

2021 AGM Questions

Question	Answer
Delivery of online clothing orders is far slower than other retailers manage. What is being done to improve delivery times?	Our proposition is in line with the market – with next day click & collect and home delivery both available. Having said that we recognise there are areas we need to improve on – for example we are working to reduce our standard delivery time (currently 3 – 5 days).
Are you able to provide an update on the progress of the sale of clothing stock that was unable to be sold during lockdown?	<p>From the outset we said we were taking all possible steps to defer supply and a very large part of our core business is less seasonal year-round essential product (plain tees, jeggings etc) which provides some scope for carrying forward stock.</p> <p>We announced in May at our full year results that stringent action to reduce or postpone orders from suppliers together with measures to hibernate a small amount of stock resulted in a relatively clean stock position by the end of the year.</p> <p>More widely our Rainbow Sale had strong sell through and raised £8m for NHS Charities Together (an organisation we continue to support through our Sparks loyalty scheme).</p>
I note the massive reduction in the Pension surplus (£1.3bn), caused by revised “financial assumptions” per p152 of the ARA. Is this caused by management/Trustees improving benefits to pensioners, or just changes in the external economic outlook? Page 150 of the ARA lists 4 changes to the Financial Assumptions. How much of the £1.3bn is caused by each of these?	At 3 April 2021, the IAS 19 net retirement benefit surplus was £631.4m (2019/20: £1,902.6m). The surplus at last year end had increased significantly due to unusually high credit spreads as a result of Covid. During the year, credit spreads have reverted to more normalised levels giving rise to the decrease in the surplus. For info, the surplus at year-end 2018/19 was £914.3m.
Are you running the company with "furlough money" or has the money been returned to the government?	This question was answered live in our broadcast at 45:02.
Of all the 'disabled' communities in the UK the autistic community is least likely to be employed. Do M & S have a neurodiversity policy and will we employ more neurodiverse individuals in the coming year at all levels of the business?	We are committed to providing all of our colleagues with a safe working environment and an organisational culture which promotes diversity, inclusivity, personal development and mutual respect and we know the Board and leadership team play a vital role in this commitment.

	<p>This year we updated our Inclusion & Diversity (I&D) strategy, publishing seven new I&D training modules and a suite of new policies and line manager guides, aimed at supporting and highlighting to colleagues the importance of delivering an inclusive culture within a diverse environment.</p>
<p>Is it possible for the business to give quarterly updates via Zoom to shareholders on business performance, clothing and food trends, store estate, M&S and competitors' successes and challenges in achieving sales and profit targets?</p>	<p>We do provide regular updates as business both at results and through our corporate news channels.</p> <p>All shareholders can sign up to receive e-comms from M&S to receive regular updates and insights on the transformation of the business direct to their inbox.</p>
<p>What proportion of M&S revenue is from women? It comes across as run by men.</p>	<p>At M&S we're aiming to deliver great quality products with broad appeal, and lead by a diverse board which is made up 40% women. But we know we can do more in this area and our ambition is to strengthen diversity throughout senior leadership and the wider business.</p>
<p>Why are basic items, such as lettuces, not available in stores?</p>	<p>This question was answered live in our broadcast at 57:05.</p> <p>We have been working hard to modernise our supply chain to improve availability and minimise waste. This should increase the availability of key produce items.</p>
<p>Many retailers are being sold/taken over - e.g. Gap is leaving the high street, Topshop etc. Is M&S seeking a takeover in the not too distant future?</p>	<p>Clearly pandemic has accelerated the trends that were already in train across the retail sector – particularly the high street.</p> <p>Our job is to focus on delivering our long-term transformation programme to restore M&S to sustainable profitable growth.</p> <p>In the past year we have made good progress under our Never the Same Again programme and we are now emerging from the pandemic as a reshaped business into a new phase focused on future growth</p>
<p>In the heading digital AGM you say this meeting is "engaging and democratic". How democratic and engaging is it when you can't</p>	<p>We believe in the digital format as it enables all our shareholders to join and equally participate in the meeting without travel.</p>

