

# *Plan* A 2020

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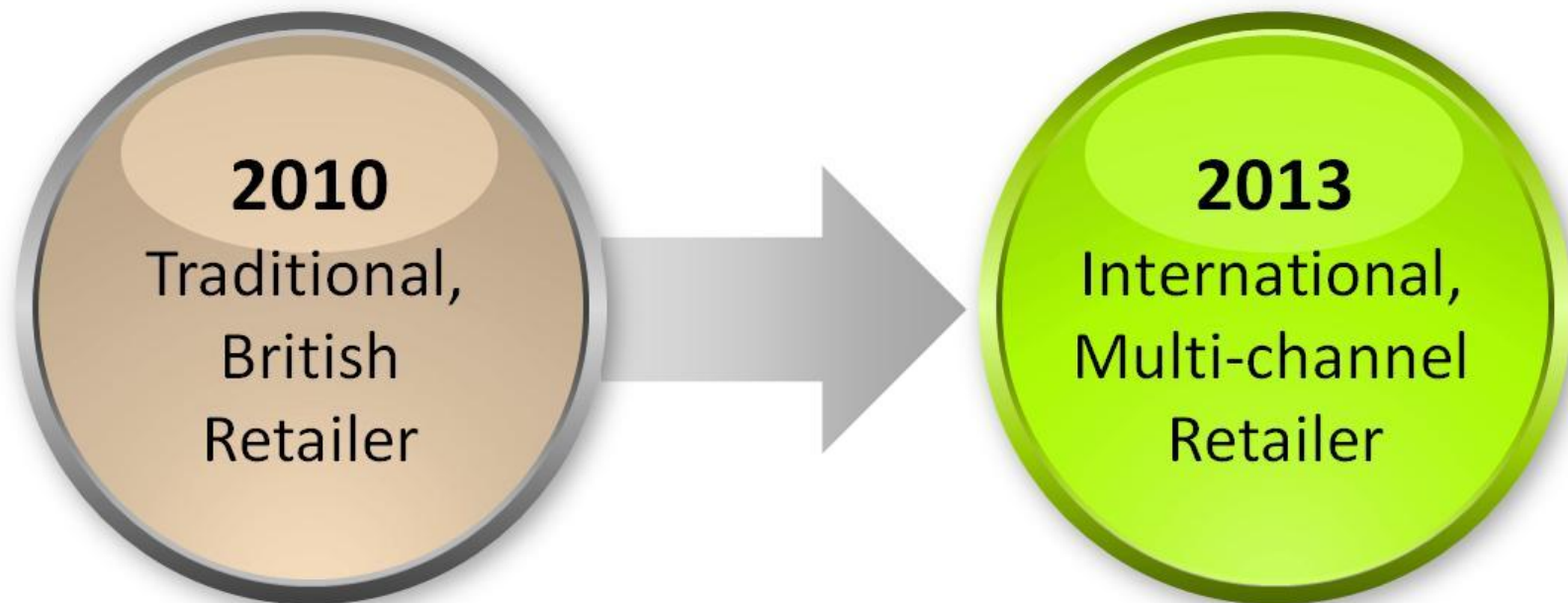
- Plan A – Introduction, business case and collaboration
- Plan A 2020
- Major programmes on a local level
  - Big Beach Clean, MacMillan, Shwopping
- Plan A closer-up
- Q&A



