

The background of the slide is a photograph of a sunset over the ocean. The sky is a deep blue with wispy white clouds. A bright rainbow is visible on the left side, extending from the horizon towards the top left. The water in the foreground is dark blue with gentle ripples.

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Who are we?

- Based in London
- 600+ stores across UK
- 200 in 30 countries
- Food, Fashion and Homewares
- 3000 direct suppliers
- 20,000+ indirect (farms)

Plan A

Five year 100 point 'eco plan'

- Climate change
- Waste
- **Sustainable raw materials**
- Fair partnerships
- Health

Needed to manage expectations and instil trust in our brand

Customer

- Climate change
- Labour standards
- Busy and just want to shop

Shareholders / Investors

- Sustainable business model

Plan A commits us to:

1. Reduce our operational water usage
2. Work with our suppliers to reduce our impact on water resources in our supply chain

How do we drive change?

Biggest challenge:

We don't know what we don't know!

- Unique business model
- Hugely complex supply chain
- Limited traceability

What do we need?

- Develop supply chain partnership
- Engage suppliers – the issues and the opportunities
- Work with suppliers to begin to understand impacts
- Determine how we drive change - where are efficiencies?

- What does best practice look like?**
 - Environmentally and socially sustainable**
 - Economically viable**
 - Increase efficiency**
 - Improve productivity**
 - Consistent approach**
- Learnings can be transferred**

Now we need to work to define and apply...!



Thank you