

## What we want to be

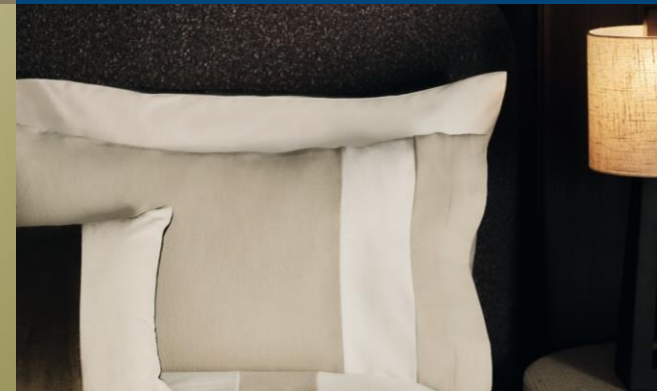
The most **trusted retailer**, doing the right thing for our customers, with **quality products at the heart** of everything we do.

The most  
trusted British  
brand

Own label at  
our core with  
full control

Long-term  
supplier  
partnerships

Category  
breadth under  
one brand



## Why we exist

To bring the magic of **M&S**, through **exceptional quality, value, service and innovation** to every customer. **Whenever, wherever and however** they want to shop with us.

Outstanding  
own label  
quality at  
trusted value

Customer  
service through  
people and  
technology

Leaders in  
innovation

Online and  
omnichannel  
advantage



# Our behaviours



We are close to customers, close to colleagues

We're curious, sleeves rolled up, striving to make life simpler for stores and a place where everyone can make a difference.



We say it, we do it

We are bold with our decisions and our ambitions for growth.  
We're hands on and we get the job done.



We tell it as it is

We're honest and straight talking. We're informal and conversational. No dramas.



We always aim higher

We disrupt and innovate. We're tough on performance, learning from others to get better every day.



We are selfless

We put M&S first to make the right calls for our customers and shareholders, so we all win together.



We spend wise, save

We're financially disciplined. We make the right choices with our money.