



GLOBAL COMMUNITY PROGRAMME

M&S

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WELCOME

TO THE FIRST UPDATE OF THE M&S GLOBAL COMMUNITY PROGRAMME

M&S LAUNCHED ITS GLOBAL COMMUNITY PROGRAMME (GCP) IN 2014

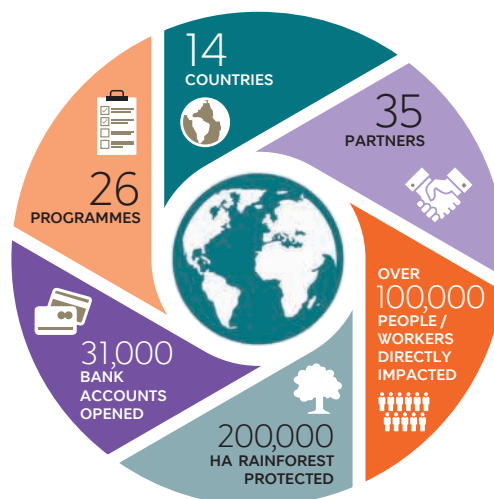
in order to bring greater clarity and a more focused approach to the way M&S partners with organisations for a social, environmental and business return within the M&S supply chain. We've been working on some of these programmes within our supply chain for years but haven't always had a focused strategy or a clear way to measure impact on the community or articulate the benefits to our business. The GCP long term strategy will enable us to build resilient supply chains by bringing clarity and focus to our partnerships, delivering tangible business and social benefits. The GCP is one of the ten focus priorities within Plan A, M&S's overarching sustainability strategy. <http://corporate.marksandspencer.com/plan-a>

In the last 12 months we have worked with Accenture Development Partnerships (<http://www.accenture.com/gb-en/Pages/service-accenture-development-partnerships-overview.aspx>) to develop key tools to ensure that:

- we are delivering programmes that make strategic sense to M&S,
- the programmes deliver real impact for those workers within our supply chains and supply chain communities and
- we really are measuring performance to ensure that we are delivering the projected impact.

In this first update, we've selected a number of programmes that will introduce you in more detail to some of the activities within the Global Community Programme and also give you more information about our strategic aims.

We've been delighted with our progress so far with 26 programmes running in 14 countries, with more than 35 excellent partners but we have a lot more work to do to ensure that we bring programmes to scale and deliver maximum impact.



"We cannot be isolated from the communities in which we trade."

Robert Swannell, M&S Chairman,
visiting M&S Suppliers in Kenya in 2013

GLOBAL COMMUNITY PROGRAMME TEAM

Overall Programme Leaders



Fiona Sadler – Head of Ethical Trading
(General Merchandise & Home)



Louise Nicholls – Head of Responsible Sourcing,
Packaging & Plan A (Foods)



Hazel Culley – Sustainability Manager (Foods)



Laura Hawkesford – Ethical Trading Manager
(General Merchandise & Home)

Individual Programme Managers/Sponsors (see case studies for more details)



Phil Townsend – Raw Materials Specialist



Fiona Wheatley – Sustainable Development Manager



Helen McTaggart – Ethical Trading Manager (Foods)



Steve McLean – Head of Agriculture & Fisheries
Sourcing

GLOBAL COMMUNITY PROGRAMME

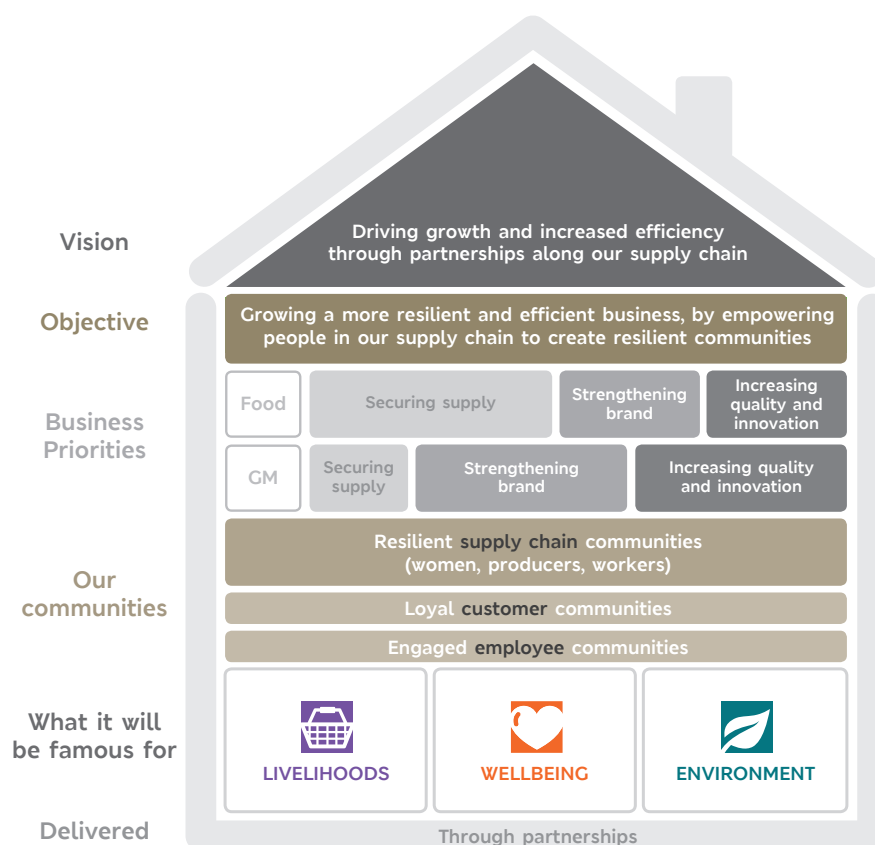
STRATEGY & FOCUS

WE HAVE DEVELOPED A CLEAR AND SIMPLE STRATEGY for the Global Community Programme to ensure that we focus on building resilient supply chain communities that will be here to supply M&S in decades to come.

A key focus for M&S within our GCP work is the concept of 'resilience'.

We've worked with a number of stakeholders to help us define this as *'the capacity of individuals and communities in M&S supply chains to manage recurring challenges and stresses, allowing them to develop and flourish independently.'*

Ultimately, if suppliers, workers, producers and communities are more resilient, then the supply chain is more resilient and supply for the future is secure. Instead of working on projects that give hand outs we want to work with projects that build livelihoods, protect the environment and improve wellbeing, which all in turn build resilience of supply communities.

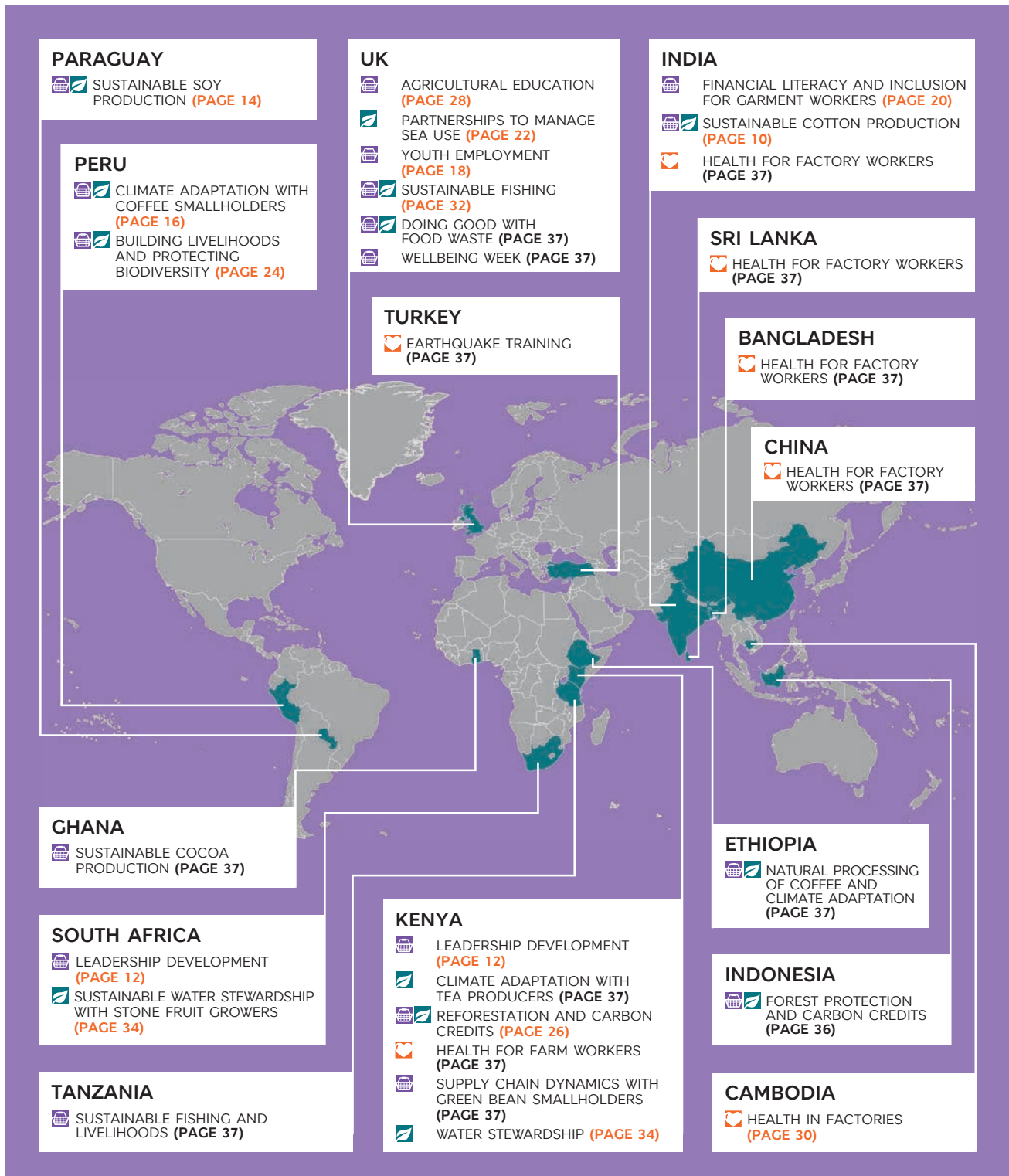


OUR AIM IS TO BE REALLY FOCUSED

on the programmes we run within the supply chain and have chosen to focus on the key elements of Livelihoods, Wellbeing and Environment as together they are critical to building the resilience of communities. We are not singling out a specific community of workers/people, although a large number of our programmes are targeted at benefitting women and small holder farmers due to the make up of our supply chain.

LIVELIHOODS	WELLBEING	ENVIRONMENT
<p>Livelihood under the CCP is an indicator of education, employment opportunities, income and access to services. Supporting secure livelihoods is a critical factor in ensuring people can lead independent and full lives. Secure livelihoods allow people to live fully in the present and plan for the future (e.g. through education or savings).</p> <p>This is a critical aspect of resilience. It provides people with the capacity to ensure they can deal with current stresses and anticipate future challenges.</p>	<p>Wellbeing under the CCP is an indicator of the health, personal satisfaction and physical security of workers and people in the local community. Enabling positive wellbeing allows a person to anticipate, negate and deal with challenges and stresses in a more effective way, supporting resilience.</p>	<p>The Environment under the CCP means protecting natural resources, tackling climate change and addressing energy challenges. Supporting a sustainable environment ensures that people understand their resources and use them wisely to provide secure livelihoods without damage. It also mitigates against changes beyond the control of those effected. Addressing these challenges is critical to the long term resilience of individuals, communities and the planet.</p>

MAP OF PROGRAMMES



WE CURRENTLY HAVE 26 programmes running within 14 countries, working with 35 partners, directly impacting over 100,000 people.