<p>answer all the questions submitted. Can you tell how many questions submitted and how many you have answered?</p>	<p>In the digital format we have delivered a near 200% increase in shareholder engagement compared to the last in-person meeting in 2019. This year we have taken the format further by introducing Kamal Ahmed as our shareholder advocate who put shareholders questions direct to the Chairman and executive team.</p> <p>As a result, we grew both shareholder engagement and participation receiving 118 questions, which is over 50% more than last year and compares to less than 30 questions at our last physical meeting.</p> <p>As is the case with the physical meeting, there is a limit to the number of questions which can be answered during the AGM itself. However, we grouped questions to cover as many themes as possible live, and committed to answering every single question submitted either on the website or via direct response after the meeting.</p>
<p>While we commend M&S for its commitment to generate at least 50% of its sales from healthier products by 2022, we note that such products currently only represent 38% of sales. What actions is M&S taking to ensure this target is met and are you planning to formulate new commitments for the post-2022 period?</p>	<p>This question was answered live in our broadcast at 1:20:00.</p> <p>We are always striving to do more to support our customers to make healthy choices. That's why we are currently working towards the following five pledges as part of our health strategy:</p> <ul style="list-style-type: none"> • 50% of our sales will come from our healthier products (Eat Well) • Proof Point – Eat Well products account for 38% of our sales* and we have active new product development and trade plans to grow this over the next 12 – 18 months to hit our target. • We will double the sales of vegan and vegetarian products by 2024. • Proof Point – We have ambitious plans to grow Plant Kitchen from £39m* to £75m and introduce more vegetarian options across our food hall. • Our extensive reformulation programme will reduce the number of HFSS products and achieve all 2024 Calorie & Salt targets • Proof Points: Over the next year we will reformulate over 100 products to no longer be High in Fat, Sugar and Salt (HFSS). Currently 68% of our

	<p>products meet the Government's 2024 maximum salt targets and 79% of our products meet the 2024 maximum calorie targets*.</p> <ul style="list-style-type: none"> • We will help as many customers as we can by building positive health benefits in our products. • Proof Point: We commit to having at least a third of our Remarksable trusted value range as Eat Well, our Fresh Market Special promotions incentivise customers to buy more fresh fruit and veg and all our bread (including sandwiches) is a source of Vitamin D and fibre. • Always taking the trusted approach to health • Proof Points: For over 15 years we have had a dedicated nutrition team and have offered a valuable Ask the Nutritionist service. Our long-standing partnership with British Nutrition Foundation ensures we have strong science-led policies and strategy. <p>*based on March 2021 sales.</p>
Will I be able to attend the 2022 AGM in person?	<p>We believe in the digital format as it enables all our shareholders to join and equally participate in the meeting without travel., and it has helped us to significantly increase shareholder engagement.</p> <p>As the Board were filming under studio conditions and therefore not available for physical interaction, shareholders were advised not to attend in person this year. As we have demonstrated the success of this format, it is unlikely to change in 2022.</p>
If the Company is investing in its digital future please can you explain why the online clothes filter functionality has remained as poor as it was two years ago?	<p>This year we've made progress as part of our never the same again transformation in turbocharging our online business.</p> <p>This includes the launch of MS2, our integrated clothing and home online and data business, which has resulted in strong online growth and establishing a base of 9m customers making it one of the largest online platforms in the UK.</p> <p>But we're always looking at ways to improve our customer experience and will take this on board and share with the team so that we can continue this growth</p>

	and achieve our ambition of having 40% C&H revenue through MS2 in three years' time.
I would like to ask the extent to which Directors have shown their confidence in the future of the Company by making on-market purchases of shares.	Every Board member and Executive Committee member owns M&S shares. Each director's shareholding is published in our annual report every year and an announcement is made via the London Stock Exchange's Regulatory News Service ('RNS') within 48 hours of any acquisition of shares by our directors and Executive Committee members ('PDMR's). You can set up news alerts to receive these updates.
Throughout the last 5 years M&S has been through a number of redundancy programmes. How does M&S view its Head Office and Store functions today vs 5 years ago and was the cost of redundancy money well spent? Can you confirm total expenditure on redundancies in the last 5 years?	<p>The changes to the retail sector and to the wider economy over the last five years have been profound and our transformation has included a number of activities to reduce costs as the shape of the business changes.</p> <p>While there have been redundancies, we have also added roles in growth areas such as Simply Food and warehouse and distribution centres.</p> <p>We have a line in the adjusting items in our financial statements covering 'organisational change'. However, this relates to more than redundancies as this cost is not publicly disclosed. However, we are confident that our recent organisational restructurings have placed us in a better position to emerge from the recent crisis with a return to long-term and sustainable profitability.</p>
You mentioned your commitment to the community. Could you expand this in view of your future plans?	<p>We are proud of the role we play in our local communities both through the service to customers and time committed by colleagues in helping those that need it most.</p> <p>In the past year as part of our efforts to support the response to the pandemic we raised and donated over £8.3m to NHS charities together as our fantastic colleagues and customers raised funds from our Rainbow Sale or Sparks donations.</p> <p>This year, we are continuing to support our long-term partners Macmillan, Breast Cancer Now, Royal British Legion and Shelter, as well as supporting</p>

