic, social and environmental benefits in the communities around our stores and beyond. We’ll build on our insights and roll out programmes in 100 further locations in the UK and internationally by 2023, then share our learnings with 1,000 locations by 2025.

**Progress**
This year, we’ve met representatives from communities to find out what they want us to achieve in their local area. There have been differences from one area to another, but it is clear that ‘education and employability’ and ‘social wellbeing’ should be our two priorities. We’re now planning a series of trials to test different approaches.

“The kids are bored and they fight for something to do. They need something else to focus on.”

**MEMBER OF THE COMMUNITY LIVERPOOL**
CONNECTING WITH COMMUNITIES CONTINUED

TOWN CENTRE REGENERATION

**Aim**
By 2019, 200 of our retail managers will have taken a lead role in collaborations which aim to revitalise and secure lasting social benefits in city and town centre locations.

**Progress**
Building on the Business in the Community backed ‘Healthy High Streets’ programme, this year, 58 of our retail managers have played a hands-on, lead role, in collaborations to improve town and city centres. These include a wide range of activities to support the development of Business Improvement Districts (BIDs) across the UK.

COMMUNITY DONATIONS**

**Aim**
We will report annually on our community donations and amounts raised with support from customers and suppliers.

**Progress**
<table>
<thead>
<tr>
<th></th>
<th>2016/17 £m</th>
<th>2017/18 £m</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>10.6</td>
<td>5.9</td>
<td>-44</td>
</tr>
<tr>
<td>Time</td>
<td>1.8</td>
<td>1.2</td>
<td>-33</td>
</tr>
<tr>
<td>In-kind</td>
<td>6.2</td>
<td>6.5</td>
<td>+5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>18.6</td>
<td>13.6</td>
<td>-27</td>
</tr>
</tbody>
</table>

Leveraged (additional funds raised from other sources as a result of M&S activities): 79, +12.1, +53

* Carrier bag proceeds for 2017/18 have moved to leveraged in line with new London Benchmarking Group guidance and include funds used to support key M&S community activities.

SOCIAL DIVIDEND

**Aim**
By 2019, we’ll develop an approach for calculating and accounting for the financial and non-financial support enabled by M&S and the associated benefits to society. We’ll then measure and report on our performance on an annual basis.

M&S ENERGY

**Aim**
By 2025, M&S Energy will help at least 200 communities to reduce their carbon footprint through the installation of renewable energy generation or energy efficiency measures, including battery storage.

**Progress**
In 2017/18, the M&S Energy Community Energy Fund supported low-carbon energy installations in 26 communities across the UK. Over 130,000 people voted for their favourite projects including two competing schemes in Greater Manchester, each registering over 6,000 votes.

The winners included a range of projects to install solar pv panels and LED lighting, as well as a new asphalt surface made using waste plastic. In total, projected greenhouse gas emission savings are around 222 tonnes a year.

SKILLS AND EMPLOYMENT

SKILLS GAP RESEARCH

**Aim**
From 2019, we’ll undertake regular research to understand the current and future labour market skills gaps for our business. We’ll then provide an annual update on our actions.

**Progress**
In 2018/19, we plan to collate wide-ranging research on skills gaps in the labour market and analyse how current trends will impact on M&S. We will then develop responses.

NEXT GENERATION TECHNOLOGIES**

**Aim**
By 2020, we’ll complete collaborative research into the likely employment impacts of next generation technologies. We’ll then provide an annual update on our actions to prepare our people for the future, whether they work for M&S or other employers.

** Assured by DNV GL
**INTERNATIONAL MARKS & START**

**Aim**
By 2019, we aim to have an employability programme in all countries where we have M&S operated stores and will report on our progress of launching programmes in countries where we have franchised stores.

**Progress**
As of 31 March 2018, we have employability programmes available in the UK and ROI, Greece, Czech Republic and our joint-venture in India.

In addition, we’ve also supported a similar scheme with our franchise partners in Hong Kong.

