

PLAN A 2025

PERFORMANCE SUMMARY

WELLBEING

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COMMUNITY

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PLANET

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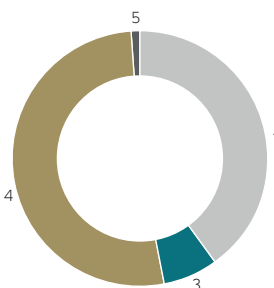
	NOT STARTED	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
<b>HEALTHY FOOD PRODUCTS</b>					
Improved indulgent food**			▶		
Calorie-cap single portion food**				▶	
50% healthier food**				▶	
Vegetarian options				▶	
Destination of choice (food)			▶		
<b>CLOTHING &amp; HOME PRODUCTS</b>					
Clothing health attributes				▶	
<b>HOW WE SELL</b>					
Rewarding customers (health)**				▶	
Franchise confectionary tillpoints	▶				
Wellbeing advice to customers				▶	
£25m for health causes**				▶	
<b>COLLEAGUE WELLBEING</b>					
Colleague wellbeing framework			▶		
Colleague health assessment**	▶				
Wellbeing in employability	▶				
Mental health training	▶				
Health and safety data**				▶	
<b>SUPPLY CHAIN WELLBEING</b>					
Franchise/supplier wellbeing	▶				

	NOT STARTED	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
<b>CONNECTING WITH COMMUNITIES</b>					
UK community space**				▶	
Volunteering**				▶	
Education partnership				▶	
All food eaten by people**	▶				
Supporting local fundraising				▶	
Helping transform communities**				▶	
Town centre regeneration				▶	
Community entrepreneur award	▶				
Food artisan strategy	▶				
Community donations**				▶	
Social dividend	▶				
M&S Energy				▶	
<b>SKILLS AND EMPLOYMENT</b>					
Skills gap research				▶	
Next generation technologies**	▶				
International Marks & Start					▶
Marks & Start				▶	
<b>INCLUSIVE BUSINESS</b>					
Retail accessibility benchmark				▶	
Inclusion Strategy				▶	
Inclusive Design Standards	▶				
Diversity				▶	
Senior management diversity			▶		
Gender equality programme			▶		
Colleague social mobility	▶				
Colleague gender pay gap**				▶	
Colleague diversity pay gap	▶				
Supplier gender diversity	▶				
<b>HUMAN RIGHTS</b>					
Oxfam human rights programme**				▶	
Raising human rights concerns			▶		
Anti-slavery**				▶	
Supplier worker representation	▶				
Franchise Reward Forums					▶
In-work poverty			▶		
Supplier worker payments	▶				
Living wage	▶				
Global Community Programme**				▶	
Supplier feedback	▶				
Supplier ethical audits				▶	

	NOT STARTED	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
<b>INSPIRING OUR CUSTOMERS</b>					
Product Plan A attributes**				▶	
Supply chain transparency**				▶	
Sustainable design toolkit	▶				
Labelled sustainable products				▶	
Reward customers (sustainability)	▶				
Recyclable packaging**	▶				
Clothing reuse and recycling**				▶	
Clothing & Home recycled materials	▶				
Clothing & Home repair services	▶				
Clothing & Home circular economy standards	▶				
Food waste (digital campaign)				▶	
Food waste (household top 10)				▶	
<b>M&amp;S GREENHOUSE GAS EMISSIONS</b>					
Science-based target emissions**				▶	
Carbon neutral operations**				▶	
<b>ENERGY CONSUMPTION AND SOURCING</b>					
UK and ROI energy efficiency**			▶		
International energy efficiency**				▶	
Renewable electricity**				▶	
Biomethane**			▶		
Renewable peak-energy management	▶				
Clothing & Home fuel efficiency**			▶		
Food fuel efficiency**				▶	
<b>REFRIGERATION</b>					
Store refrigeration (emissions)**				▶	
Store refrigeration (HFCs)**			▶		
<b>STORE CLIMATE ADAPTATION</b>					
Store climate adaptation			▶		

	NOT STARTED	NOT ACHIEVED	BEHIND PLAN	ON PLAN	ACHIEVED
<b>SUPPLY CHAIN GHG EMISSIONS</b>					
Science-based target footprint**				▶	
Clothing & Home air freight	▶				
Sustainable animal protein				▶	
Food supplier climate plans	▶				
<b>ZERO WASTE IN M&amp;S OPERATIONS</b>					
Zero landfill**				▶	
Food waste (reduction)**			▶		
Food waste (halve)**	▶				
Reused shop fit-out	▶				
Construction waste	▶				
<b>SUPPLY CHAIN RAW MATERIALS</b>					
Sustainable cotton**				▶	
Zero deforestation**				▶	
M&S Farming for the Future**				▶	
Soil health				▶	
Forever Fish**				▶	
Responsibly sourced raw materials**	▶				
Supplier water stewardship	▶				
Clothing & Home animal welfare	▶				
Construction and shop fit Plan A attributes	▶				
<b>SUPPLIERS</b>					
Sustainable Food factories**				▶	
Sustainable Clothing & Home factories	▶				
Sustainable Clothing & Home processing	▶				
Clothing & Home supplier water efficiency**				▶	
Sustainable Property suppliers	▶				

COMMITMENT PERFORMANCE SUMMARY



	Total commitments
1 Not started	37
2 Not achieved	0
3 Behind plan	13
4 On plan	48
5 Achieved	2

\*\* Assured by DNV GL