	<p>thousands of local charities through our food redistribution programme with Neighbourly.</p> <p>You can read more about our community engagement in our Annual Report and Plan A Report.</p>
I appreciate why you have not paid a dividend this year, but could the Company give out a special gift card to shareholders to spend on clothing & home, thus helping to boost sales in this area?	Between 2004 and 2019 M&S operated a shareholder perks scheme. However, costs became increasingly prohibitive and voucher redemption rates were declining year on year. As a result, the scheme stopped in January 2020 and there are no current plans to re-instate it.
Now more people are back physically at work, have you avoided falling back into slow decision making versus the agility achieved last year?	<p>This was covered in Archie's welcome address.</p> <p>Our Never the Same Again strategic priorities are aimed at ensuring we never return to slow ways of working.</p> <p>To ensure we maintain the agility set during the pandemic, our governance framework has been significantly compressed, increasing our responsiveness to the changing situation and streamlining our decision-making process</p>
Is there a company-wide policy for promotions? I've noticed some promotions offering e.g. Amazon Echo Dots when you sign up for a financial product? Surely this is damaging to M&S long term by pushing people into the Amazon ecosystem?	We work closely with our partner M&S Bank to ensure all products and promotions are focused on driving long term customer growth.
You say in your statement on page 2 of Annual Report that you are in the third year of "gargantuan transformation programme" and are "only halfway through profound change". My question is, would you be able to reverse the downfall of the company since you joined in September 2017?	<p>This question was answered live in our broadcast at 43:33.</p> <p>A number of macro-economic factors impact the share price, however the long-term goal of restoring M&S to sustainable profitable growth has not changed and we are focused on achieving this first and foremost.</p> <p>This year under our never the same again programme we have made a number of significant changes which we believe will mean M&S will emerge stronger from the pandemic. Archie has already set out that in financial terms – it was a</p>

	<p>lost year – and early on in the crisis we took decisive cost and cash action to help secure our future.</p> <p>In the face of Covid challenges we delivered a resilient performance and under NTSA, we accelerated parts of our transformation necessary to help us win in a post Covid market. The switchover to Ocado, the re-launch of Sparks as a digital first scheme, the launch of third-party brands and the creation of MS2 – bringing together our C&H online and data business – helping us maximise our omni-channel advantage.</p> <p>We are emerging as a reshaped M&S – and confident we are moving on from fixing the basis to the next phase of our transformation so we can begin to shape the future and build a trajectory for sustainable, profitable growth.</p>
Next and Primark produce better shareholder return. Marks and Spencer needs to improve its marketing, particularly in Clothing & Home.	This question was answered live in our broadcast at 1:25:59.
Against M&S's history of being a leading UK retailer, 'Never the Same Again' feels counterproductive. Please can you explain what this means?	<p>This question was answered live in our broadcast during Steve's presentation.</p> <p>The impact of the pandemic both on our business and the wider retail sector and economy has been profound and we quickly recognised that we needed to get ahead of these changes so that we could accelerate our transformation and deliver for our customers. We therefore launched our never the same again programme aimed at embracing the changes and using the crisis as a catalyst for change in the business so that we can achieve our long term goal of restoring M&S to sustainable profitable long-term growth. As a result we have this year delivered a number of significant changes to the business in the year, including a strong pivot towards online sales through the launch of Ocado for Food and MS2 for Clothing & Home, which we believe will ensure we emerge from the crisis not only changed but as a stronger business well set up to serve customers in a transformed retail sector.</p>