---

**UK AND ROI EMPLOYEE TURNOVER**

<table>
<thead>
<tr>
<th></th>
<th>2016/17</th>
<th>2017/18</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>17%</td>
<td>17%</td>
<td>–</td>
</tr>
<tr>
<td>Unplanned</td>
<td>11%</td>
<td>11%</td>
<td>–</td>
</tr>
</tbody>
</table>

**GLOBAL EMPLOYEE YOUR SAY SURVEYS RESULTS**

<table>
<thead>
<tr>
<th></th>
<th>2016/17</th>
<th>2017/18</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation</td>
<td>80%</td>
<td>81%</td>
<td>+1</td>
</tr>
<tr>
<td>Engagement score</td>
<td>80%</td>
<td>82%</td>
<td>+2</td>
</tr>
<tr>
<td>Plan A score</td>
<td>82%</td>
<td>78%</td>
<td>-4</td>
</tr>
</tbody>
</table>

From 2017/18 onward, we will be using new indices to measure employee experience: Empowerment (84%) and Enablement (78%). We will report progress against these new indices from next year.

---

**MARKS & START**

**Aim**
Between 2017 and 2025, we aim to offer 25,000 Marks & Start work placements worldwide to people from disadvantaged parts of the community, with 50% going into work and 50% of these retaining work for at least 12 months.

**Progress**
In 2017/18, we offered over 2,900 work placements to people in the UK and ROI from disadvantaged parts of the community. Over 60% of those who completed one of the placements went on to find work. Data for those who retained work for over 12 months will be available from next year.

We also offered 779 work placements through our international operations, where we’re unable to track into success rates.

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DIVERSITY

**Aim**

By 2025, we want M&S workforces to reflect the diversity of each region in which we operate. We’ll report on progress from 2019.

**Progress**

This year, we were again recognised in the Times Top 50 Employers for Women (eight years running). We run four employee-led networks on gender, ethnicity (BAME), sexual orientation (LGBT) and health conditions. This year, we also held our second Diversity and Inclusion festival, engaging thousands of colleagues across M&S.

---

**M&S GROUP GENDER DIVERSITY**

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

<table>
<thead>
<tr>
<th></th>
<th>Women employees</th>
<th>Women managers*</th>
<th>Women store managers</th>
<th>Women in senior management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>72%</td>
<td>63%</td>
<td>48%</td>
<td>42%</td>
</tr>
<tr>
<td>2017</td>
<td>72%</td>
<td>61%</td>
<td>48%</td>
<td>41%</td>
</tr>
</tbody>
</table>

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

---

**M&S UK AND ROI WORKFORCE GENDER DIVERSITY**

<table>
<thead>
<tr>
<th></th>
<th>Women employees</th>
<th>Women managers*</th>
<th>Women store managers</th>
<th>Women in senior management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>73%</td>
<td>63%</td>
<td>49%</td>
<td>42%</td>
</tr>
<tr>
<td>2017</td>
<td>72%</td>
<td>62%</td>
<td>49%</td>
<td>41%</td>
</tr>
</tbody>
</table>

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

---

**M&S UK WORKFORCE ETHNIC DIVERSITY**

<table>
<thead>
<tr>
<th></th>
<th>Employees from ethnic minority backgrounds</th>
<th>Managers from ethnic minority backgrounds*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>11%</td>
<td>13%</td>
</tr>
<tr>
<td>2017</td>
<td>11%</td>
<td>13%</td>
</tr>
</tbody>
</table>

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---

**M&S UK AND ROI WORKFORCE AGE AND EXPERIENCE**

<table>
<thead>
<tr>
<th>% of total UK workforce</th>
<th>Employees aged 25 years and under</th>
<th>Employees aged 50 years and over</th>
<th>Employees aged 60 years and over</th>
<th>Employees aged 65 years and over</th>
<th>Employees with over 11 years' service</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>23%</td>
<td>39%</td>
<td>13%</td>
<td>4%</td>
<td>29%</td>
</tr>
<tr>
<td>2017</td>
<td>23%</td>
<td>37%</td>
<td>12%</td>
<td>4%</td>
<td>32%</td>
</tr>
</tbody>
</table>

---

**SENIOR MANAGEMENT DIVERSITY**

**Aim**

By 2022, we aim to have 50% female and at least 15% BAME (Black, Asian, and Minority Ethnic) representation on the M&S senior management team.