All of these programmes are targeting at least one of the key impact areas within the GCP and more often than not we have found that the programmes are working on several of the issues because you often need a combination of all 3 target areas to create true resilience.

The table opposite shows how different programmes have several impacts for the producers, workers and communities within our supply chain.

THE MAIN ACTIVITIES within the GCP include:

- Training & awareness raising
- Developing materials & new ideas
- Advocacy & working with local partners to drive change.
































“Our supply chain is vast and complex and there is no ‘one size fits all’ approach to making effective change.”

Each programme is designed to reflect the local needs and is developed by working closely with our supply chain and their communities, to understand the root causes of the issues. Going forward we are looking to design interventions that are more easily scalable and become more effective in re-utilising resources where we see applicability.

A good example of this is our partnership with Emerging Leaders (www.emerging-leaders.net). After carrying out successful training in Kenya, the content of the course had to be tweaked slightly for South Africa but compared to starting out afresh this has been minimal. See the case study on page 12 for more details.

We are really pleased with the course the GCP has taken in the last year but our aim is to become even more focussed, bring programmes to scale and help more and more of our suppliers, producers and their workers and local communities benefit from the opportunity of being involved.

GCP PROGRAMMES & TARGET IMPACTS

PROJECT	COUNTRY	PRODUCT TYPE	PAGE NO.	FINANCIAL INCLUSION
Sustainable cotton production	India		10	
Leadership development in Africa	South Africa and Kenya	    	12	
Sustainable soy production	Paraguay		14	
Climate adaptation with coffee smallholders	Peru		16	
Youth employment	UK		18	
Financial literacy and inclusion for garment workers	India		20	
Partnerships to manage sea use	UK		22	
Building livelihoods and protecting biodiversity	Peru		24	
Reforestation and carbon credits	Kenya and Indonesia	  	26	
Agricultural education	UK	 	28	
Health in factories	Cambodia		30	
Sustainable fishing	UK		32	
Sustainable water stewardship with stone fruit growers	South Africa and Kenya		34	
Sustainable fishing and livelihoods	Tanzania			
Health for factory workers	Sri Lanka, India, China, Bangladesh			
Supply chain dynamics with green bean smallholders	Kenya			
Natural processing of coffee and climate adaptation	Ethiopia			
Climate adaptation with tea producers	Kenya			
Earthquake training	Turkey			
Sustainable cocoa production	Ghana			
Health on farms in Kenya	Kenya	 		
Doing good with food waste	UK			
Wellbeing Week	UK			

LIVELIHOODS						WELLBEING				ENVIRONMENT					
SMALLHOLDER INCOMES	COMMUNITY DEVELOPMENT	EDUCATION/ SKILLS	LEADERSHIP DEVELOPMENT	EMPLOYMENT	EMPOWERING WOMEN	HEALTH AND HYGIENE	NUTRITION/ HYDRATION	WORKING CONDITIONS	EMPOWERING WOMEN	WATER	CLIMATE CHANGE	BIODIVERSITY	WASTE	NATURAL RESOURCES	ENERGY

GCP PROGRAMMES & TARGET IMPACTS



SELECTION

Working with Accenture Development Partnerships we have developed a partnership and programme framework which enables us to assess every partnership prior to commencement to ensure that they meet M&S Global Community Programme Aims and Objectives. As a result, we now look at the following when assessing partnerships:

- Clear ties to the business objectives
- Clear and compelling areas of focus
- Priority countries aligned with business units purchasing
- Target themes of intervention (projects must be aligned to one or more of the GCP themes of livelihoods, wellbeing and environment)
- Mix of innovative pioneering partnerships and large transformative partnerships
- Defined business benefits and clear success targets
- Clearer narrative to enhance messaging to communities
- Greater customer and employee engagement in initiatives.

When a project has been identified and assessed, M&S works with the partner to develop a detailed plan for implementation, identifying key inputs and approach and considering how to involve other partners and leverage additional external funding where necessary.

M&S works closely with the partner during implementation, adjusting the inputs where necessary, for maximum positive impact.

MONITORING IMPACT

We've also developed some tools to help us measure the impact of our programmes. To date we've been measuring the impact but have not always been consistent in our approach. We will move from being output focused to focusing on impacts and outcomes. We understand that every programme will have its own unique measures but we've also developed some key indicators which will test whether the programme is genuinely making a difference to the resilience of the supply chain and supply chain communities. As we move forward, during and after the implementation, the projects will need to report on a set of cross cutting resilience metrics which are more generic and process based as well as metrics related to the key theme the project relates to: livelihoods, environment and/or wellbeing.

We are working on innovative ways to collect meaningful and accurate impact data from our projects. One way that has been used very successfully in a few projects, is to use mobile phone surveys before and after a project input. We have found that the impact data is more likely to be accurate since responses are anonymous, it is easy to translate questions and answers and respondents are those impacted directly by the project. The GCP project working on financial inclusion for garment factory workers in India (page 20) was able to use this method very effectively, with a mobile phone survey both before and after the training delivered by [geosansar](http://geosansar.com) with Good World Solutions (<http://goodworldsolutions.org/>). This produced useful and dramatic results, with workers who said they had savings increasing from 44% before the training to 77% afterwards. This technique was also used by Emerging Leaders (see page 12), immediately and then 6 months after their 3 day leadership training course, to gain feedback on what participants had changed in their lives as a result and whether they had started a project to generate income or to benefit the community. We will continue to build on these learnings and hope to extend this and other techniques for impact data collection to more projects over the coming year.

WHY ARE WE DOING THIS?

THERE ARE CLEAR SIGNIFICANT SOCIAL, ECONOMIC AND ENVIRONMENTAL SHIFTS which are impacting on our business. Many of these are manifesting in our supply chain, driving an imperative to act to create a more resilient business and supply chain for the future. Key challenges include:

- **Security of supply issues:** declining yields and increased demand
- **Resource scarcity and efficiency:** access to resources such as water and food waste issues
- **Increased competition:** in particular from the Asian markets driving the need to be a “customer of choice” for suppliers
- **Brand differentiation:** with communities that we source from and sell in
- **Risk management:** needing to show how we are investing in the community beyond compliance
- **Increased transparency:** digital transformation is requiring much more visibility along the supply chain with the associated risk to brand
- **Increased complexity of business models:** shifts away from Products to Service driven models, and the need to develop new skills and partnerships in the business and along the supply chain to do this
- **War for talent:** needing to attract top talent both in the UK and International markets

With this shifting landscape of pressures, it is crucial to have clarity of focus and efficient use of resources for the greatest impact. We are very clear that core labour standards and respecting worker rights are at the centre of our M&S ethical trading programme and are the basis for suppliers doing business with Marks & Spencer. More details can be found at <http://corporate.marksandspencer.com/plan-a/policies>. The programmes within the GCP take us beyond this although there is no doubt that many of the programmes also have a positive impact on some of the human rights issues affecting workers, producers and communities in our supply chain. You can see from the following table that the programmes we have developed have clear benefits for the workers and communities within our supply chain but also business benefits for suppliers and the M&S business.

“I enjoy higher profits and a better health, in a better environment. It is now time that all farmers in my village, my state and my country can enjoy the same benefits.”

– Kare Yadhareddy, Better Cotton Initiative farmer, India (page 10)

This table demonstrates how the programmes within the GCP benefit the different actors within the M&S supply chain

	LIVELIHOODS eg. financial inclusion, leadership training	WELLBEING eg. health training in factories	ENVIRONMENT eg. water stewardship, climate adaption
Benefits for the individuals and communities	<ul style="list-style-type: none"> Increased income Access to finance Less stress/worry Leadership skills Ability to communicate with employer 	<ul style="list-style-type: none"> Healthier families Access to medical facilities Improved nutrition 	<ul style="list-style-type: none"> Increased understanding of local environment Future farming Dealing with climate change Increased income due to better managing input costs
Benefits for the M&S business and supply chains	<ul style="list-style-type: none"> Reduced staff turnover/absenteeism Transparent payments Accountability/responsibility 	<ul style="list-style-type: none"> Reduced staff turnover/absenteeism Better relationships between workers and management 	<ul style="list-style-type: none"> More reliable supply License to operate Better quality More competitive suppliers who can better manage input costs

WORKING IN PARTNERSHIP

M&S is heavily involved in all the projects that you will read about in various ways including funding, programme management, supplier engagement and convening meetings. However, you'll notice of course that all of the programmes are being delivered in collaboration with different partners and often funding organisations who help to bring these ideas to scale. Local collaboration is essential for understanding the local environment/situation and also ensuring that we achieve maximum impact in a sensitive way.

Thanks goes to all of our partners and suppliers who have been involved with GCP projects. We have been so impressed with their commitment and expertise and without their collaboration it certainly would not have been possible to make the difference we've made to the wellbeing, livelihoods and environments of over 100,000 people across our supply chain.



HOW YOU CAN BE INVOLVED

The Global Community Programme is in its infancy but we are looking to develop this into something more cohesive and ultimately more impactful for those workers, producers and communities in the supply chain. If you are a supplier or a potential partner who has an idea or would like to find out more please email:

globalcommunity@marks-and-spencer.com

HOW TO USE THIS GUIDE

THIS GUIDE focuses on a selection of just 13 of our GCP projects, with a full list at the back of the guide.

For each project that is featured, we highlight:

KEY FACTS to give you an overarching idea of scale, location and timescale.

CONTEXT including some background to the issues as well as why M&S is involved in that particular project, such as supply connections and business case.

PARTNERS we worked with, as well as co-funders.

The **PROGRAMME** activities and achievements.

The **BENEFITS** and impacts that the project has had on the environment, people's livelihoods and wellbeing.

We've also given a link for you to **find out more** if you wish.

Down the side of the case study pages you will find the product icon at the top, the issue icons at the bottom and the title in the middle, so that you can easily flick through the guide and pick out the case studies that most interest you. Where a project particularly addresses issues related to livelihoods those icons are in purple, wellbeing icons in orange and environment icons in green.



“Before the training, I did not think that people like me can lead a successful life. Now I believe that it is possible.”

Emerging Leaders trainee, Kenya (page 12)



SUSTAINABLE COTTON PRODUCTION IN INDIA

The Better Cotton Initiative (BCI) exists to make global cotton production better for the people who produce it, better for the environment it grows in and better for the sector's future.

KEY FACTS

- The WWF/M&S partnership specifically works with over 18,500 farmers who have been certified as BCI Farmers in India on nearly 20,000 hectares of cotton production areas in the Warangal and Karimnagar districts. This forms part of the wider BCI reach in India which covers 146,000 licensed BCI farmers and 236,000 ha under cultivation¹.
- WWF and M&S started working on sustainable cotton in India in 2009 and in the 2010 cotton season, the project produced its first harvest of Better Cotton.