<p>Why is it that we have someone to promote the Dine In Meals? The meals sell themselves and certainly does not warrant the extra cost involved.</p>	<p>Fred Sirieix is our wine advisor, we used him to help promote the Dine-in in January but have since phased that out and now no longer use anybody to promote dine in.</p> <p>We continue to innovate with Dine-In to keep the popular offer relevant for our customers – such as extending to a family of four dine in option too.</p>
<p>I would like to ask the board to provide an overview of their approach to remuneration for subcontracted staff and an update on their position regarding accrediting as a Living Wage employer? Are you able to provide details on the approach taken regarding</p>	<p>M&S is committed to paying all our colleagues fairly and are proud to have one of the lowest turnover rates in the retail sector with colleagues who stay with the business for many years.</p> <p>Both our permanent and fixed term workers who we set the rate of pay for are treated consistently and receive above the national living wage We also work closely with our suppliers through our global sourcing principles which outline that suppliers should pay a fair wage and work towards paying a fair living wage.</p> <p>We value the independence to get the basics right for our colleagues and set competitive rates of pay alongside wider benefits – as we did earlier this year increasing earnings for hourly colleagues ahead of inflation and above the national living wage – and are currently not considering accreditation with the living wage foundation.</p>
<p>The benefits of having a Sparks card does not appear to have improved recently. How do you plan to improve it?</p>	<p>We've seen a number of customers sign up since we relaunched our Sparks programme last year - growing the scheme by over 4m new customers in a year to just over 11m. We appreciate the feedback from all our shareholders (and customers) and will continue to review our scheme so that we can deliver personalised value and rewards every time customers shop with M&S.</p>
<p>Why has the selection of food items at the Donegall Place, Belfast store decreased dramatically. Large areas of shelf display are covered off.</p>	<p>This question was answered live in our broadcast at 57:05.</p>
<p>Please can you provide an example of how the Chairman and the Board challenge the C-Suite?</p>	<p>The Board challenge management at every Board meeting, Committee meeting and in one-on-one sessions.</p>

	<p>A couple of notable examples from this year include the scrutiny provided over the Three Year Plan and Colleague Redundancies.</p> <p>Shareholders are encouraged to read our most recent s.171(1) Statement on pages 34 to 36 and the Governance section on pages 58 to 110 of our Annual Report for further information.</p>
Resolution 18 asks for approval to donate to a political party. Can you inform us which party you are thinking of donating to?	<p>This is a standard corporate authority we seek approval for every year at the AGM.</p> <p>M&S did not pay any political donations during the year, and has no present intention of doing so in the year ahead.</p> <p>However, ordinary course activity which we would see as representing our views to wider government and business interests could be caught under this authority.</p> <p>The resolution contains a limit of £50,000.</p>
Congratulations on your recent commitment to net zero by 2035. We're asking M&S to join EV100. EV100 is the leading global initiative for fleet electrification to make electric transport the new normal by 2030. Could the board to provide an update on M&S'	<p>We are clear of the big part electric vehicles will play in getting to net zero both in our fleet and enabling customers and colleagues to have access to charging facilities.</p> <p>We are working through the delivery roadmap for our net zero target over summer and will publish our plans in the Autumn 2021.</p> <p>We have signed up to the British Retail Consortium Climate Action Roadmap which has identified the need for collaborative action on logistics and transport to reach our shared goals of net zero.</p> <p>We are actively testing EV charging for our customers. There are 6 locations now with a further 4 planned this year. There will be charging points with a mix of Fast</p>

	and Rapid charging via Podpoint and BP Pulse. (Maidstone, Cheshire Oaks, Handforth, Gemini, Manchester, Eccleshall Road, Sheffield).
What has caused the share price decline from 2013-2015 to now, aside from Covid-19?	<p>A number of macro-economic factors impact the share price. However, lower profits have been a factor in the decline in share price in the last 8 years.</p> <p>While food has been resilient, Clothing & Home has taken longer than we first planned to turnaround. However, with an improved product offer, the MS2 initiative to prioritise online growth supported by our stores and significant actions on costs mean we are more confident that the transformation has moved to the next phase after a long period fixing the basics.</p> <p>The directors also answered a live question on the share price at 43:33.</p>
Returning online purchases is too complex. Why can't we have a simple paper returns slip?	<p>You're right that our returns process needed work and at the end of June we launched a new mobile-friendly customer returns journey, allowing shoppers to select their preferred route for returning any items purchased on the M&S.com platform.</p> <p>The portal was created using direct customer feedback and is found in 'my account' on M&S.com. It is part of a new process which removes previous customer "pain points" within the shopping journey such as the need to use a printer or to find for the right paper summaries amongst your orders.</p> <p>As part of the new process we are committed to paperless deliveries saving 205 tonnes of paper every year, this is part of our approach to offering sustainable shopping.</p>
Would it be possible to review the decision not to offer staff discount to retired colleagues?	While we have had many valued supporters of M&S in the past, we have updated who we extend a discount on our products to so that this benefit is in the best interests of the business and our shareholders, making it available only to our anyone directly working for the business today.