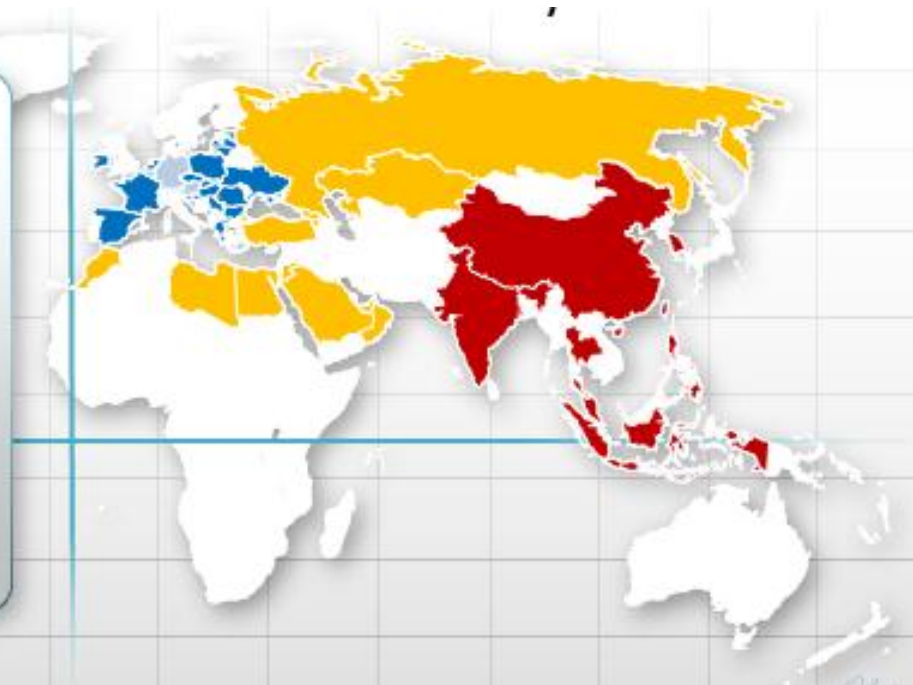
M&S

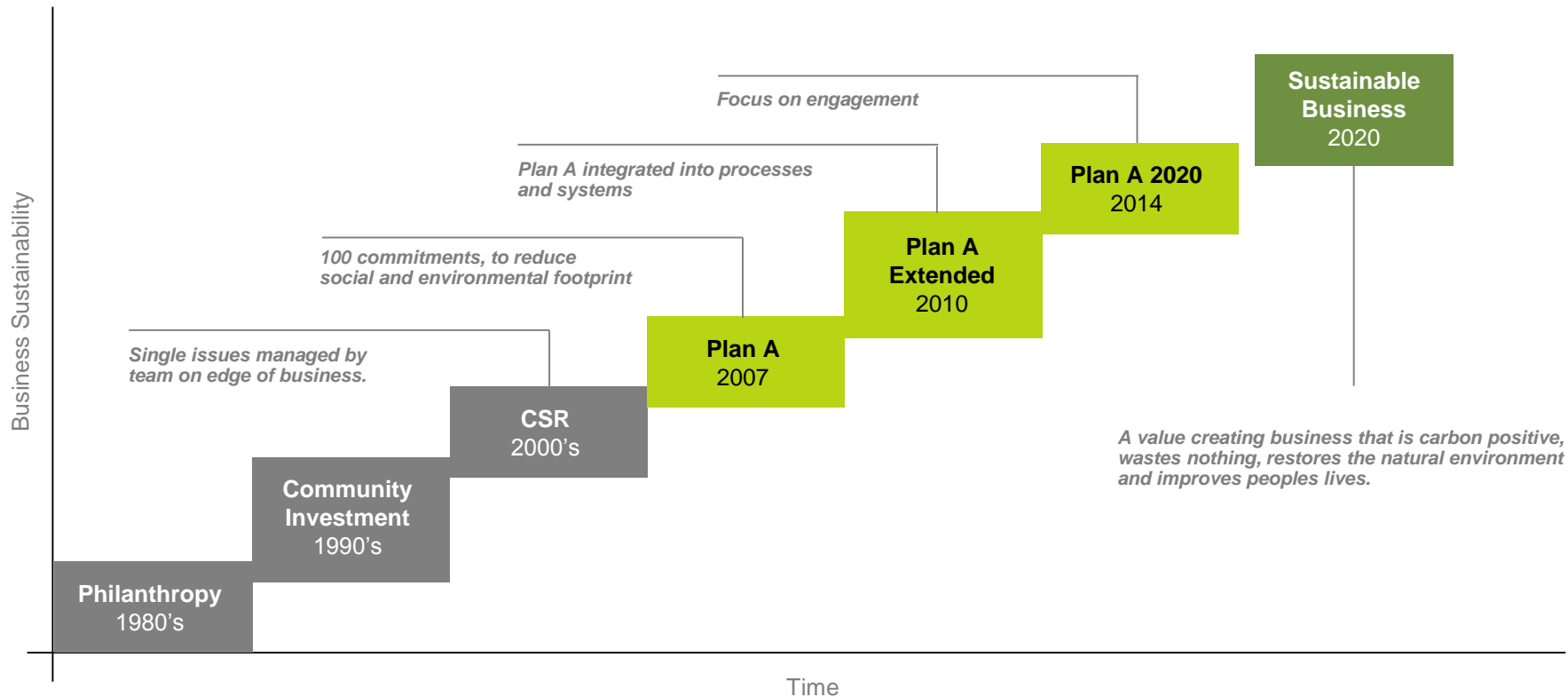
TREAT

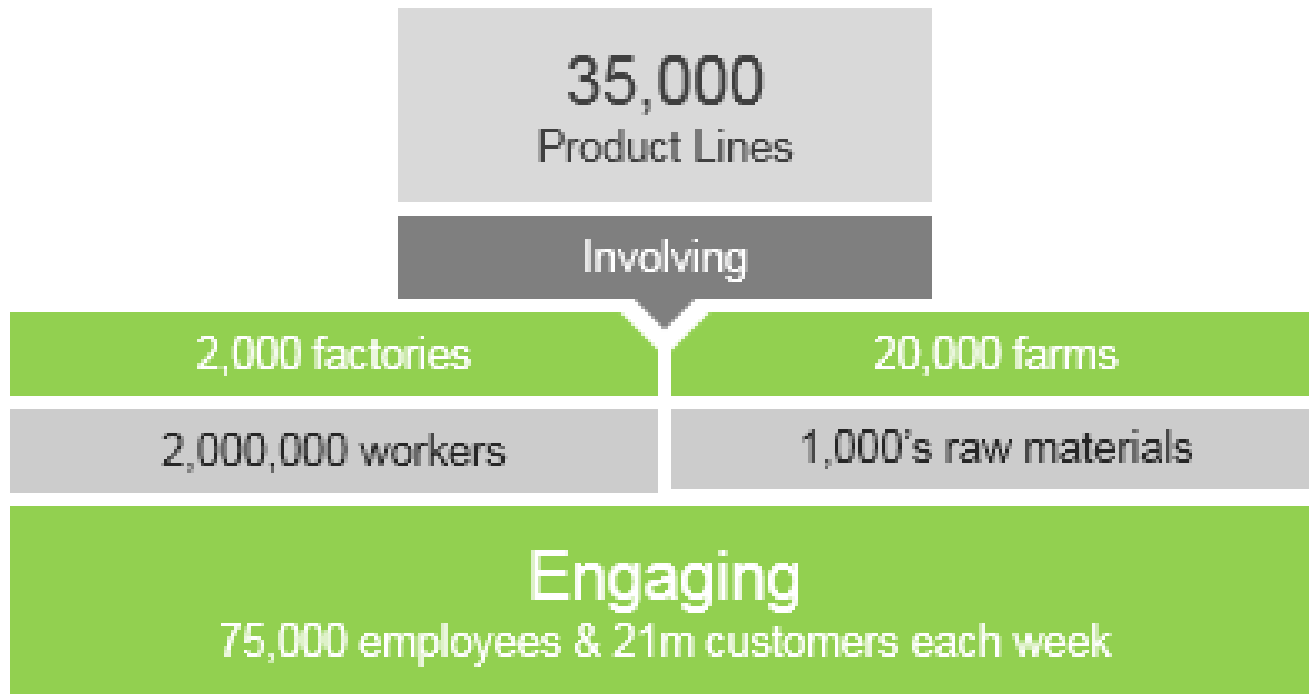
located on this floor