CONTEXT

- **Sourcing:** Cotton represents nearly half the fibre used to make clothes and other textiles worldwide. Many M&S garments are made from cotton sourced in India and we are aiming to deliver 50% of cotton from more sustainable sources by 2020. This project manages reputational and resilience risks, through a more transparent supply chain and a more sustainable future for cotton.
- **The issues:** It can take up to 2,700 litres of water to produce one conventional cotton t-shirt: that's equivalent to what an average person might drink over three years. In addition to water challenges, pesticide and fertiliser use are also issues associated with conventional methods of cotton cultivation. M&S and WWF have identified fertilisers as the major factor of greenhouse gas emissions in cotton cultivation. M&S recognise that to have a secure source of cotton for the future, these issues need to be mitigated.

PARTNERS

- WWF
- Better Cotton Initiative



¹ WWF/M&S partnership figures from 2013/2014 season. BCI figures from 2013.

THE PROGRAMME

The Better Cotton Initiative (BCI) works with key players at each stage of the process to reduce the environmental and social impact of cotton production. BCI aims to transform cotton production worldwide by developing Better Cotton as a sustainable mainstream commodity and aims to become self-sustaining through strengthening the Cooperative Societies involved. In addition to directly working with WWF in the Warangal and Karimnagar districts of India, we indirectly fund projects in many other countries as part of the Better Cotton Fast Track Program (BCFTP).

BCI particularly focuses on supporting farmers to develop ways of producing cotton that use less water and fewer chemicals. This includes:

- Reducing the use of pesticides, fertiliser and irrigation water, which not only has a positive impact on the environment but also reduces farmers' costs.
- Training on how to use water more efficiently such as cultivating in furrows instead of drilling.
- Introducing safety measures for cotton pickers including wearing gloves and face masks when working, not working in the fields for a minimum period after spraying and women not working in the fields when pregnant.
- Many cotton pickers are women and this programme helps to educate them to take care of their own health and that of their families.



© Better Cotton Initiative



© Better Cotton Initiative



WWF and M&S have been working together in a wider context on the issue of water usage, conducting a hydrology risk study to assess water shortage risks for the agricultural sector that will also help to formulate a tool to prepare for such risks. M&S has also invested in the development of the Cool Farm tool, which helps to mitigate greenhouse gas emissions of agriculture, which WWF is now using in India.

**REDDY,
BCI COTTON FARMER,
INDIA**

Reddy is a cotton farmer in Warangal district, India, who did not like change. He preferred to stick with his way of farming. But he was introduced to BCI's Implementing Partner (IP), WWF-India, who train farmers in Reddy's area in applying Better Management Practices (BMPs) on their farms. At first, Reddy was unwilling to experiment with the new farm management practices. But then he applied the BMPs on a portion of his farm. His production levels increased. Reddy was a changed farmer: "The chemical and water use in cotton has significantly reduced; application of Amrutha Jalam (an organic fertiliser) to the soil, silt application, drip irrigation and other BMPs are the promised path for getting better yield".

Reddy is now a proud practitioner of the BMPs and a leader in his community. He has become a torchbearer for the many other farmers who are beginning their own journey to learning about the many benefits of Better Cotton.



© Better Cotton Initiative



**HADANI JAYABEN ARJANBHAI, BCI
LEARNING GROUP PARTICIPANT, INDIA**

"Now we can discuss matters related to best practices of sustainable cotton cultivation with other women. We also value the importance of education for our children."

© Better Cotton Initiative

THE BENEFITS

- BCI farmers in the WWF/M&S project in Warangal and Karimnagar, India have a net income 114% higher than that of conventional farmers while on average, they used 22% less commercial fertilizer, 18% less chemical pesticides and 16% less water (2013-2014 season). This is in the context of BCI farmers across the whole of India who gained 44% higher profits, 18% higher yield and used 28% less commercial fertiliser, 22% more organic fertiliser, 24% less pesticides and 14% less water (2013).
- More sustainable products are available to M&S customers as a result of this project. In 2013/14 M&S sourced 31% of its cotton more sustainably and BCI accounted for the majority of this.

To find out more you can watch the Better Cotton in India video: <https://vimeo.com/107597291>



LEADERSHIP DEVELOPMENT IN AFRICA

The 'Emerging Leaders' project is delivering training in Kenya and South Africa, encouraging workers to take leadership of their own lives to benefit themselves, their families, workforce and communities.

KEY FACTS

- Since the partnership between M&S and Emerging Leaders began in 2012, over 9,000 people have been trained mainly in Kenya and South Africa but there are plans underway to expand the reach.
- Emerging Leaders and M&S kicked off their partnership with a pilot and a lot of input from VP Group in Kenya. Since then many suppliers across South Africa and Kenya have engaged with the programme.
- The M&S Innovation Fund helped to fund a successful pilot in Kenya and to develop the train the trainer tools and M&S has subsequently supported Emerging Leaders to achieve match funding to help bring the programme to scale.



CONTEXT

- **Sourcing:** M&S source many food items from Kenya including tea, coffee, vegetables and flowers and source wine, fruit and flowers from South Africa. The ongoing supply from these key sourcing countries is dependent on communities functioning well and addressing some of the issues they face, working together within the workplace and outside it.
- **The issue:** Suppliers and workers in some of the regions M&S sources from are facing multiple challenges such as rapid urbanisation, climate change, rapid inflation and declining yields, to name just a few. M&S is working to help suppliers and workers find ways to address some of these challenges and the introduction of leadership skills training has really helped. As leadership and confidence is developed, communities are able to come up with solutions to the problems they face themselves. This makes the communities more resilient and able to sustain supply.

PARTNERS

- Emerging Leaders
- UK Department for International Development
- IDH



THE PROGRAMME

Emerging leaders (EL) runs a number of different training courses to help develop leaders who are capable of coming up with solutions that support business and the community. There is a 3 day training course and also another modular course which spreads out shorter sessions over a longer period. It's a significant commitment for individuals and workplaces to do the training, so we are grateful for the hard work and dedication of partners and suppliers to achieve training over 9,000 people.

The course emphasises the importance of taking responsibility for the problems you see around you and seeing what you can do to make a difference, working with others to achieve a goal. It tackles certain negative mindsets that would stop people from taking leadership actions, such as thinking 'I can't' or 'it's up to someone else'. Training includes managing basic finances and how to start up an income generating project and/or a community project. The course includes lots of interaction, games and discussion and encourages attendees to teach what they have learned to others.

Emerging Leaders has trained local trainers to deliver the course both within M&S's supply chain and also within the communities that workers come from.

THE BENEFITS

- **Projects set up:** 65% of participants in Kenya set up a community project to tackle the multiple challenges within their local neighbours (including planting indigenous trees, garbage disposal and planting nutritious food) – a total of 36 community projects.
- **Income generation:** 83 % of participants in Kenya set up an income generating activity, a total of 52 new businesses.
- **Knowledge sharing:** For every 1 person trained, they shared the information with an addition 13 people.

“I have learnt more on this 3 day course than I have in my whole life. We learnt about poverty mindsets that prevent us from being a leader. I am going to work on self improvement. The course will help me to manage my time and finances better. I identified many wrong mindsets in myself. It is going to help me turn my life around. Everything about it was fantastic.”

– Trainee in South Africa

Workplace/business benefits

- In the workplace, communication, productivity, team work and worker engagement improved. Trainees became more positive and constructive, and more inclined to look for solutions to problems. In South Africa absenteeism shrunk rapidly and relationships between workers and team leaders have improved, therefore labour unrest is less likely.
- **Confidence:** Trainees feeling confident increased by 43%.
- **Job Satisfaction:** At one Kenyan supplier, 47% of participants said they felt very satisfied with their job, compared to just 14% before the training.
- **Productivity and quality:** An M&S supplier in Kenya reported a reduced defect rate, increased worker efficiency and a 10% improvement in productivity at their packhouse.
- **Reduced turnover:** Monthly worker turnover reduced from 1-2% to 0% at a site in Kenya and temporary workers were more likely to stay and become permanent.

Livelihood benefits

- Increased financial literacy and income generating projects have led to higher savings and better livelihoods for many people. In turn, that means more people are able to send their children to school.
- **Income and savings increased:** Household income of Kenyan participants increased by 43% and household savings increased by 161%. 95% of participants now report saving, compared to 62% before the training.

Wellbeing benefits

- **Health:** 84% reported their health had improved since the project (due to better hygiene and nutrition and reduction in drinking and smoking to save money).
- **Education:** 43% enrolled on an education course since the training and 85% took action to improve their family's education.
- **Empowering women:** A number of female attendees, whose husbands attended the training, reported that they receive more respect at home and they are now able to work together as a couple to solve problems and manage finances. They report being given more freedom to work on income generating projects themselves.

To find out more: www.emerging-leaders.net



LEADERSHIP DEVELOPMENT
KENYA & SOUTH AFRICA



SUSTAINABLE SOY PRODUCTION IN PARAGUAY

Supporting smallholder soy production in Paraguay with responsible and sustainable farming practices.

KEY FACTS

- The project involves 8 local cooperatives, reaching 2,600 family soy farmers (with 20 – 100 ha each) with a total of 145,000 ha.
- Project period runs 2014-2016.



CONTEXT

- **Sourcing:** Soy is a globally traded commodity produced in both temperate and tropical regions and serves as a key source of protein and vegetable oils. The main use of soy is as a key component to animal feed used by our poultry, egg, pork and dairy producers.
- Around 80% of the soy used in the UK is imported from South America. Paraguay is the world's 4th largest exporter of soy, accounting for 40% of exports and 12% of the country's GDP.
- **The issue:** The use of soy is not without its challenges and despite industry efforts and some notable success stories, soy continues to contribute to deforestation in South America, albeit at a dramatically lower rate than before. Prior to 2004, Paraguay had the fastest deforestation rate in the world, and while a zero deforestation law introduced in that year has been successful, only fragments of native forest remain. A huge difference is being made through forest restoration alongside the development of well-managed plantations to help prevent further deforestation.

PARTNERS

- Solidaridad – an international civil society organisation which facilitates the development of socially responsible, ecologically sound, and profitable supply chains.
- UNICOOP – The National Cooperative Union in Paraguay, the umbrella organisation for 8 local cooperatives.
- Co-funding from The Sustainable Trade Initiative IDH (funding from the Dutch, Swiss and Danish Governments).

Solidaridad

UNICOOP

UniSol
Agricultura Sustentable

IDH the sustainable trade initiative



Eucalyptus reforestation of a Soy producer to diversify production and comply with environmental law.

THE PROGRAMME

The local project team is actively working on awareness raising, training, workshops and demonstrations in 4 areas:

1. Improving soil management and soil fertility through the promotion of 'Good Agricultural Practices' (GAP).
2. Pesticide use and pest management. Aiming to improve sustainable pest management, reduce the use of pesticides or change to pesticides with fewer negative impacts and raise awareness of health risks and environmental contamination.
3. Improving environmental impact and re-forestation. This includes making an inventory of requirements, promoting re-forestation activities and facilitating relations with relevant government departments, such as the Environmental Secretariat (SEAM) and the National Forestry Institutes (INFONA).
4. Development of the administrative capacity of farmers to increase legal compliance on business practices and labour conditions.