	As valued friends and historic supporters of M&S, we hope that all our former colleagues can understand the need for us to make a few changes to who we extend a discount to and will continue shopping our great products in future.
Why are 16 directors required to oversee the Company?	<p>The Board consists of two Executive Directors and eight Non-Executive Directors. The Non-Executive Directors are not part of the day-to-day management of the Company, they provide independent oversight and constructive challenge to the Executive Committee (the 'ExCo').</p> <p>The ExCo is separate from the Board; it consists of five members including the CEO and CFO and is responsible for executing strategy.</p>
Why are store colleagues being asked to move location and start shifts as early as 4am? How is the Company going to address the low morale of store colleagues?	<p>This doesn't reflect the feedback we are receiving from majority of our colleagues. Over 50,000 responded to our Colleague Voice survey this year and 90% of them said they continue to feel proud to work for M&S.</p> <p>Colleagues remain at the heart of our transformation and thanks to their commitment this year we were able to deliver a resilient performance. In recognition of this we delivered a 15% uplift in pay to frontline colleagues for their work during the first lockdown.</p> <p>We have also continued to invest in our colleagues increasing salaries of those paid hourly ahead of inflation.</p> <p>We know we have more to do in creating a fully engaging and responsive place to work - but colleagues will always remain at the heart of our transformation.</p>
Do the board and directors communicate and share papers in a highly secure way?	Board papers are shared via a secure platform called Board Intelligence, specifically designed to protect confidential information.
Has M&S thought about collaboration with C&H competitors?	The Board covered collaboration with third parties during the live AGM at 1:34:20.

	<p>As part of our brands strategy, we're utilising a range of different ways of working with brands including consignment and wholesale models collaborations (such as Ghost) and selected opportunities for acquisitions – such as Jaeger.</p> <p>We can offer time pressured customers a curated group of value for money, contemporary, stylish brands with sustainability credentials. During the year we introduced guest brands for the first time and now distribute for an initial group of 21 partners. Results have been very encouraging with further substantial growth planned.</p> <p>In terms of selling M&S clothing via competitors, our current focus is on growing the M&S.com platform, including through curated brands on our site. Where this is opportunity to use third party platforms we will and do, for example in our international business we work with a range of platforms including Zalando and we also sell Clothing items through our partnership with Ocado.</p>
Please can you expand on the impact of Covid on the food franchise business and if there are plans to grow this model.	Franchise revenue fell by 82% due to closures because of Covid, however many of our franchise stores have now reopened. We will continue to look at opportunities within our franchise business.
What actions is M&S taking to reduce its cost base, and is it a truly cost-conscious company by comparison to other retailers?	One of our guiding behaviours is to 'Make every penny count' and as a business we are focused on doing just that. As a result at year end, the Group's net debt excluding lease liabilities declined by £278.6m and total net debt was down £434.7m which included a £180m reduction in capital expenditure as a result of careful management of discretionary spending during the pandemic. However, we know we have more to do on managing costs and will be continuing to focus on this as part of our overall transformation.
In light of recent financial performance, how does M&S continue to trade and are the Board and leadership team effective enough to drive recovery?	<p>Financial performance: The impact of Covid on our business has been profound.</p> <p>Archie has already set out that in financial terms – it was a lost year – and early on in the crisis we took decisive cost and cash action to help secure our future.</p>

	<p>In the face of Covid challenges we delivered a resilient performance and under NTSA, we accelerated parts of our transformation necessary to help us win in a post Covid market.</p> <p>The switchover to Ocado, the re-launch of Sparks as a digital first scheme, the launch of third-party brands and the creation of MS2 – bringing together our C&H online and data business – helping us maximise our omni-channel advantage.</p> <p>We are emerging as a reshaped M&S – and confident we are moving on from fixing the basis to the next phase of our transformation so we can begin to shape the future and build a trajectory for sustainable, profitable growth.</p> <p>Board Effectiveness: M&S's leadership team has undergone significant change and the externally facilitated Board Effectiveness Review established that the Board had maintained its existing strengths while developing the ExCo so that, collectively, there is effective oversight of key strategic themes, the transformation programme and the cultural and people agenda. We're confident that the Board and management are in good shape to set and drive the Group's strategic priorities.</p> <p>The collective skills and experience of the four new non-executive directors are aligned to the Company's post-Covid strategic priorities in 2020/21.</p>
Could M&S reduce plastic packaging and the stop offering plastic bags?	<p>Plastic plays an important role in preserving food, maintaining quality, and preventing waste.</p> <p>It also has environmental benefits in comparison to glass and is more efficient to transport.</p>