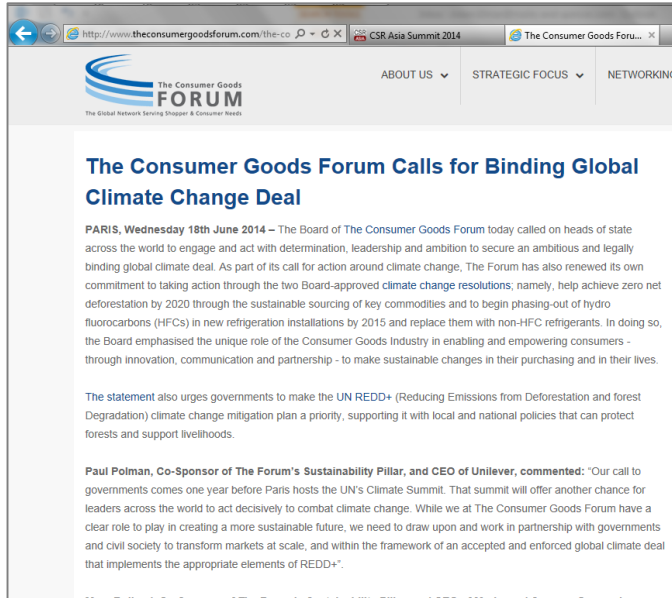


- Sales **£1.1** bn in 12/13
- **56** territories
- **10** in-country websites
- **451** stores
- GM **74%** / Food **26%**