The activities of the project include:

- A toolkit developed by Solidaridad is used by farmers to do a diagnosis of their current situation for each component of the project and to identify where support is needed.
- Training sessions are organised, available to all the 2600 participating soy producers and also for specific groups such as for young members of one cooperative on reforestation issues.
- Coordinating, training and resourcing a network of technicians from the cooperatives who can assist on integrated crop management.
- Field days, demonstrations and exposure visits are organised for farmers and traders to visit innovative farmers, to show how to implement sustainable agricultural practices and to demonstrate the benefits of doing so.



**NILMAR JOSE SCHORR, 35 YEARS OLD,
PRODUCER, COOPERATIVA NARANJITO**

“I think the project is a model for the whole community. Once they see the neighbour is applying Better Management Practices and obtaining benefits they will join the project – it is a dynamic constructive process. Friends and colleagues constantly ask me about the project and I try to explain that it helps the producers to increase sustainable production and manage natural resources.”



“I have adopted a technique taught on the Pest Management course to monitor caterpillars. By an early identification of caterpillars we can decrease the use of agrochemicals, and lower our production costs.”



– Jose Zuff, Producer,
Cooperativa Raul Peña.

THE BENEFITS

- 12 workshops for farmers and technicians of cooperatives have already happened and a further 50 will be happening in mid-2015.
- 110 technicians and staff of cooperatives have received training.
- 2500 manuals have been written and printed for producers on good agricultural practices and will be distributed shortly.
- The project is creating a culture of accountability with a peer group of farmers and farmers' organizations and raising up 'sustainability ambassadors' amongst them.
- The project has effectively raised interest in sustainability issues, resulting in 3 cooperatives outside UNICOOP recently joining the project, which shows the project's impact is expanding beyond the initial target area.
- As the project only started in 2014, more specific impact information will become available as the project progresses. Anticipated impacts include reforestation, improved/reduced pesticide use and better compliance with labour regulations. The improved management systems may also lead to higher productivity.

To find out more: <http://www.solidaridadnetwork.org/>



Small scale “model” farm demonstrated by the Project at an AGROSHOW COPRONAR.



FINANCIAL INCLUSION



SMALLHOLDER INCOMES



EDUCATION & SKILLS



BIODIVERSITY PROTECTION

CLIMATE ADAPTATION WITH COFFEE SMALLHOLDERS IN PERU

This 'Adapt Now' initiative helps producers to become more resilient to climate change and water scarcity, enabling them to produce a more sustainable supply of certified coffee.

KEY FACTS

- 2 year project aiming to improve the climate change resilience of the San Juan del Oro coffee cooperative and their 146 participating smallholder farmer members in southern Peru.



CONTEXT

- **Sourcing:** M&S sources a significant percentage of the coffee it sells in both coffee shops and in store from Peru. This programme is strengthening relationships along the chain, making the coffee supply chain more resilient to the impacts of climate change and helping to provide sustainable access to this high quality, triple certified coffee (Rainforest Alliance, Fairtrade and Organic).
- **The issue:** Climate change is having drastic impacts in Peru and causing increasingly erratic rainfall, rising temperatures and water scarcity issues. These changes impose new challenges for Arabica coffee farmers whose coffee yield and overall livelihoods, depend on reliable rainfall patterns for crop irrigation and on a consistent climate to defend against pest and disease outbreaks.
- **Benefits:** Addressing the issues of water management and soil erosion will enable farmers to adapt to the impacts of climate change and continue to get an income from coffee long into the future. Better water management practices will also provide households with a more reliable and cleaner water supply which should bring health and sanitation benefits.

PARTNERS

- San Juan del Oro Cooperative – local cooperative of smallholder coffee farmers
- Matthew Algie – coffee supplier
- Twin Trading – ethical trading company
- Fairtrade Foundation
- Fondo Empleo – a Peruvian organisation designed to finance projects that enhance sustainable employment opportunities.



Elsa Galvez, like many of the coop members is installing water pipes and valves to direct water to her pumping station rather than redirecting streams. This makes sure that water is kept clean and away from the household and other farm activities before using it to pulp coffee to maximise quality.



“Climate change is a reality for the producers we work with. Twin’s Adapt Now initiative is leading the way in developing practical solutions with farmers. Working together on crop security means continuity of supply of high quality coffee for us and a more assured livelihood for farmers.”

– Ewan Reid, Technical Director,
Matthew Algie



THE PROGRAMME

The project aims to promote good water stewardship practices by coffee farmers so that water is used more efficiently and soil erosion and contamination of rivers and streams is prevented. This includes:

- **Workshops across the community:** Training to increase awareness of water conservation and management issues, along with the development and dissemination of training materials including the "Social and Environmental System Management" document and the "Climate change and coffee" manual.
- **Establishing improved infrastructure:** Tubes and tanks have been provided so farmers can more effectively collect and transport water to their farms for irrigation or processing, or provide a clean water supply to their homes. The equipment can also be used to decant waste water away from their farms safely or make use of the high nutrient waste water in composting or producing bio-pesticides.
- **Protection of water sources and soil conservation:** Areas at risk of erosion on farms are identified and financial incentives are given to plant and maintain trees in buffer zones around water sources, to protect them and prevent erosion. Training is provided on the need to protect river banks and native tree nurseries are established to fill buffer zones.

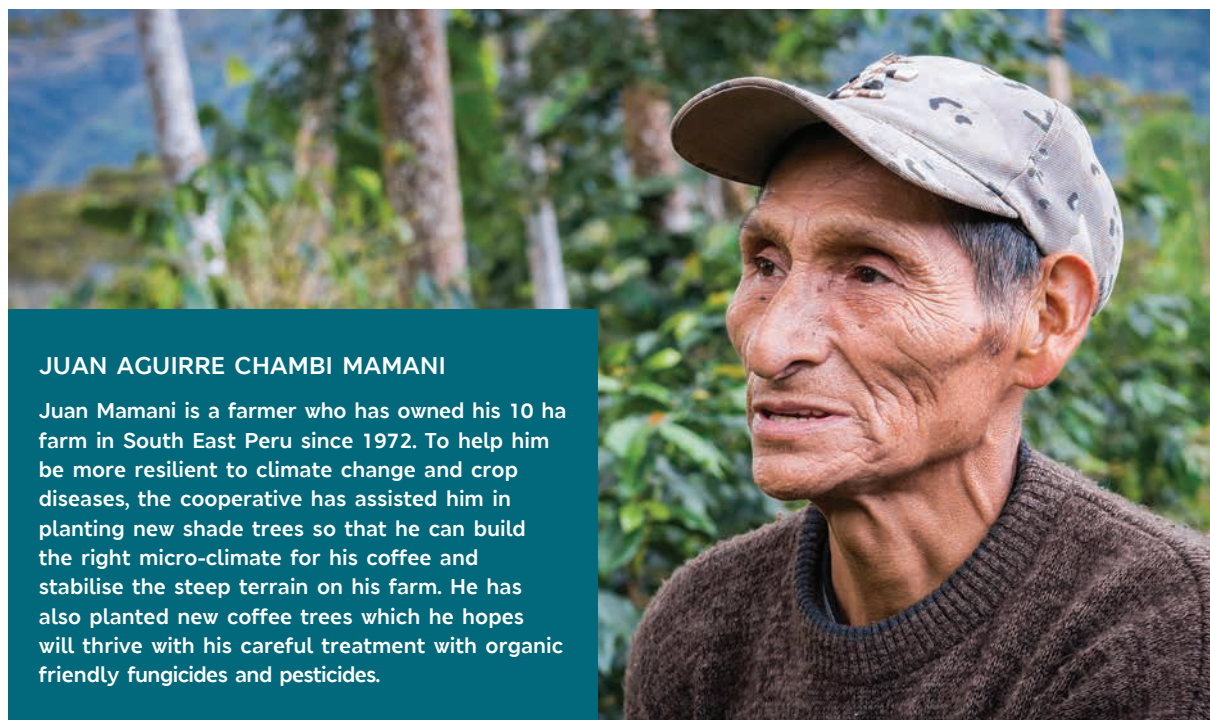
The programme also assists farmers to achieve a broader understanding of how to become more resilient to climate change by delivering training and verification in line with the Rainforest Alliance (RA) Climate Change module. Delivering the training in compliance with a recognised standard enables the cooperative to differentiate themselves from competitors and demonstrate best practice. Farmers have been trained by in-house technical staff through workshops and on demonstration plots.

THE BENEFITS

By July 2015 the project is on track to have achieved the following:

- 146 farmers trained in line with the Rainforest Alliance Climate Change Module via 28 training sessions using demonstration plots. These 146 farmers are accredited to the module's standards for best practice.
- 146 farmers have received tanks and PVC tube kits to help with water management on the farms.
- 6 technical staff and 14 lead farmers trained in good on-farm water stewardship practices and they have passed on this training to 146 farmers via 7 farmer field schools.
- Farmers planted over 1460 native trees, at least 10 trees each but some have planted as many as 30, in buffer zones to protect water resources and prevent soil erosion.
- The successes of this project have led to proposal development of new Peru-wide project looking at sustainable agriculture amongst other issues.

To find out more: www.twin.org.uk/projects/m-and-s-matthew-algie



JUAN AGUIRRE CHAMBI MAMANI

Juan Mamani is a farmer who has owned his 10 ha farm in South East Peru since 1972. To help him be more resilient to climate change and crop diseases, the cooperative has assisted him in planting new shade trees so that he can build the right micro-climate for his coffee and stabilise the steep terrain on his farm. He has also planted new coffee trees which he hopes will thrive with his careful treatment with organic friendly fungicides and pesticides.



YOUTH EMPLOYMENT IN THE UK

Movement to Work employers offer high-quality vocational training and work experience placements to give young people the skills and confidence to find a job.

KEY FACTS

- Movement to Work was founded in 2013 and is a coalition of UK employers who have come together to tackle the issue of youth unemployment.
- M&S is a founding member of Movement to Work, and is committed to supporting youth employment through its Make Your Mark programme, which provides opportunities for over 1400 young people each year. In addition to this, M&S has pledged to roll this out with the UK Foods supply chain.
- In 2014/15, a total of 83 M&S food suppliers (156 sites) enabled 1,718 placements.



CONTEXT

- M&S is involved in a number of ways to address the labour shortage for the food industry in the UK. We recognise that, to have a sustainable food supply from the UK, we need to make it easier for young people to step into the industry.
- Youth unemployment in the UK is a persistent social and economic issue that no business can afford to ignore.
- The UK agricultural industry has a shortage of skilled labour. A report by the Royal Agricultural Society of England suggested that the industry needs a further 60,000 people over the next ten years to meet growing demand.

PARTNERS

- Various UK food suppliers including Tulip, G's Fresh, New England Seafood, Fox's, Bakkavor and many, many more (total of 83 suppliers).
- Department of Work and Pensions/Job Centre Plus/Work programme Providers
- TEA The Employment Academy
- National Skills Academy
- Tasty Careers
- Princes Trust
- Colleges including Sheffield college.