	<p>We're working collaboratively with the government, NGOs and the wider industry through initiatives like the UK Plastics Pact, enabling changes to the UK's waste collection and recycling infrastructure.</p> <p>We've phased out over 2,000 tonnes since 2018. Where it's not possible to reduce or remove plastic, we're redesigning packs to use as little as possible - like our new sandwich packaging, which now contains 40% less plastic for the transparent window.</p> <p>We've replaced all plastic produce and bakery bags with widely recycled paper versions in all stores, and phased out single-use 5p carrier bags in favour of stronger, multi-use Bags for Life made from 100% of our own plastic waste. We've also offered free re-usable tote bags to our 7million sparks customers.</p>
Why does M&S continue to give out golden hello payments?	<p>M&S in line with its policy and the wider market, can issue replacement equity ('buy-outs') to compensate senior hires who would be forfeiting their existing share awards in order to join M&S.</p> <p>The valuation of buy-out calculations will be scrutinised in advance by the leadership and Remuneration Committee, ensuring that M&S are only paying for the actual value of the equity being surrendered. In most circumstances M&S will structure the vesting of the replacement awards in tranches, ensuring that they have a retention benefit to the business.</p> <p>Finally, all senior hires are subject to shareholding guidelines and they are unable to sell these shares until their individual threshold is met, ensuring alignment with shareholder interest (CEO – 250% of salary, CFO – 200%). In the case of Board directors (Executive) their shareholding guidelines apply for two years after leaving post as a further control that allows malus and clawback provisions to be applied more effectively.</p>
Has there been a reduction in director remuneration between 2019/20 and 2020/21?	This question was answered live in our broadcast at 40:31.

	<p>Total payments made to the CEO during the year reduced by just over 10%.</p> <p>This reflects the cancellation of 20/21 annual bonus scheme and lapse of 2018 PSP award.</p> <p>No pay increase to the CEO during the year, so fixed payments remained the same, in line with elsewhere in the business.</p> <p>Total payments made to the CFO during the year included one-off payments and share awards for Eoin Tonge's recruitment; prior year comparison figures therefore not available on like-for-like basis – however, current CFO's package is aligned to previous CFO's.</p> <p>All of the above and further detail is available in the annual report.</p>
Why has M&S referenced George Floyd as an inspiration behind a lingerie line?	<p>This question was answered live in our broadcast at 1:31:51.</p> <p>We're incredibly proud of our 'Nothing Neutral About it' campaign, and as UK's market leader in bras and knickers, we're responsible for helping all women feel great in our products.</p> <p>Feedback highlighted we weren't doing enough on colour. Our lingerie team – with help from our colleague Culture and Heritage network – undertook a review of our ranges. The global conversations around race and equality following the horrific death of George Floyd last year, spurred us to go harder and faster in creating a more inclusive neutral lingerie range – offering more colours, more sizes and more choice than ever before – so more women can complement or contrast their skin tone.</p> <p>Offering better, more inclusive lingerie helps make us more relevant, more often, to more people.</p>
What are the opportunities now that Debenhams is no longer on the high street?	<p>This question was answered live in our broadcast at 47:05.</p>