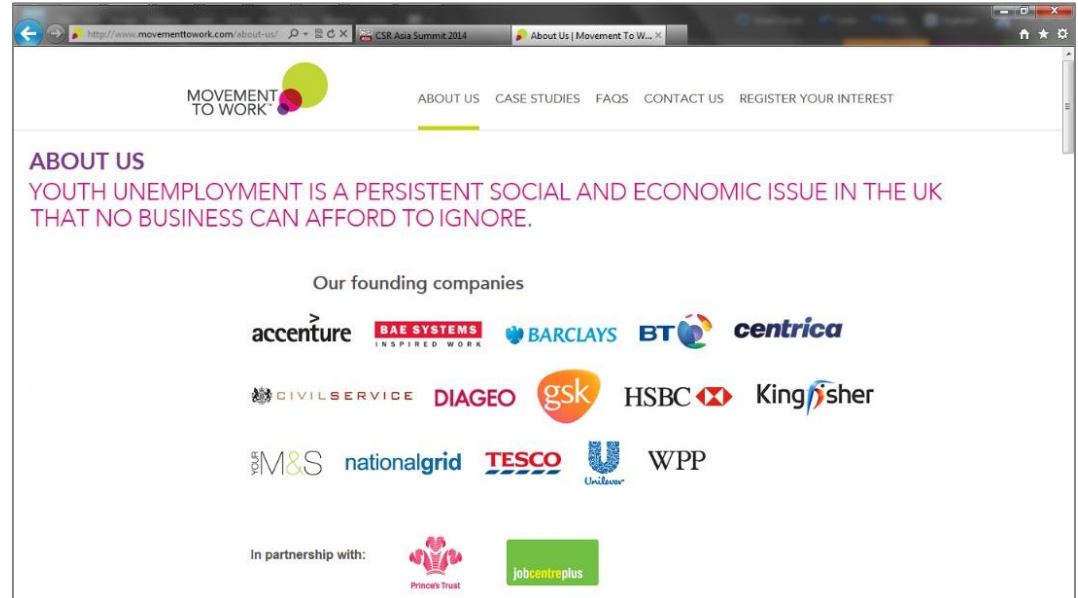




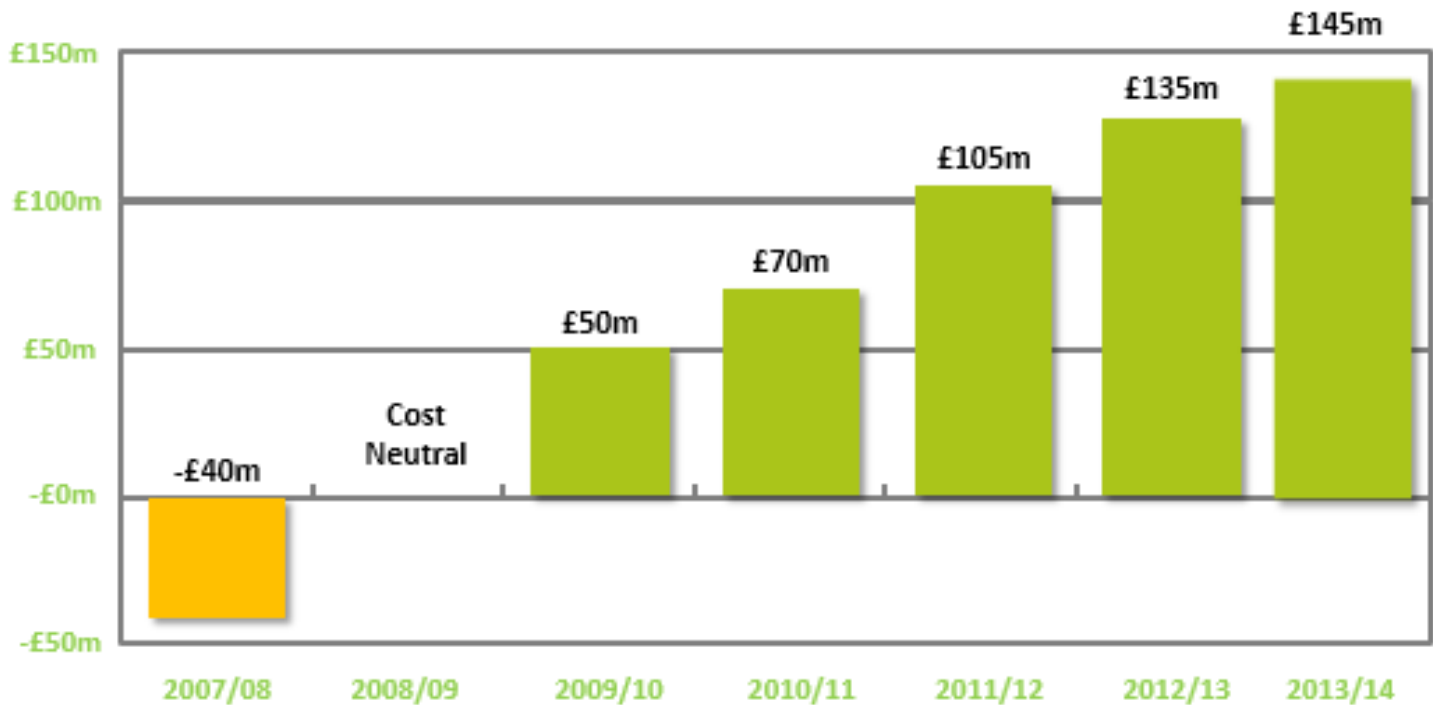




The screenshot shows the homepage of The Consumer Goods Forum. The header includes the forum's logo and navigation links: ABOUT US, STRATEGIC FOCUS, and NETWORKING. The main headline reads "The Consumer Goods Forum Calls for Binding Global Climate Change Deal". Below this, a paragraph states: "PARIS, Wednesday 18th June 2014 – The Board of The Consumer Goods Forum today called on heads of state across the world to engage and act with determination, leadership and ambition to secure an ambitious and legally binding global climate deal. As part of its call for action around climate change, The Forum has also renewed its own commitment to taking action through the two Board-approved climate change resolutions, namely, help achieve zero net deforestation by 2020 through the sustainable sourcing of key commodities and to begin phasing-out of hydro fluorocarbons (HFCs) in new refrigeration installations by 2015 and replace them with non-HFC refrigerants. In doing so, the Board emphasised the unique role of the Consumer Goods Industry in enabling and empowering consumers - through innovation, communication and partnership - to make sustainable changes in their purchasing and in their lives." A second paragraph follows: "The statement also urges governments to make the UN REDD+ (Reducing Emissions from Deforestation and forest Degradation) climate change mitigation