THE PROGRAMME

Through offering vocational training and work experience, and by asking their supply chain to make the same commitment, Movement to Work employers aim to create a nationwide ripple effect that helps young people across the UK to get into work. This will create a movement which encompasses employers of all types and sizes, supporting thousands of young people across the UK.

M&S started their journey with Movement to Work (MTW) in 2013, launching their 'Youth Employment Pledge' at the Food Conference and then followed up with a youth employment conference in November 2013, at which over 100 attendees from our supply base explored solutions to overcome the barriers to youth employment. A toolkit was produced with supplier involvement, providing suppliers with information on working with Job Centre Plus and with labour providers and how to run a Buddy support programme for young people in the workplace. Quarterly Ethical Supplier exchange meetings are a forum for sharing best practice including developments in this area.

M&S and suppliers have worked closely with the Department of Work and Pensions (DWP) and with Job Centre Plus (JCP) and a teleconference took place with over 1000 JCP advisors to explain the programme. A dedicated phone line for suppliers to contact JCP staff was put in place to deliver a more dedicated service.



ALLY PATERSON, LEARNING & DEVELOPMENT MANAGER, TULIP LTD

"The programme gave everyone at Tulip a real buzz to work with unemployed young people, some of whom had to overcome significant personal and social obstacles and challenges to get here. To see their confidence grow to the extent where they are already adding real value to our business is extremely rewarding."



SIOBHAIN MCDONOGH, MP FOR MITCHAM AND MORDEN

“Trying to find a job when unemployment is high, coupled with not having the contacts to gain work experience, is a real challenge for our young people and that’s why I am championing work placements as a way to provide the experience our youngsters need to find their way into employment. I strongly commend M&S for launching their Youth Employment Pledge.”



One vehicle that has been used to increase the reach has been The Employment Academy (TEA) which provides a tailored programme including pre-employment training and facilitates work experience for local unemployed young people. TEA is cost-free to employers and has worked with approximately 2,300 individuals over 2.5 years, with 78% gaining full-time employment.

For each site the programme usually takes the form of the following stages:

- Meeting with Job Centre Plus, HR team and management
- JCP and other partners refer individuals to the programme
- Information sessions and interviews
- Certificated training which can include Food Safety, Health and Safety, Functional skills, Employability skills.
- Practical ‘on the job’ work experience.
- Buddy/mentor system to support young people in the placements.
- An end of programme celebration, interview and feedback and for many the offer of employment.

THE BENEFITS

- Overall in 2014, within M&S suppliers, 1,718 young people started placements, 1,002 completed those placements and 925 people moved out of NEET (Not in Education, Employment, or Training) status, either being employed by the supplier, labour provider or going back into education.
- Since the initiative started, all the Movement To Work employers across the UK (including M&S and our suppliers) have now collectively provided opportunities for over 17,000 young people, with over 50% moving into employment following their participation*.
- This programme has proved to be an effective recruitment tool for suppliers, resulting in reduced recruitment and training costs, improvement in staff engagement and employing more local people.

To find out more: <http://www.movementtowork.com/>

• As of May 2015 and where data is available.

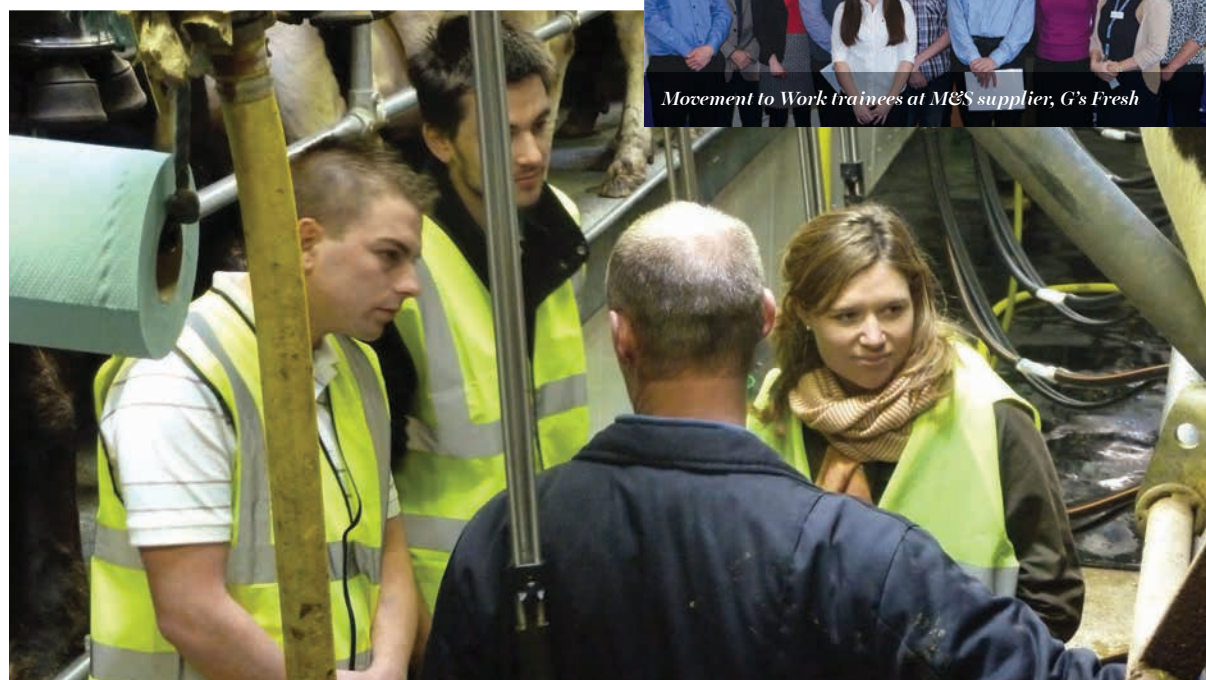


“I’ve adapted and fitted into the shift now and look forward to coming to work. I’ve transferred my catering training skills to the food industry. It’s the best decision that I made to volunteer for the programme, as I got a job close to home.”

– Nathan, New England Seafood International



Movement to Work trainees at M&S supplier, G’s Fresh



FINANCIAL LITERACY AND INCLUSION FOR GARMENT WORKERS IN INDIA

Providing workers with practical financial education and enabling them to open and use a bank account.

KEY FACTS

- 15,626 workers have received financial training overall, during 115 training sessions across 27 factories in Bangalore, Ludhiana, Tirupur, Coimbatore, Delhi-NCR and Chennai.
- In total, over 31,000 bank accounts were opened during the project duration by workers and others in the communities surrounding the factories.
- The project ran from August 2012 to November 2014.



CONTEXT

- **Sourcing:** M&S sources a significant amount of garments from India and has been working with suppliers and factories there for many years.
- **The issue:** 40% of the Indian population do not have a bank account and the number is higher for women, which can make life very difficult without being able to save, manage day to day finances and keep money safe.
- **Business benefits:** As workers are better able to manage their financial life, the supply chain is more resilient. Workers having bank accounts significantly reduces factory HR costs in disbursing salaries, thus increasing business profitability. Factories also benefit from increased productivity and decreased absenteeism.
- Increasing financial inclusion and delivering 'inclusive growth' is stated as a high priority and commitment of India's Prime Minister who was elected in May 2014 and so this programme is in line with national priorities.

PARTNERS

- **geosansar**, a social enterprise in Hyderabad, India which specialises in training for financial inclusion.

geosansar



THE PROGRAMME

The idea of the programme is that financial education and access, together result in financial inclusion. As workers save even a little amount regularly, they are better able to manage the financial challenges of life. The objectives of the project were to increase awareness and understanding of bank accounts and savings benefits to cash paid workers, through:

- Education and Training on managing money, loans, savings and payslip benefits and deductions.
- Access to mobile and local community kiosks.
- Work with factory management to improve payroll efficiency by paying directly into bank accounts.

The training developed by geosansar includes modules on planning finances, the importance of saving money, how to open and use a bank account, what insurance is and the benefits of having it. The training is very interactive and locally appropriate including animated videos, presentations and posters in local languages, picture cards, role plays and group discussions.



Once the workers have completed the course they are given an opportunity to open a bank account for themselves. geosansar are able to act as an extended arm of the National Banks and use biometric technologies provided by the partner banks to operate accounts, which means financial services are accessible to all, irrespective of their economic or literacy level. The accounts are not connected to the employers and will be accessible if the workers leave the factory.

THE BENEFITS

To measure the impact of the training, M&S partnered with GoodWorld Solutions to use the LaborLink platform to carry out pre & post training worker surveys using mobile phone technology.

- Of all the 15,626 workers who were trained, 57% proceeded to open a bank account. By the end of the project 1,500 workers received their wages directly into their bank account (an average of 20% of workers who opened accounts).
- 30% increase in women having a bank account after receiving the training. (This is a greater increase than among male workers).
- 20% increase in workers knowledge and understanding of banking system and how to work a bank account.
- A significant impact of the project was empowerment and financial independence for women stating they increased their knowledge about financial services and saving accounts.
- 30% increase in the number of workers that now had savings (a greater increase than among male workers).
- An estimated 31,512 bank accounts were opened during the project duration – 8,849 opened by factory workers and 22,663 in the communities surrounding the M&S factories due to workers sharing what they had learnt with families and friends.

To find out more: You can watch the M&S and Geosansar video on the homepage of www.geosansar.com

MANJULA B V, BANGALORE

“After the training programme I felt having a bank account is very essential to save and plan for the future. I have opened my bank account and this month took salary through this bank account. Thanks to geosansar for helping us to open our accounts.”



“I have been using geosansar services for the last four months. I am very happy using geosansar services. I used to send Rs. 3000 through money order to my brother in Bihar for his education, which took 4-5 days to reach my brother. The Post Office used to charge a very high commission on it. Now I use the online money transfer facility of geosansar, it gets transferred quickly with less transfer fees.”

– Trasheel Anasari, New Delhi

PARTNERSHIPS TO MANAGE SEA USE IN THE UK

An international partnership of sea-users working together to explore ways to manage marine activities in a more sustainable way.

KEY FACTS

- PISCES stands for Partnerships Involving Stakeholders in the Celtic Sea EcoSystem.
- 77 key stakeholders from major sectors worked together on this project.
- The Celtic Sea is a region of the Atlantic Ocean off the coast of south west England, south Wales, southern Ireland and Western France.
- The PISCES project ran for 3.5 years concluding in December 2012 and has paved the way for the 'Celtic Seas Partnership' which runs from 2013 to 2016.



CONTEXT

- **Sourcing:** M&S sells fish caught in the seas around the UK and knows the importance of collaboration with all stakeholders in order to produce a sustainable supply of fish for the future.
- **The issue:** The Celtic Sea harbours areas of outstanding natural beauty, is home to an incredible array of diverse wildlife and provides a livelihood for thousands of people. For example, in the south west of England the fishing industry is worth about £167 million a year. It is one of the most heavily used bodies of water in the world and is under major threat from unsustainable human activity such as badly managed fishing, construction and pollution.

PARTNERS

- WWF
- European Commission's LIFE+ financial instrument.