<p>Please can you update on how we are supporting our supply network in countries severely impacted by the pandemic?</p>	<p>We have worked closely with the UK government as well as other governments in countries where we operate to ensure we can continue to trade and serve customers safely. We have also worked closely with our suppliers to support them as much as we can during these unprecedented times, and fully support the efforts of the Ethical Trading Initiative and International Labour Organization in facilitating the coordination and distribution of emergency relief funds.</p> <p>As a result of site visit limitations during Covid-19, both in the UK in Foods and globally in C&H, our Worker Voice Programme was expanded, allowing us to hear directly from factory workers in our supply chain on their experiences. Improved payment terms for small suppliers who rely on prompt payment to remain economically viable.</p> <p>Further information can be found in our most recent s.171(1) Statement on pages 34 to 36 and the Governance section on pages 58 to 110 of our 2020/21 Annual Report.</p>
<p>Why is M&S closing so many stores, and are there any plans to return to the high street?</p>	<p>This question was answered live in our broadcast at 49:06.</p> <p>A legacy estate is one of the biggest challenges we've faced, and our longer-term estate strategy has been developed on the basis of stress tests, regional modelling and efficiency requirements.</p> <p>We're planning to reduce our full line store base from 255 today to around 180 in a selection of prime and core retail markets as we rotate our estate. We believe in stores and that they can be a true source of competitive advantage. But they need to be the right stores, in the right location and offer a brilliant omni-channel experience.</p>
<p>I would like to hear your thoughts and comments about their claim and whether or not M&S is being transparent with the British public regarding your farmed salmon.</p>	<p>This question was answered live in our broadcast.</p>
<p>Why was there no dividend this year and when will it be returning?</p>	<p>This question was answered live in our broadcast at 36:00.</p>

	<p>The impact of Covid on our business has been profound.</p> <p>For large parts of the year – we have not been able to trade our clothing & home store space and in food – much of our franchise and hospitality businesses have been closed.</p> <p>To protect the business and secure our future we took substantive cost action early on in the crisis and that included the decision not to pay a dividend. At our full year results, we said that our Board would keep the reinstatement of the dividend under review. However, we were clear that it is unlikely to be in current year, as our focus is on restoring profitability and ensuring strong finances first as we emerge from the crisis.</p>
I saw a sign that fitting rooms are only open 10 – 4. What is the point of having retail outlets if customers can't try things on? Are you going to have fitting rooms open during store opening hours?	In line with government guidance we have reopened our fitting rooms with a number of measures in place to keep our customers safe and well. This includes reduced hours alongside regular cleaning, asking customers to sanitise their hands before entering and others. We appreciate your feedback and will keep our position under review.
Why do M&S send out paper copies of the Annual Report when the document can be accessed digitally?	<p>This question was answered live in our broadcast at 1:22:33.</p> <p>Communication preferences for receiving hard copy documents (including the annual report) versus emails can be set by contacting Equiniti directly or on Shareview.</p> <p>We continue to drive digital engagement and reduce use of paper but under s.423 of the Companies Act 2006 (the 'Act') we must send a copy of our annual report to every shareholder who requests one.</p> <p>We've been actively lobbying BEIS to reform the Act and allow for more digital engagement.</p>

	<p>We encourage all of our shareholders to sign up for e-communications. Currently 47,000 of our c.150,000 subscribe to ecomms and they benefit from more regular updates on M&S news and activity.</p>
<p>What is M&S's position on the Ocado Retail depot development plans near Yerbury Primary School?</p>	<p>This question was answered live in our broadcast at 1:08:03.</p> <p>Our partners at Ocado have been committed to being a good neighbour to the Tuffnell Park community since plans for the site were first submitted and they have worked hard to address the concerns of people living and working in the area.</p> <p>And its proposal for the Bush Industrial estate is to build the greenest and quietest grocery facility in the UK with a 100% electric van fleet.</p> <p>Ultimately – operational decisions sit with Ocado Group but we are confident that Ocado would be a responsible, engaged and supportive neighbour to the local community for the long term.</p>
<p>Could the clothing department in stores be sorted into separate items i.e. dresses, cardigans rather than sorted by brands?</p>	<p>We have three clear sub-brands in womenswear: Autograph, Per Una and Goodmove, all with a bespoke area in store. Within the rest of the store products are split by type, e.g. jeans. Having said this, we are looking at more inspirational ways to display our products, particularly around outfits.</p>
<p>Does M&S still consider the 50% purchase of Ocado Retail a good investment?</p>	<p>This question was answered live in our broadcast at 1:02:47.</p> <p>We consider the investment in Ocado Retail to be a good one, which generated £78.4m of profit contribution last year.</p> <p>We think our Ocado Retail shares are worth more than we paid for them.</p>
<p>Why has the increase in the Ocado share price not been recognised in M&S's share price?</p>	<p>This question was answered live in our broadcast at 1:06:21.</p> <p>Ocado Retail is only one driver of Ocado's share price. Ocado Group is considered to have a lot of future value in the online solutions services.</p>