plan a priority, supporting it with local and national policies that can protect forests and support livelihoods." The final paragraph mentions: "Paul Polman, Co-Sponsor of The Forum's Sustainability Pillar, and CEO of Unilever, commented: 'Our call to governments comes one year before Paris hosts the UN's Climate Summit. That summit will offer another chance for leaders across the world to act decisively to combat climate change. While we at The Consumer Goods Forum have a clear role to play in creating a more sustainable future, we need to draw upon and work in partnership with governments and civil society to transform markets at scale, and within the framework of an accepted and enforced global climate deal that implements the appropriate elements of REDD+'."



The screenshot shows the homepage of Movement to Work. The header includes the organization's logo and navigation links: ABOUT US, CASE STUDIES, FAQs, CONTACT US, and REGISTER YOUR INTEREST. The main headline reads "ABOUT US" followed by "YOUTH UNEMPLOYMENT IS A PERSISTENT SOCIAL AND ECONOMIC ISSUE IN THE UK THAT NO BUSINESS CAN AFFORD TO IGNORE." Below this, a section titled "Our founding companies" lists several logos: accenture, BAE SYSTEMS, BARCLAYS, BT, centrica, CIVILSERVICE, DIAGEO, gsk, HSBC, and Kingfisher. A second row of logos includes M&S, nationalgrid, TESCO, Unilever, and WPP. At the bottom, a section titled "In partnership with:" lists Prince's Trust and jobcentreplus.