THE PROGRAMME

PISCES brought together a wide range of stakeholders and sea-users to develop practical guidelines to promote a healthy marine environment and sustainable livelihoods. This project was the first of its kind, involving the people who use the sea in decision-making and considering all elements of the ecosystem – the wildlife, habitats, physical processes and human activity. The stakeholders came from the tourism industry, infrastructure companies, regulatory authorities, renewable energy companies, ports and fishery associations and came from 5 countries: England, Wales, France, Spain and Ireland.

A series of workshops gathering stakeholders developed an understanding of how collective activities are impacting on the marine environment and then formulated and refined the guidelines which they hope will shape future policy within the EU and worldwide. The guidelines were printed in English, French and Spanish, were communicated to over 1,500 people in the stakeholder's sectors and mailed to government and industry representatives. The guide was launched in London and in Brussels and was presented at 27 conferences and meetings across all the countries involved.

Building on the success of PISCES, WWF-UK is now delivering the 'Celtic Seas Partnership' project. This project runs from 2013 to the end of 2016 and involves partners in France, Ireland and the UK, exploring a range of practical tools and approaches to help improve governance and management. The result will be the achievement of 'Good Environmental Status' in the Celtic Seas, setting an example of a model that can be applied to other marine regions around the world.





FISH

PARTNERSHIPS TO MANAGE SEA USE | UK

THE BENEFITS

- More than 75% of the PISCES participants surveyed felt it was useful to both policy makers and sea-users.
- Government representatives felt they now have a greater understanding of the views of stakeholders because of PISCES. Project participants hope this will result in more informed and effective policy making and governance.
- 76% of those surveyed believed that PISCES had improved communication between sea-users in the Celtic Sea and made it easier for them to work together.
- The guide has been widely cited and referred to in stakeholder networks, conferences, government meetings, reports and communications.

To find out more: www.projectpisc.es.eu and www.celticseaspartnership.eu



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EDUCATION & SKILLS



WATER STEWARDSHIP



BIODIVERSITY PROTECTION



NATURAL RESOURCES

BUILDING LIVELIHOODS AND PROTECTING BIODIVERSITY IN PERU

Our project with Cool Earth is saving at-risk rainforest by giving local people the resources they need to keep their forest intact.

KEY FACTS

- M&S partners with Cool Earth on the Ashaninka Project, which lies in the Ene Valley of Peru, in one of the most at-risk rainforests in the world.
- This project is now protecting 153,536 acres of rainforest through 16 village partnerships, with a project population of 2,706 people.



CONTEXT

- At M&S we recognise the weighty importance of securing the biodiversity of natural habitats that influence not only the country's ecological sustainability but also the earth's climate.
- M&S source coffee from Peru and we want to ensure the livelihoods of coffee smallholders are sustainable.
- The issue: Peru's rainforests and indigenous communities are under threat with illegal logging acting as the main pressure.

PARTNERS



THE PROGRAMME

This project is helping empower local villages to get back in control of their rainforest. Located where the threat to the forest is greatest, on the frontline of deforestation, the project area is forming a shield to make millions of acres of neighbouring forest inaccessible to loggers.

By developing local livelihoods, M&S is helping local people to earn more from keeping the forest standing than they would otherwise earn from clearing it – ensuring project sustainability. The key income streams within the Ashaninka Project are coffee, sesame and cacao (used to make chocolate). These forest products are the key to halting deforestation, grown in the shade of a protected forest canopy.

To date, the project has been focusing on increasing produce yield, improving produce quality and gaining a fairer price.

- Employing a cacao technician has supported smallholders to improve cultivation and post harvesting techniques.
- Cacao 'toolkits' were provided to every grower in the project with the basic tools needed for cultivation, such as a watering can, trowel, nursery bags and machete for pruning.

- Improving project wide facilities, including solar cacao dryers, fermentation boxes and central stores for improved quality.
- Capacity building to strengthen the organisational capacity of the Growers Co-operative 'Ayompari' – which saw membership more than double over the last year to 174 families.
- Coffee technician employed to give training on cultivation techniques with the aim of incorporating the coffee growers into a regional co-operative in 2015.
- Supported cacao and sesame growers to access international markets at premium prices.
- Paying growers half the amount for their crops at the beginning of the season so the entire harvest can be sold at a premium and be fully traceable back to its origin.
- The Ashaninka Partners receive dedicated funding towards community investments to ensure that they are best placed to defend their forest. The community decide how to spend the resources and projects have included clean water supplies, medical facilities and schools.

Key future plans include gaining organic certification and land-zoning the project area.

THE BENEFITS

- Through the partnership between Cool Earth and the 16 Ashaninka villages, the encroaching deforestation frontier has been halted.
- This protected forest area is preventing the emissions of 40 million tones of CO2 as well as keeping 37 million rainforest trees standing.
- With the help of M&S, 2,706 local people have formed a united network against logging, creating a protective shield for 1.4 million acres of further forest.
- This shielded forest is protecting the habitats of more than 347 threatened species on the IUCN Red List, including Geoffroy's Woolly Monkey, Spectacled Bear, Oncilla and Jaguar.
- The income uplift in the Ashaninka Project has been 136%.

The community investments have had a significant impact on the community, including:

- 60% drop in malaria from the provision of mosquito nets for each family.
- Clean water supplied to Coveja village, providing 239 people with access to safe water.
- 173 families provided with a protein diet and a source of income from five Community Fish Farms.
- Four village schools have been supported with new classrooms and educational tools in Saboroshiari, Tsyapo, Parijaro and Cutivireni.
- Medical Outposts built in Parijao, Alto Camantavishi and Saboroshiari, to increase access to medical assistance for remote communities.
- Community members from 15 villages have been registered to access Peru's National Health Insurance.

To find out more: www.coolearth.org/marks-and-spencer

“What I love most about my role is being able to support my Ashaninka brothers. Cacao is vital for us. It gives a household sustainability – money for health, education, food for our children. This year we have more growers, which is good but also a challenge. Tools have helped our production but it’s the capacity building that makes the real difference – that’s what is really helping us get the best quality from the bean.”

– Sergio Capeshi, Ayompari President. (Ayompari is the Growers Co-operative in the Ashaninka Project that M&S is supporting, representing more than 174 families.)



REFORESTATION AND CARBON CREDITS IN KENYA

These projects work to turn reforestation and forest protection into an economically viable and socially beneficial activity so that it is sustainable, while removing greenhouse gases from the atmosphere.

KEY FACTS

- As part of our carbon neutral commitment, M&S supports three projects: two in Kenya, a key sourcing country for flowers, produce, tea and coffee and one on the island of Borneo in Indonesia, where palm oil is produced. This case study focuses on The Meru & Nanyuki Community Reforestation Project in central Kenya, near the slopes of Mt. Kenya, 100 miles north of Nairobi.
- There were nearly 55,000 members of this project in August 2014 and over 6 million trees planted.



CONTEXT

- As part of M&S's commitment to be a retailer at the leading edge of environmental and social responsibility, we have chosen to become carbon neutral and continue to reduce business use of fossil fuels and energy and also buy carbon credits to offset our remaining emissions. The money from carbon credits goes to projects which work in reforestation, which results in carbon dioxide being absorbed, which mitigates global warming.
- Some of the farmers in the Meru & Nanyuki Kenya Project are in M&S's supply chain producing tea and green beans.
- **The issue:** In Kenya, there is a clear pattern of forest degradation, particularly due to rural firewood use for domestic cooking and deforestation to create land for agricultural use. According to the Kenyan environmental group, Green Belt Movement, at the turn of the 20th century, Kenya had a forest cover of well over 10%. Today, this has been reduced to less than 2% due to deforestation, commercial agriculture, charcoal burning and forest cultivation. Mt Kenya and the surrounding forests are areas of High Conservation Value (HCV) and a UNESCO World Heritage Site, containing dozens of rare and endangered species.

PARTNERS

- The CarbonNeutral Company
- Clean Air Action Corporation (CAAC)



THE PROGRAMME

The Meru and Nanyuki Community Reforestation Project aims to make reforestation economically viable and socially beneficial by putting a range of activities in place to assist communities in developing sources of food and income intended to sustain them in the longer term. The project enables small hold farmers to voluntarily plant trees on their land and still use the majority for subsistence agriculture. The project is based on a 'small group' model that's expanding by word-of-mouth.

The activities of the project include:

- Improving household income through annual payments based on the number of trees each farmer plants. They can also use clippings from trees for fuel, which reduces costs.
- Nursery training and development. Training farmers on tree species and their benefits, gathering and preparing seeds and how to build and maintain nurseries.
- Increased access to beneficial tree products. Focusing on indigenous trees that provide food, fuel wood, natural medicines and insecticides.
- Improving food availability, nutrition and security. Training on increased crop production, growth of fruit trees and improved plant water supply and erosion control.
- Job opportunities for local communities. Locals are trained and employed as 'Quantifiers' to help assess the tree growth, to calculate how much carbon dioxide is being absorbed.



- Assistance with the building and use of more fuel efficient stoves, to reduce the need to cut wood for fuel and to minimise indoor air pollution and associated health implications.
- Diversification of income: Through beekeeping activities and raising livestock and poultry and selling meat, eggs and milk.
- Education on socio-economic problems such as HIV/ Aids, water-purification and hygiene through small group meetings.
- Environmental training around climate change, biodiversity protection, deforestation and the carbon cycle.
- Supporting gender equality and capacity development through leadership training and rotation of leadership, giving women managerial responsibility that they may not have experienced previously.



“We formed our own Small Group, started planting trees and then our trees were counted. When our first Small Group payments started, our farmers, including me, were very excited! Our Small Group started other projects together with the carbon money we received and started generating income to buy chickens. Later I was elected as an accountability person and was able to recruit more members since they could see the benefits. I encouraged them to plant more trees using my own Small Group as an example.”

– Jennifer Mwangi, Small Group leader

THE BENEFITS

The Meru & Nanyuki Community Reforestation Project in Kenya has had the following impact:

- Nearly 50% of farmers have increased their food supply through conservation farming and over 10% have planted fruit and nut trees.
- Crop yields have been increased between 2 and 10-fold using the conservation farming techniques and agricultural improvements.
- Household income: In addition to the money paid for trees planted, participants who plant fruit and nut trees and use tree trimmings for fuel wood can benefit on average \$95 per year from both selling their products and reduced expenses. Those who use conservation farming techniques and diversify their income through raising livestock and poultry can benefit by an average of nearly \$340 per year. With 82% of people in the project area estimated to have an annual income of \$160-800, this increased income is significant and is reportedly mostly spent on food, school fees and educational materials.
- Local employment: Approximately 60 Quantifiers, 10 auditors and 8 leadership committee roles have been created through the project, with more becoming available as it expands.
- The environmental benefits include increased absorption of carbon dioxide through reforestation; improvement of the supply, consistency and quality of water available; enhanced biodiversity and improvement of the water catchment areas through increased vegetation cover which minimizes surface water runoff and soil erosion.

To Find out more: <http://www.carbonneutral.com/carbon-offsets/meru-nanyuki-community-reforestation>



REFORESTATION AND CARBON CREDITS | KENYA



AGRICULTURAL EDUCATION IN THE UK

Various education programmes across the UK to encourage young people considering careers in agriculture and to develop high potential young people to be the leaders of the industry in the future.

KEY FACTS

- So far 55 delegates have taken part in the M&S Agricultural Leadership Programme (ALP), which has been held four times during the period 2013 to 2015.



