

YOUR M&S

Plan A

Because there is no Plan B

PRESENTED BY
VENU NAIR
REGIONAL HEAD, SOUTH ASIA OFFICES





M&S

Marks & Spencer

- Icon of British Retailing
- Largest Clothing Retailer in UK and Europe
- Established in 1884
- Built on the basics of Quality, Value, Innovation, Service & Trust

M&S

What is Plan A? – 100 point, 5 year, £200m strategic plan

-  CLIMATE
-  WASTE
-  SUSTAINABLE RAW MATERIALS
-  FAIR PARTNER
-  HEALTH

Plan A



'This is a deliberate ambition and, in some areas a difficult plan. We don't have all the answers but we are determined to work with our suppliers, partners and government to make this happen. Doing nothing is not an option'

- Stuart Rose
January 2007

Why?

- M&S Brand – built on Quality Value Innovation, Service and Trust
- Customer expectations growing – want great products, great prices, but also responsible business
- Look behind the label – 78% of customers asking for info on how products produced. Good response
- Competitors – Responded (Walmart, Tesco, JS, Waitrose)
- Evidence – Growing evidence of serious environmental challenges (climate change requiring action in 10-15 yrs)

How?

- Brainstorm – August 06 to identify options
- Draft plan – October 06
- How we do Business Committee – November 06
- Final Plan – December 06
- External Check – Jonathon Porritt
- Launch – January 15th, 2007

Climate Change



Over the next five years we will:

- become carbon neutral for our own operations
- reduce energy use by 25%
- maximise the use of renewable energy
- only use offsetting as a last resort
- reduce the amount of food we air-freight
- help our suppliers and customers to reduce their emissions

Waste



Over the next five years we will:

- send no waste to landfill from our operations;
- reduce our use of packaging by 25%,
- ensure all packaging materials can be recycled/composted
- maximise the use of sustainable packaging raw materials
- put clear recycling logos on every piece of packaging
- reduce our use of carrier bags by 33%
- trial closed loop recycling in our cafes
- provide our customers with alternatives to throwing clothes away when they've finished with them

Sustainable Raw Materials



Over the next five years we will:

- Wood – all FSC certified or recycled
- Fish – all MSC certified or equivalent
- Polyester – made from recycled plastic
- Organic – triple food sales, introduce cotton, wool
- Farming – farmers meet independent envi standard
- Water – reduce use in stores and supply chains
- Free range – all fresh turkey, pork and duck
- Non-food animal welfare – known source/standard
- Stores – more sustainable construction materials

Fair Partner



Over the next 5 years we will:

- Launch a Supplier 'Exchange' to support change in our supply chain (website is now operational)
- Be a leader at managing labour standards
- Extend buying pledges for UK farmers
- Sell more Fairtrade products (cotton, sugar, jam, produce)
- Support communities in the UK and overseas
- Partner with our suppliers to set up Green Factory

Health



Over the next five year we will:

- Offer the healthiest products – salt reduction etc
- Offer easy to use information – Eat well, Traffic Lights
- Engage our customers and employees – health coaches, website, cause related marketing etc

Key learnings...



- CEO Support
- Linked with commercial strategy
- Clear roles and responsibilities
- Long term stakeholder engagement
- Strong science base
- Built confidence over the years.
- Taken customers and employees on a journey

...Key learnings

- Good supply knowledge and good links
- Splitting chasing from shaping
- Strong link between technical and comms teams
- Strong business case but not overly detailed
- Acted decisively
- Aspiration X performance
- No cherry picking

Plan A

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