**Progress**

As of 31 March 2018, 42% of senior management are women.

As we’re still developing our plans this commitment is Behind plan.

---

**COLLEAGUE SOCIAL MOBILITY**

**Aim**

By 2020, we’ll measure the socio-economic and educational background of our global M&S employee base and establish a target to improve our social mobility by 2025.

---

**GENDER EQUALITY PROGRAMME**

**Aim**

By 2019, we’ll help advance women’s human rights and combat gender discrimination by launching programmes and initiatives that promote gender equality and women’s empowerment in our business and supply chains.

**Progress**

Our new Inclusion Strategy will address gender equality (see our commitment on Inclusion Strategy). We also supported supply chain programmes including the Business for Social Responsibility HerProject which benefited over 18,000 women last year and the Emerging Leaders programme.

While these programmes will continue at the same level in 2018/19, no further initiatives are planned to be launched, making us Behind plan.
**INCLUSIVE BUSINESS (ALSO A SALIENT HUMAN RIGHTS ISSUE) CONTINUED**

**COLLEAGUE GENDER PAY GAP**

**Aim**
We’ll aim to reduce the non-demographic gender pay gap within M&S in the UK (this is the gap adjusted for different gender demographic by grade and the impact of disproportionately high female numbers in our retail operation) by at least 10% by 2020 and by 25% by 2025 compared to 2017.

**Progress**
The gender pay gap is the difference between the average hourly rates paid to men and women across the UK. In March 2018, we published our first gender gap data for our UK employees:

<table>
<thead>
<tr>
<th></th>
<th>2017 M&amp;S UK</th>
<th>Retail sector*</th>
<th>UK*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median (or mid-point) pay gap</td>
<td>3.3%</td>
<td>9.3%</td>
<td>18.4%</td>
</tr>
<tr>
<td>Mean (or average) pay gap</td>
<td>12.3%</td>
<td>16.4%</td>
<td>17.4%</td>
</tr>
<tr>
<td>Non-demographic (equal numbers of men and women at all levels) pay gap</td>
<td>1.5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Based on estimates from the Office for National Statistics

Our gender pay gap is largely attributable to the fact that more of our customer assistants are women than men, while the reverse is true of our senior management roles.

**SUPPLIER GENDER DIVERSITY**

**Aim**
By 2022, we aim for our Food and Clothing & Home first-tier manufacturing sites to have 25% women in management positions.

**OXFAM HUMAN RIGHTS PROGRAMME**

**Aim**
We’ll enter into a new collaboration with Oxfam over three years focusing on the UK and India to develop a deeper understanding of the connection between our sourcing practices and our human rights impacts. Oxfam will report the findings independently, while M&S will develop a programme of actions and report annually on our progress from 2018.

**Progress**
This collaboration will focus on our Food suppliers in the UK and Footwear suppliers in India. At the request of Oxfam, the timetable has been delayed for four months. This means that Oxfam’s final report has been re-scheduled for early 2020 and this may delay our own progress report.

**RAISING HUMAN RIGHTS CONCERNS**

**Aim**
By 2019, we’ll put in place mechanisms to make human rights complaints or raise concerns, which are accessible to all individuals and communities connected with our business. From 2020, we’ll report annually on the use and performance of these mechanisms.

**Progress**
We’ve re-launched our grievance reporting, which includes human rights, with plans to improve processes for logging human rights concerns, tracking how they’re handled, training our colleagues and giving better guidance to suppliers and business partners. This will allow us to start reporting publicly from 2020 but we’re currently behind where we’d planned to be.

**PROGRESS KEY**

- Not started
- Not achieved
- Behind plan
- On plan
- Achieved

---

**Read more** on human rights
PILLAR 2: COMMUNITY CONTINUED

**FRANCHISE REWARD FORUMS**

**Aim**
From 2018, we’ll run Reward Forums for key franchise and third-party operators to set out our approach to delivering higher rates of pay in the UK based around paying the living wage in a sustainable way.