CONTEXT

- **Sourcing:** M&S sources from farmers and growers across the UK and beyond, and these businesses face many sustainability challenges. M&S is committed to helping these producers address the key challenges – efficiency, the environment, ethics and labour to ensure that we have a stable and secure supply of raw materials for the future.
- **The issue:** The UK agricultural industry has a shortage of skilled labour. A report by the Royal Agricultural Society of England suggested that the industry needs a further 60,000 people over the next ten years to meet growing demand. It is essential for M&S to work with supply partners to address this issue to ensure supply for the future.

PARTNERS

- Cranfield University School of Management
- Numerous supply partners.



THE PROGRAMME

The M&S Farming for the Future programme operates at two levels. Level one sees M&S working with suppliers on specific regional or sector-specific projects to address educational needs. Examples of projects in this area include a collaboration with Linden Foods and Greenmount College in Northern Ireland, which sees degree students walk the red meat supply chain with Linden and M&S and then undertake a project about retailer supply in teams, with the winning team visiting M&S HQ to get a better understanding of how the retail supply chain in food works. Another example would be a collaboration with Scottish Sea Farms and the University of the Highlands & Islands on aquaculture scholarships, to give a broader supply chain perspective to those undertaking specific apprenticeships in aquaculture in Scotland.

Level two has seen M&S, along with a group of supply partners, develop a unique five day executive education programme for post-graduate and management level young people working in M&S's agricultural supply base. This **M&S Agricultural Leadership Programme (ALP)**, was developed with and is managed and delivered by the Cranfield University School of Management, one of the leading business schools in the world. The programme aims to advance the participant's understanding of sustainability and supply chain management, as well as develop their personal leadership skills. It broadens their knowledge of how the supply chain works, what the challenges are and how they can play a leadership role as their career develops. The approach is highly interactive with discussion, interactive exercises, individual and group reflection, sharing and application. Participants come from farm level, processor level and within M&S, and the course is open to applicants from across the globe.





Participants of the M&S Agricultural Leadership Programme in discussion



“An innovative programme that dealt with relevant everyday working issues. It has changed me for the better...”

– ALP participant



THE BENEFITS

- The 55 delegates that have already attended the M&S Agricultural Leadership Programme (ALP) have come from 13 different companies. The feedback has been very positive and we trust that all these businesses have benefited from the expanded knowledge and leadership skills. 85% of organisations that send a delegate on the programme then send other delegates on subsequent programmes.
- The ALP training results in personal development, greater understanding of supply chains and sustainability in the supply base and gives an opportunity to network with people working in other areas of the M&S supply chain, within the industry and with M&S senior managers.
- The programme is helping to create a supply chain that is more engaged with M&S.
- It is also contributing to addressing the industry-wide issue of skills shortage and also the issue of securing sustainable food production for the future.

To find out more: <http://producerexchange.marksandspencer.com/education>

“I’ve learnt a huge amount about myself and I’m eager to put it into action. I’m confident that my business will benefit as much as me.”

– ALP participant

**STEVE McLEAN,
HEAD OF AGRICULTURE AND
FISHERIES SOURCING AT M&S**

“The feedback has been unanimously positive. The programme is not only developing individuals; it is also strengthening relationships throughout our supply chain and helping producers, processors and M&S look at the bigger picture. We hope that the programme will continue to grow and develop the next generation of leaders in our industry.”



HEALTH IN CAMBODIAN FACTORIES

Working to create an effective, replicable and sustainable health care model to improve employee health as well as workplace productivity.



KEY FACTS

- The HEALTHWORKS project ran for 18 months from 2012 to 2014 and involved 7 factories in Cambodia and trained over 14,000 workers.

CONTEXT

- **Sourcing:** M&S sources garments from Cambodia and wants to buy from factories where workers are healthy and workplaces are productive so that supply can be maintained. This project showed that healthy workers are more productive and that this gives a return on investment for the factories.
- **The issue:** In 2011 there was an industry wide issue of many women fainting in Cambodian garment factories and nobody could understand why. M&S spoke to several stakeholders and found out it could be down to a combination of factors: nutrition and potential health issues such as anaemia, lack of adequate health service access and maternal health knowledge. M&S developed HEALTHWORKS with Project Hope and RHAC to address simple root causes and improve on behavioural practices to promote healthy lifestyles.

PARTNERS

- Project Hope, an International health organisation.
- Reproductive Health Association of Cambodia (RHAC), an NPO providing quality primary health services and technical assistance to the Ministry of Health.



Handwashing



Maternity health education class

THE PROGRAMME

The objectives were:

- To increase employees knowledge and the adaptation of health behaviours.
- To increase access to quality health services in factories.
- To improve the knowledge and clinical skills of the professional health staff who are employed by the factory.
- Improve linkage and access to affordable health services outside the factories.
- Improve factory management and policy environment regarding health in the workplace.



Nutrition game

These objectives were achieved through:

- Training sessions and health days for factory workers including reproductive health and family planning, anaemia, hydration, nutrition, hygiene and sanitation.
- Providing awareness activities and education materials that were appropriate to the factory.
- Developing health committees to manage health activities in the factory, which involved HR managers, supervisors, worker representatives and clinic staff.
- Up-skilling staff in on-site medical rooms so they can give more effective information, administer basic medicines and act as a referral service to RHAC medical services in the community.
- Addressing the issue of anaemia among female garment workers through nutrition, medication and testing, group training sessions and one-on-one counselling on the treatment of anaemia and other key illnesses.



Anaemia screening

THE BENEFITS

- 60% of women found to have anaemia in the baseline assessment reduced their anaemia through medication and nutrition during the programme.
- The health awareness days in factories resulted in a 40% increase in workers accessing the clinic for advice and basic treatment.
- Through strengthening the relationship between factory clinics and the implementing partner RHAC, clinic referrals to external clinics increased by 15%.
- On average there was a reduction in absenteeism of 5% and an increase in production efficiency of 7% across the 7 factories.
- There have been no instances of fainting in the 7 factories since the start of the project.
- The success of HEALTHWORKS has encouraged other factories to improve health services within their facilities and M&S is working with these facilities to develop a health programme to take to greater scale in more factories.
- The success of HEALTHWORKS has informed M&S' wider strategy of creating health programmes for workers and businesses across the supply base, including the replication of the project in other countries such as Bangladesh.

To find out more: www.projecthope.org (select Cambodia in the 'Where we work' section).



Maternity health education class

SUSTAINABLE FISHING IN THE UK

The Lyme Bay Fisheries and Conservation Reserve works to engage small-scale fisheries in managing the marine ecosystem, including training on the benefits of fishing sustainably.

KEY FACTS

- M&S has had a responsible fishing policy for the past 15 years.
- 45 vessels and 59 fishermen are now involved in the Lyme Bay project.
- The Memorandum of Understanding between the ground-breaking alliance of conservationists, scientists, fishermen and marine authorities was signed by all parties in early 2012.



CONTEXT

- **Sourcing:** M&S source fish from the UK and are actively involved in contributing to the sustainability of fisheries through our Seafood Sourcing Policies, Fishery Improvement Projects, Forever Fish partnership activities and the Lyme Bay project.
- **The issue:** Lyme Bay in Dorset has a globally significant 'coral garden' reef habitat. Despite the area being designated as a Marine Protected Area, increased pot and net fishing has reached unsustainable levels and caused damage to the reef, which is a threat not only to the habitat but to the local fishing economy and community.

PARTNERS



BLUE MARINE
FOUNDATION

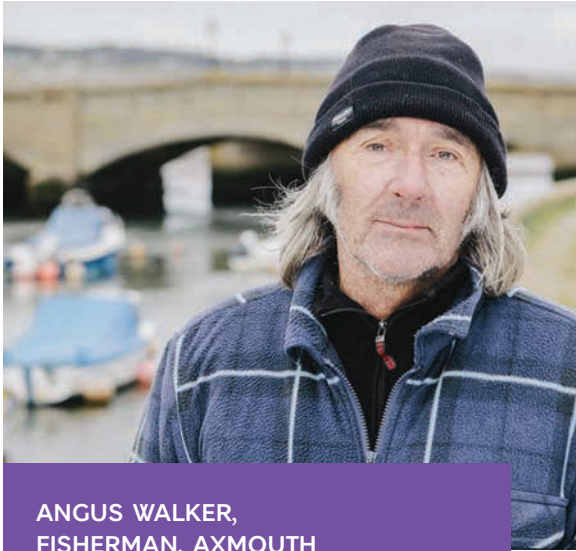


THE PROGRAMME

The Blue Marine Foundation brokered collaboration between previously opposed parties including fishermen, conservationists, scientists, marine authorities and other key local stakeholders to form a working group and create a management plan. Their initiatives include the establishment of a voluntary code of conduct limiting fishing activities and an agreement by the fishermen to take part in scientific data collection to inform the management of their fisheries. Fishermen are provided with training and inputs to support more sustainable fishing and are rewarded for low-impact fishing and for high quality fish. The project puts fishermen at the heart of decision-making from the beginning. As a result, they are more open about their own practices and what needs to change to ensure they are fishing responsibly.

The activities of the project include:

- Training for local small-scale fisheries on responsible fishing and on how the authorities work, as well as facilitating collaboration between them.
- Monthly meetings for the fishermen to sit down together and discuss views.
- Funding towards vital equipment and improvements to the port including improved fish storage units, insulation boxes and ice machines to keep the fish fresh for longer, resulting in an increase in quality and hence supporting sustainable fishing through optimising prices.
- Research and data gathering programmes to inform best-practice management of the Reserve and provide evidence of traceability, sustainability and quality standards for harvested seafood.



**ANGUS WALKER,
FISHERMAN, AXMOUTH**

“In addition to funding towards vital equipment and improvements to the port, what M&S and the Blue Marine Foundation have provided us with is a voice. Without them, us fishermen wouldn’t be heard.”

THE BENEFITS

- The result of this project is that the unique reef features of Lyme Bay, its fish populations and the future of the small fishing fleet are all much more secure.
- Local small boat and shore fishermen have reported that fishing has improved in the last 5 years and a number of species have returned to the area since the project has been in operation including Reserve Cod and undulate rays. It has also been reported that in general, fish and shellfish landing levels have increased.
- The Plymouth University Marine Institute have carried out a study and found a remarkable improvement of the seabed flora and fauna.
- Whelk fishermen who fish within the reserve, now see the value of the Voluntary Code of Conduct and have started to participate with the Lyme Bay Committee to discuss ways of conserving and sustaining whelk stocks.
- The awareness of the principles of sustainability and responsible conservation in the community and young people has increased, with over 250 children engaged in the schools education programme so far.
- This project aims to create a blueprint that can be rolled out across the country.

To find out more: www.lymebayreserve.co.uk



SUSTAINABLE FISHING | UK

“I’m optimistic the tide has turned and we will start to see coastal areas where fish, fishermen and communities thrive again.”

– Fiona Wheatley, Plan A Sustainable Development Manager at M&S



JIM NEWTON, FISHERMAN, BEER

“The voluntary Code of Conduct has made a big difference to us as we helped to write it and agreed to it from the off. As a result, we are now all fishing responsibly. And we know it’s the right thing to do – at the end of the day, we all want the same thing, which is for our marine ecosystem to still be there in the future.”



