### Performance Summary

#### Wellbeing

**Healthy Food Products**
- **Improved indulgent food**: Not started
- **Calorie-cap single portion food**: Not achieved
- **50% healthier food**: Behind plan
- **Vegetarian options**: Ahead of plan
- **Destination of choice (food)**: Ahead of plan

**Clothing & Home Products**
- **Clothing health attributes**: Ahead of plan
- **How We Sell**
  - **Rewarding customers (health)**: Ahead of plan
  - **Franchise confectionary tillpoints**: Ahead of plan
  - **Wellbeing advice to customers**: Ahead of plan
  - £25m for health causes**: Ahead of plan

**Colleague Wellbeing**
- **Colleague wellbeing framework**: Ahead of plan
- **Colleague health assessment**: Ahead of plan
- **Wellbeing in employability**: Ahead of plan
- **Mental health training**: Ahead of plan
- **Health and safety data**: Ahead of plan

**Supply Chain Wellbeing**
- **Franchise/supplier wellbeing**: Ahead of plan

#### Community

**Connecting with Communities**
- **UK community space**: Ahead of plan
- **Volunteering**: Ahead of plan
- **Education partnership**: Ahead of plan
- **All food eaten by people**: Ahead of plan
- **Supporting local fundraising**: Ahead of plan
- **Helping transform communities**: Ahead of plan
- **Town centre regeneration**: Ahead of plan
- **Community entrepreneur award**: Ahead of plan
- **Food artisan strategy**: Ahead of plan
- **Community donations**: Ahead of plan
- **Social dividend**: Ahead of plan
- **M&S Energy**: Ahead of plan

**Skills and Employment**
- **Skills gap research**: Ahead of plan
- **Next generation technologies**: Ahead of plan
- **International Marks & Start**: Ahead of plan
- **Marks & Start**: Ahead of plan

**Inclusive Business**
- **Retail accessibility benchmark**: Ahead of plan
- **Inclusion Strategy**: Ahead of plan
- **Inclusive Design Standards**: Ahead of plan
- **Diversity**: Ahead of plan
- **Senior management diversity**: Ahead of plan
- **Gender equality programme**: Ahead of plan
- **Colleague social mobility**: Ahead of plan
- **Colleague gender pay gap**: Ahead of plan
- **Colleague diversity pay gap**: Ahead of plan
- **Supplier gender diversity**: Ahead of plan

**Human Rights**
- **Oxfam human rights programme**: Ahead of plan
- **Raising human rights concerns**: Ahead of plan
- **Anti-slavery**: Ahead of plan
- **Supplier worker representation**: Ahead of plan
- **Franchise Reward Forums**: Ahead of plan
- **In-work poverty**: Ahead of plan
- **Supplier worker payments**: Ahead of plan
- **Living wage**: Ahead of plan
- **Global Community Programme**: Ahead of plan
- **Supplier feedback**: Ahead of plan
- **Supplier ethical audits**: Ahead of plan

#### Planet

**Inspiring Our Customers**
- **Product Plan A attributes**: Ahead of plan
- **Supply chain transparency**: Ahead of plan
- **Sustainable design toolkit**: Ahead of plan
- **Labelled sustainable products**: Ahead of plan
- **Reward customers (sustainability)**: Ahead of plan
- **Recyclable packaging**: Ahead of plan
- **Clothing reuse and recycling**: Ahead of plan
- **Clothing & Home recycled materials**: Ahead of plan
- **Clothing & Home repair services**: Ahead of plan
- **Clothing & Home circular economy standards**: Ahead of plan
- **Food waste (digital campaign)**: Ahead of plan
- **Food waste (household top 10)**: Ahead of plan

**Supply Chain GHG Emissions**
- **Science-based target footprint**: Ahead of plan
- **Clothing & Home air freight**: Ahead of plan
- **Sustainable animal protein**: Ahead of plan
- **Food supplier climate plans**: Ahead of plan

**Zero Waste in M&S Operations**
- **Zero landfills**: Ahead of plan
- **Food waste (reduction)**: Ahead of plan
- **Food waste (halves)**: Ahead of plan
- **Reused shop fit-out**: Ahead of plan
- **Construction waste**: Ahead of plan

**Supply Chain Raw Materials**
- **Sustainable cotton**: Ahead of plan
- **Zero deforestation**: Ahead of plan
- **M&S Farming for the Future**: Ahead of plan
- **Soil health**: Ahead of plan
- **Forever Fish**: Ahead of plan
- **Responsibly sourced raw materials**: Ahead of plan
- **Supplier water stewardship**: Ahead of plan
- **Clothing & Home animal welfare**: Ahead of plan
- **Construction and shop fit**: Ahead of plan

**Suppliers**
- **Sustainable Food factories**: Ahead of plan
- **Sustainable Clothing & Home factories**: Ahead of plan
- **Sustainable Clothing & Home processing**: Ahead of plan
- **Clothing & Home supplier water efficiency**: Ahead of plan
- **Sustainable Property suppliers**: Ahead of plan

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**Commitment Performance Summary**

- **Total commitments**: 5
- **Not started**: 1
- **Not achieved**: 2
- **Behind plan**: 13
- **On plan**: 48
- **Achieved**: 2

**Assured by DNV GL**