# The business case



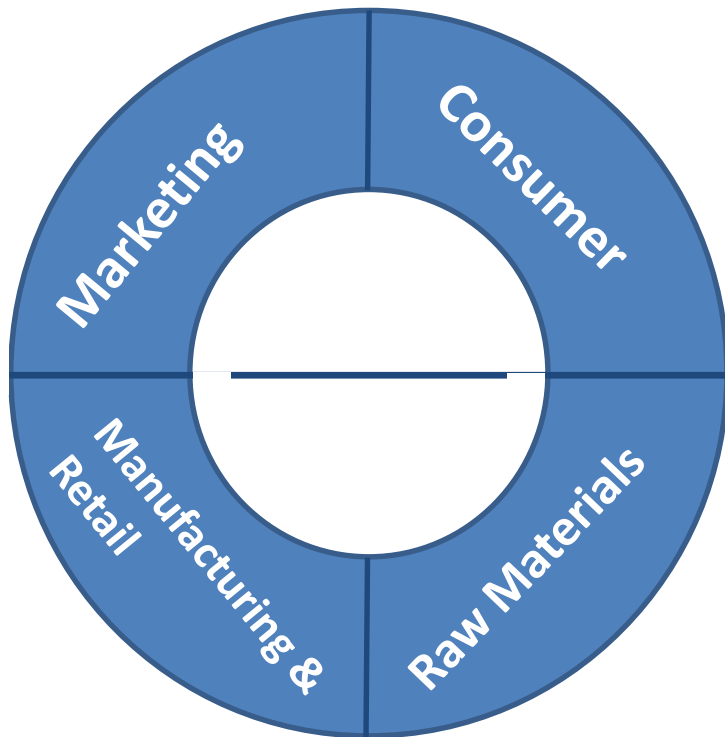
## The Consumer Lens

### Projects:

- Shwopping
- Worlds Most Sustainable Suit

### Projects:

- Sustainable Stores
- Big Beach Clean



### Projects:

- Green Growth
- Climate Change Initiatives

### Projects:

- Water
- Global Packaging

## The Industry Lens

# *Plan* *2020*

## Inspiration

We will engage, excite and inspire our customers.

## In Touch

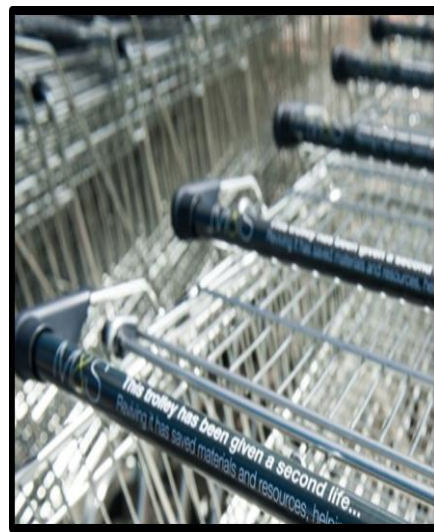
We will create a deeper connection with our suppliers, our customers and their communities.

## Integrity

We will always strive to do the right thing. We will lead our sector in sustainable consumption and production.

## Innovation

We are restless in our aim to improve things for the better.

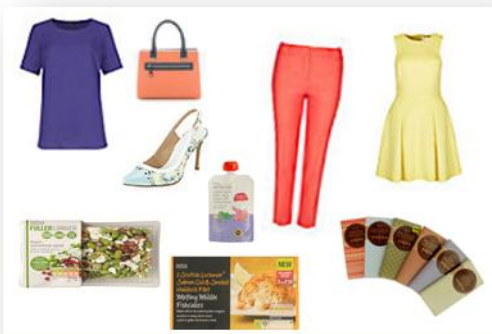




Launched Make Your Mark



Sustainable Learning Stores



57% Products Attributed



506,000 Workers Trained



4m Garments Shwopped



Awards



Carbon Neutral



Reduced Flights



20% Sustainable Cotton



Innovation

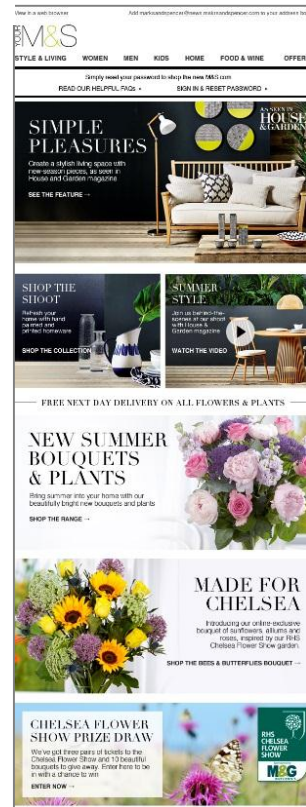


Health



Sustainable Factories

# Plan A 2020 integrated into campaigns





## Major programmes on a local level



- Over 7,500 people volunteered
- Picking up over 200,000 items, across 140 beaches and canals
- 4000 black bags were filled