**Progress**
This commitment forms part of our mandatory annual statement on modern slavery.

**ANTI-SLAVERY**

**Aim**
We will further our work to eradicate modern slavery. By 2018, we will report annually on scaling-up responsible recruitment and better management of third-party labour providers as well as our progress towards ensuring no worker pays for a job.

**SUPPLIER WORKER PAYMENTS**

**Aim**
By 2020, all workers in our first-tier Food and Clothing & Home manufacturing sites will have the opportunity to be paid digitally.

**IN-WORK POVERTY**

**Aim**
By 2019, we’ll carry out and publish a detailed review of our potential impact on in-work poverty and develop a programme of transformative interventions to improve livelihoods in our business and supply chains, enabling progress on our living wage commitments and demonstrating sector leadership. We’ll report annually on progress.

**SUPPLIER WORKER REPRESENTATION**

**Aim**
By 2020, we’ll carry out and publish a review of the effectiveness of workers’ representation arrangements for enabling improved workers’ rights, within our Food and Clothing & Home first-tier manufacturing supply chain. We’ll develop a programme of actions and report annually on our progress.

**SUPPLIER FEEDBACK**

**Aim**
By 2019, we’ll develop and launch a mechanism that enables all M&S Food suppliers and raw material suppliers to report transparently on their experience of working with M&S and for M&S to report on steps taken to improve our score.

**SUPPLIER ETHICAL AUDITS**

**Aim**
By 2019, we’ll work with others to review and implement ethical assessment methodologies that drive better outcomes for workers in our supply base and report annually on our progress.

**GLOBAL COMMUNITY PROGRAMME**

**Aim**
Between 2017 and 2025, our Global Community Programme will benefit one million people in our supply chain communities by working in partnership with others to help build livelihoods, protect the environment and improve wellbeing focusing on our areas of biggest human rights and environmental impact.

**SUPPLIER ETHICAL AUDITS**

**Aim**
We will further our work to eradicate modern slavery. By 2018, we will report annually on scaling-up responsible recruitment and better management of third-party labour providers as well as our progress towards ensuring no worker pays for a job.

Read more on the Modern Slavery Act

**PROGRESS KEY**

- 1: Not started
- 2: Not achieved
- 3: Behind plan
- 4: On plan
- 5: Achieved

**Read more on the Modern Slavery Act**

---

**Assured by DNV GL**
M&S FOOD SUPPLIER ETHICAL AUDITS 2017/18**

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

<table>
<thead>
<tr>
<th>Continent</th>
<th>Supplier sites</th>
<th>Audited supplier sites</th>
<th>Workers at supplier sites</th>
<th>Audits</th>
<th>Improvements required</th>
<th>Improvements required per audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>31</td>
<td>7</td>
<td>15,350</td>
<td>7</td>
<td>25</td>
<td>3.6</td>
</tr>
<tr>
<td>Asia</td>
<td>51</td>
<td>24</td>
<td>43,669</td>
<td>26</td>
<td>109</td>
<td>4.2</td>
</tr>
<tr>
<td>Europe</td>
<td>982</td>
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<td>233,677</td>
<td>264</td>
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<td>0</td>
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<td>Oceania</td>
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<td>30,777</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>South America</td>
<td>28</td>
<td>6</td>
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<td>336,433</td>
<td>303</td>
<td>1,290</td>
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</table>

* Figures lower than last year due to a transition to a longer audit window of 3 months.

HUMAN RIGHTS (GOVERNANCE AND MANAGING SALIENT ISSUES) CONTINUED

M&S CLOTHING & HOME SUPPLIER ETHICAL AUDITS 2017/18**

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

<table>
<thead>
<tr>
<th>Continent</th>
<th>Supplier sites</th>
<th>*Audited supplier sites</th>
<th>Workers at supplier sites</th>
<th>*Audits</th>
<th>*Improvements required</th>
<th>Improvements required per audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>17</td>
<td>13</td>
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<td>76</td>
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<td>653,852</td>
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<td>130</td>
<td>68,068</td>
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<td>4</td>
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<tr>
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<td>1</td>
<td>10</td>
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<td>735,914</td>
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</table>

** Assured by DNV GL