	<p>The value of our investment in ORL has been made clear by the profit contribution it has made last year (£78.4m) and we remain on track to deliver the expected synergies from the acquisition.</p>
Why can't we use Sparks points on Ocado?	<p>At this stage we are not able to offer Sparks points with Ocado purchases but we will keep this under review.</p>
When will M&S colleagues get employee discount on Ocado?	<p>Ocado doesn't operate across whole of the UK, so not all colleagues wouldn't be able to access the benefit.</p> <p>At this stage, it is not affordable given large number of colleagues employed by M&S and relatively small size of Ocado Retail.</p>
Would M&S consider bringing back the St. Michael brand? Customers saw it as a guarantee of quality.	<p>We have no current plans to bring back St Michael.</p> <p>Having said this quality absolutely remains fundamental to our approach and is an important part of improving our product engine.</p>
Your presentation today referred to British brands. Why don't you take this further and sell a line of clothes manufactured in the UK?	<p>At M&S we're committed to offering our customers great style and value – to do this we need to manufacture in a wide range of countries.</p> <p>This includes the UK where we manufacture furniture, home furnishings (including things like pillows) and nearly half of our beauty range.</p> <p>As Steve said at the AGM there will be UK opportunities within Jaeger which we're looking forward to launching later this year.</p>
The company has only a very limited range of clothing for outdoor walking and rambling. The market for these goods is both growing and commands a high margin and one which the company could readily develop with quality products. Perhaps the marketing department could evaluate the proposition to supply clothing and boot wear.	<p>This is a great point as walking has certainly been an important pastime over the last year and I want to assure you all forms of activewear are a focus for us as this is definitely a growth category.</p> <p>Specifically, on walking we've been exploring walking leggings & trekking pants – both of which have been fully planned into ranges launching in the next year, we are also building on the success we have seen within Waterproof products.</p>

	<p>For boots we're launching a brand-new range of walking boots and shoes for Good Move (our activewear brand) in Autumn - these will be fully waterproof across leather and synthetic materials. We will also have a more trend led weather resistant offer in M&S Collection in Autumn - these will be water resistant across a variety of different 'snow boot' styles with quilting, faux fur and hiker lace detailing. Additionally, we've increased our wellie range following the success of product this year.</p>
<p>M&S has some lovely womenswear from third party brands. Why can't M&S design more clothes like this?</p>	<p>This question was discussed during our broadcast at 1:10:24.</p> <p>Thank you for your feedback. We're glad you like our 'Brands at M&S'.</p> <p>We're very confident in our womenswear team who sit under Maddy Evans – Maddy came in two years ago and has done some brilliant work on our hero categories – for example our denim offer goes from strength to strength.</p>
<p>Has M&S considered a brand targeted solely at the younger customer, sold online only? How are you going to entice the younger generation to shop at M&S?</p>	<p>In recent years we have refined our M&S in-house brand offer. We're clear on brands – what they stand for and who they're targeting. In womenswear we now have three clear sub-brands: Goodmove (our activewear brand launched in 2020 - now No~ for full prices sales in the market), Per Una and Autograph.</p> <p>We see great value in our third-party brands; allowing us to stretch our customer appeal by age, style or price point. E.g. when we launched Nobody's Child online last Autumn c.10% of buying customers were new to M&S womenswear.</p>
<p>M&S should offer a broader range of sizes, more choice in the petite range, and focus on sizing consistency, particularly in trousers.</p>	<p>We offer one of the best sizes offers in the market across womenswear and menswear and we keep our sizing and fit options under regular review.</p> <p>Sizes are consistent when labelled 'short' or 'petite' but are based on styling. E.g., narrow style trousers are usually shorter, needing to hit the leg higher compared to a flared trouser for example.</p>



<p>Why has M&S's target customer moved away from its core base of 50- to 80-year-olds? The company should be focussing on good quality and classic cuts.</p>	<p>This question was discussed during our broadcast at 1: 10:24.</p> <p>Core to our transformation is being more relevant, more often to our customers and that means delivering stylish great value product with broad appeal.</p> <p>If we get our product right it can hit a sweet spot – perfectly fitting jeans are worn and loved by people of all ages, and we are focused on these big hero categories.</p> <p>Our new Head of Product Operations, Technology and Plan A is leading work on function excellence and strategic direction in technology, to help ensure we deliver consistently good quality and well-made garments.</p> <p>On delivering more relevant ranges – such as our active brand Goodmove – we sold 1.6m Goodmove items in 20/21 and no.1 in market for full price women's activewear.</p>
--	---