**9,513 GARMENTS  
ARE THROWN INTO LANDFILL  
EVERY 5 MINUTES IN THE UK  
– THAT'S 1 BILLION A YEAR**

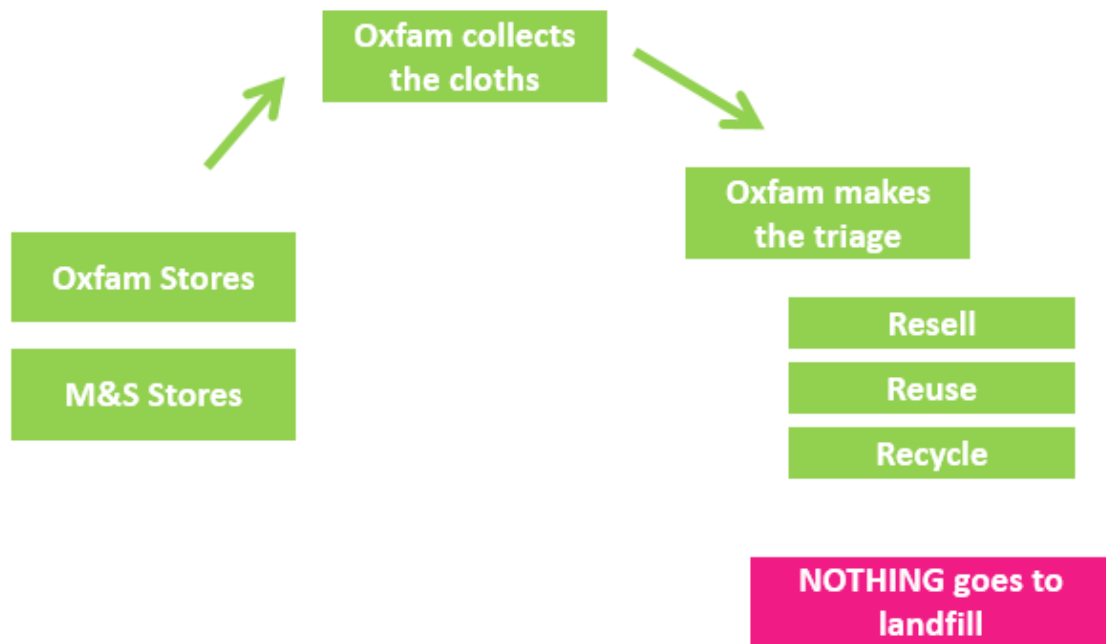


Shwopping video



YOUR M&S

## SHWOPPING



**SHWOP  
AT WORK**

**SHWOP  
AT HOME**

**6.9 million**

garment shwopped

**4.5 million**

pounds for Oxfam

## **Ethical Trading – Clothing & Home**

Ethics in the supply chain – transparency today



An audit is the tip of the iceberg

We believe DIGITAL  
technology is the  
way forward

How do we monitor  
conditions for the  
remaining 364 days?

- More effective measurement of factory social KPI's
- Improved Worker/Management Dialogue – new Workplace Communication Programme
- More regular Worker Feedback – not just a sample but all workers



Bangladesh  
population is 165  
million

114 million  
mobile phones  
are registered in  
Bangladesh

33% are  
less than 14yrs  
old



This means  
**EVERY** adult has  
a mobile phone

Smart phones  
are becoming  
more accessible  
to everyone

2/3rds of the  
population is now  
“connected”

- In 2013 we were the **1<sup>st</sup> UK retailer** to sign a partnership with Good World Solutions to use mobile technology surveys to get real time worker feedback...

- To date **72,000 workers** have been surveyed in Sri Lanka, India, Bangladesh, China and UK

Assessing  
impact of training  
programmes

Managing  
grievances

Gaining worker  
views of their  
working  
conditions

Giving a Voice  
to the global workforce

Transparency &  
Real-time Data  
to decision makers



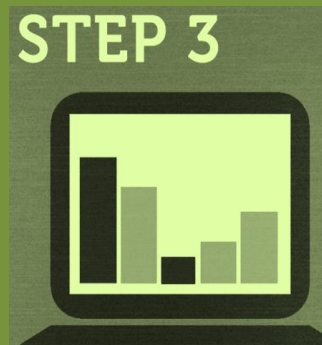
## Labor Link in 3 steps..



Workers place a free phone call. They answer questions with their keypad.



Responses are captured by a central server. Data is aggregated and analyzed.



Data is shared with clients via a secure, web-based user interface.