SUSTAINABLE WATER STEWARDSHIP WITH STONE FRUIT GROWERS IN SOUTH AFRICA

Fruit farmers are working to identify and address water risks, both through improved water management on their own farms and also collaborating with others in the catchment area.

KEY FACTS

- Since 2013, the project has worked with 9 volunteer stone fruit farmers (plums, peaches, apricots, nectarines and cherries) in the Breede River Area near Cape Town, South Africa.



CONTEXT

- **Sourcing:** South Africa is a major fruit exporting region and a source of grapes, wine and various types of stone fruit for M&S.
- **The issue:** Water use on stone fruit farms in the Western Cape was identified as an area of particular concern for M&S because we have a large number of suppliers in the region, producing crops with generally high water footprints, and the area has been identified as having high water risks of limited and variable rainfall.
- **Impact on M&S business:** Since 70% of all freshwater is used in agricultural methods globally, water shortages linked to population increase and climate change pose a threat to supply chain sustainability.

PARTNERS

- WWF
- Woolworths (South African food retailer)
- Alliance for Water Stewardship (AWS)
- Group of 9 volunteer local farmers



“Most farmers hadn’t really engaged with water as a key focus before. Typically water has previously just been a means to an end. So this project provided a new perspective. For many it has led to a complete re-evaluation of the way they use water on farm.”

– Klaudia Schachtschneider,
WWF South Africa’s Water Stewardship
Programme Manager



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THE PROGRAMME

Building on M&S water stewardship work in Kenya, M&S and WWF used the ‘Water Risk Filter’ tool to identify stone fruit (such as peaches and plums) as the most water thirsty crop growing in the water scarce Breede River basin in South Africa. We then developed a programme to encourage water stewardship in the area. The initial results demonstrated that the farmers were managing water more efficiently than expected: the average water footprint for a peach in the M&S sample is 297 litres per kg, compared with a global average of 771 litres per kg. However, this does not mean they are not exposed to water risk.

The farmers volunteered to trial and contribute to the development of the Alliance for Water Stewardship’s standard. They identified areas of potential improvement, tailored to each individual site, which involved gathering data on water quality and quantity. They then each developed a water stewardship plan with clear goals around efficiency, water quality monitoring, on-site wetland management and staff training. Each farm has taken action in different ways to adjust farming practices that use water or affect water levels or quality.

The next step of the project is to widen the water stewardship improvements to a catchment level, which requires collaboration with other stakeholders and water users up and down stream including the catchment management agency, other farmers, the municipality and urban residents. Together with these stakeholders, key risks for the catchment have been identified. The project has been expanded in 2015 and will move on to collaboratively finding solutions to these challenges, such as clearing alien invasive plants, which consume more water than native vegetation, and addressing sanitation and wastewater treatment in local informal settlements, which are growing rapidly because of migration for work.



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THE BENEFITS

Individual farms have made many improvements including changes in irrigation technology to reduce water wastage such as introducing soil moisture probes. In one farm, testing the water quality of incoming and draining water enabled them to identify they were over using fertilisers and reduced their fertiliser application by 25kg/ha without impacting fruit quality. Some farmers redesigned irrigation systems and taps to reduce leakage and theft.

The learnings of the farmers helped to shape the AWS standard, which was launched in April 2014.

Best practice guidelines have been developed and shared with other farmers in the area so that the benefit of the project can be expanded. There will also be a web-based tool developed to give easy access to water stewardship information relevant to South African agriculture.

To find out more: Watch the video by searching for 'Water Stewardship in the Western Cape, South Africa' on www.youtube.com



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FULL LIST

OF GLOBAL COMMUNITY PROGRAMME PROJECTS

GCP PROJECTS INCLUDED IN THIS REPORT

PROJECT	COUNTRY	PRODUCT	PRINCIPAL IMPACT CATEGORY	SUMMARY DETAILS	PAGE
			 LIVELIHOODS  WELLBEING  ENVIRONMENT		
Sustainable cotton production	India	 COTTON	  	The Better Cotton Initiative (BCI) exists to make global cotton production better for the people who produce it, better for the environment it grows in and better for the sector's future.	10
Leadership development in Africa	Kenya, South Africa	     COFFEE TEA VEGETABLES FRUIT FLOWERS	 	'Emerging Leaders' is delivering training in Kenya and South Africa, encouraging workers to take leadership of their own lives to benefit themselves, their families, workforce and communities.	12
Sustainable soy production	Paraguay	 SOY	 	Partnering with Solidaridad, to support smallholder soy production in Paraguay with responsible and sustainable farming practices.	14
Climate adaptation with coffee smallholders	Peru	 COFFEE	 	This 'Adapt Now' initiative helps producers to become more resilient to climate change and water scarcity, enabling them to produce a more sustainable supply of certified coffee. Partnering with Matthew Algie, Twin Trading and a local cooperative.	16
Youth employment	UK	 FOOD		Movement to Work employers offer high-quality vocational training and work experience placements to give young people the skills and confidence to find a job.	18
Financial literacy and inclusion for garment workers	India	 GARMENTS		geosansar training is providing workers with practical financial education and enabling them to open and use a bank account.	20
Partnerships to manage sea use	UK	 FISH	 	An international partnership of sea-users working together to explore ways to manage marine activities in a more sustainable way. Part of M&S's partnership with WWF.	22
Building livelihoods and protecting biodiversity	Peru	 COFFEE	  	This project with Cool Earth is saving at-risk rainforest by giving local people the resources they need to keep their forest intact.	24
Reforestation and carbon credits	Kenya, Indonesia	   TEA VEGETABLES PALM OIL		These 'Carbon Neutral' projects work to turn reforestation and forest protection into an economically viable and socially beneficial activity so that it is sustainable, while removing greenhouse gases from the atmosphere.	26
Agricultural education	UK	   FRUIT VEGETABLES LIVESTOCK & DAIRY	 	Various education programmes across the UK to encourage young people considering careers in agriculture and to develop high potential young people to be the leaders of the industry in the future.	28
Health in factories	Cambodia	 GARMENTS	 	Working with Project Hope to create an effective, replicable and sustainable health care model to improve employee health as well as workplace productivity.	30
Sustainable fishing	UK	 FISH	 	The Lyme Bay Fisheries and Conservation Reserve works to engage small-scale fisheries in managing the marine ecosystem, including training on the benefits of fishing sustainably. In partnership with The Blue Marine Foundation.	32
Sustainable water stewardship with stone fruit growers	South Africa	 FRUIT		In partnership with WWF, fruit farmers are working to identify and address water risks, both through improved water management on their own farms and also collaborating with others in the catchment area.	34

GCP PROJECTS NOT INCLUDED AS CASE STUDIES IN THIS REPORT

PROJECT	COUNTRY	PRODUCT	PRINCIPAL IMPACT CATEGORY	SUMMARY DETAILS
			 LIVELIHOODS  WELLBEING  ENVIRONMENT	
Health in factories	Bangladesh, Sri Lanka, India, China	 GARMENTS	 	A variety of health programmes for factory workers including running a healthy week intervention and more targeted health programmes such as investing in clinics, training programmes & community outreach. More details of this will be shared in next year's report as there are some very exciting programmes in development.
Natural processing of coffee and climate adaptation	Ethiopia	 COFFEE	 	A joint programme with Fairtrade Foundation, Matthew Algie & Oromia Coffee Cooperative to improve the quality of dry processed coffee in Ethiopia. This project will look to develop new and interesting flavours from heirloom varieties of coffee, a botanical heritage linked to Ethiopia. By focusing on this traditional way of processing coffee it will also reduce the process water required to prepare high quality coffee and will help farmers adapt to the challenges of climate change. http://corporate.marksandspencer.com/blog/stories/relationships-matter-fairtrade-coffee-in-ethiopia
Sustainable cocoa production	Ghana	 COCOA		Working in partnership with Solidaridad to identify and co-create viable service concepts for cocoa farmers with the aim of empowering women, improving cocoa farmer productivity and supporting inclusive sector transformation.
Health for farm workers	Kenya	  GARMENTS FOOD	 	In Kenya, M&S and VP Group have partnered with BSR's HERproject to implement an ambitious programme of worker health trainings, clinic assessments, nurse capacity building, and community outreach at 11 farms and packhouse sites. The programme is designed to improve workers' knowledge, behaviour, and attitudes regarding their health, as well as to strengthen the health infrastructure within farms and in the neighbouring community to improve access to healthcare services. http://herproject.org/herhealth
Supply chain dynamics with green bean smallholders	Kenya	 VEGETABLES		A three year project with our green bean supplier, Kenya Human Rights Commission (KHRC) and Traidcraft, which got underway in September 2013. This project aims to shed light on value chain dynamics and address issues that adversely affect the human rights and livelihoods of small-scale farmers and workers involved in growing and packaging horticultural produce for export. The project involves over 3,000 smallholders.
Climate adaptation with tea producers	Kenya	 TEA	 	The Ethical Tea Partnership and the German Development Agency GIZ ran this programme helping more than 100,000 Kenyan smallholder farmers from the Kenyan Tea Development Agency (KTDA) to increase their resilience to climate change and secure their future livelihoods. Farmers were taught about the impacts of climate change and how to adapt to them, and trained in good practice, low-cost farming techniques. http://www.ethicalteapartnership.org/wp-content/uploads/Climate-Change-case-study-09.06.14.pdf
Sustainable fishing and livelihoods	Tanzania	 FISH	 	Working with local people to improve management of coastal waters and fisheries and to improve livelihoods through micro-finance. 30,000 people are now involved in the project. The project was launched in 2005 by WWF.
Earthquake training	Turkey	 GARMENTS	 	Safety skills and earthquake training for 5,000 workers in Turkey to help workers be as prepared as possible in the event of an earthquake. The training helps people keep calm, identify safe places to shelter and identify potential hazards after earthquakes, such as fires. These materials are now being translated and modified for use in our Asian supply chain.
Doing good with food waste	UK	 FOOD	 	Working with Community Shop http://community-shop.co.uk/ and M&S Supply Chain to help redistribute surplus food to those people who need it most. As well as supporting them directly from our depots and stores, we have promoted them to our supply base and seen a threefold increase in the number of suppliers donating stock to them over the past 2 years. Community Shop provides wider benefits to communities beyond food, offering wrap-around services such as debt advice, CV writing, self-confidence courses and helping people prepare for job interviews. These services are invaluable to members and the impact assessment shows that this is a great way of getting people back on their feet.
Wellbeing Week	UK	 FOOD	 	Wellbeing Week is a campaign to encourage suppliers to work with their employees to improve their physical, mental and emotional health, as well as their financial wellbeing. Poor physical health and stress often underlie low productivity, absenteeism and low work morale. To support suppliers, M&S has created a Wellbeing Week Toolkit, which provides step-by-step guidance and resources to run onsite initiatives around six key topics: Nutrition and Hydration; Physical Health and Fitness; Mental Health and Mindfulness; Women's and Men's Health; Savings, Pensions and Financial Management; and Careers and Skills Development. More than 60 M&S sites in 2015 were involved, reaching over 20,000 workers.

M&S

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