# M&S Stores

## Planning for the future

34% Energy Efficient



27% Water Efficient

**Let it rain.**  
We are harvesting rainwater from the roof to supply all the toilets in the store.

Zero Waste to Landfill



Closed Loop



2011 Ecclesall Road



2012 Cheshire Oaks



**2015**  
**25 Stores**

2011 Stratford City



2013 Simply Food Stores



2014 Vangarde York



2011 Ecclesall Road



2012 Tottenham  
Court Road



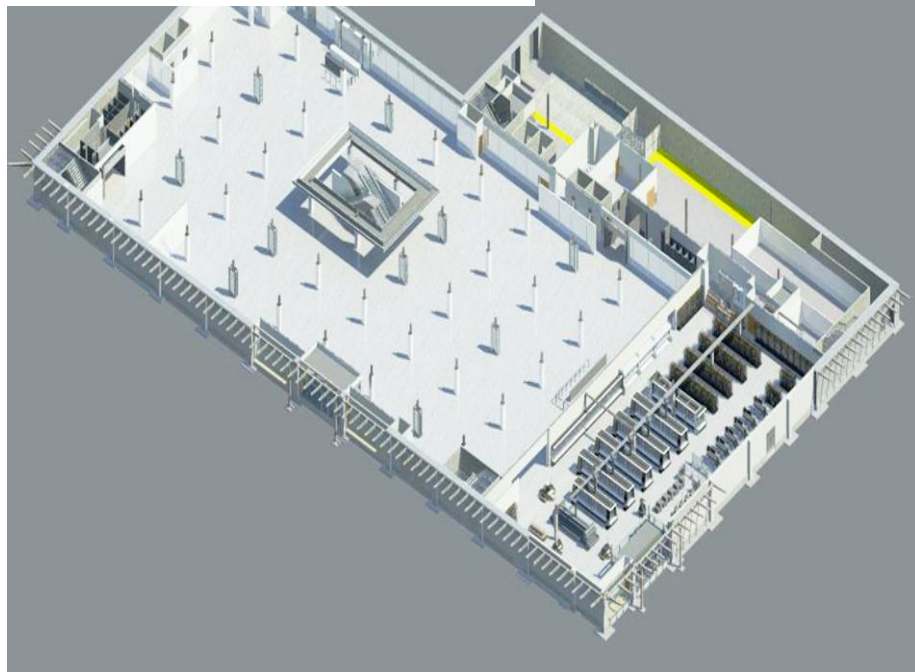
2013 Simply  
Food Stores



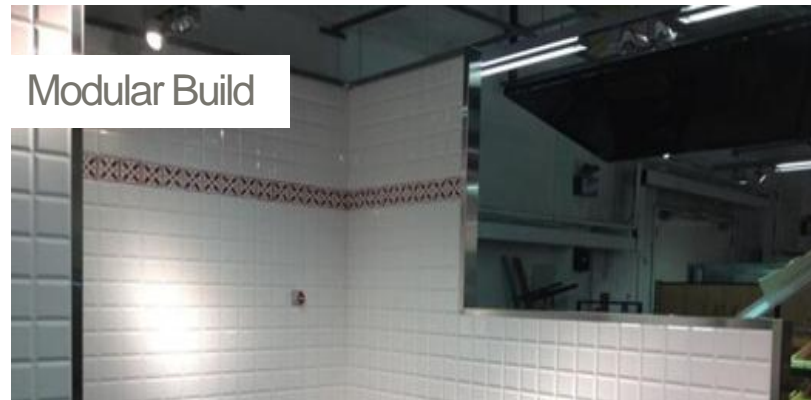
**2015**  
**100 Stores**

**75%**  
**less lighting**  
**& energy**

Building Information Modelling



Modular Build



Ethical Auditing



Community engagement



Health, wellbeing, productivity



International



# Community engagement

2004

- Four disadvantaged groups: single parents, disabled, homeless, young people
- Four delivery partners
- 500 placements per year
- 40% into work rate
- 50 stores

Business

Community

Business Action on  
Homelessness**Gingerbread**  
Single parents, equal families**Remploy**

Putting ability first



Prince's Trust

2014

- Four disadvantaged groups: single parents, disabled, homeless, young people
- Four delivery partners
- 3300 placements per year, over 10,000 so far
- 50% into work rate
- 300 stores

# What makes us unique?

Accreditation

Trusted  
Partners

Recruitment

Final  
Celebration  
Events



## Engagement

- Boosts employee pride and passion
- 99% of buddies feel motivated by involvement

## Development

- Develops key skills such as communication, leadership and teamwork in our buddies
- £1k per head development costs saved

## Recruitment & Retention

- Bank of work-ready individuals for peak recruitment
- £29k recruitment cost saving per year
- Loyal and dedicated individuals who want to stay with M&S

## Diversity

- Increases employee diversity: ethnic minorities, disabilities and age

Now  
**1 in 6**

Young people aged 16-24  
are unemployed

End 2015  
**100,000**

vocational training and work  
experience placements

### Employer pledge



To provide 4-6 week employability training placements for NEETs aged 18-24 equivalent to 2% of the company's UK workforce.



To link placements, where possible, to fixed term and permanent jobs or apprenticeships.



To engage own supply and client base in the programme, asking them to make the same commitment, in order to create a nationwide multiplier effect.

2014



Thank You

Q&A Session