

Mapping Stakeholder Sustainability Strategy Goals

Stakeholder Perspective	Strategic Goals	Future-Fit Goal (FF 1-23) from: http://futurefitbusiness.org/break-even-goals/#	SDGs met (SDG1 -17) from: https://sustainabledevelopment.un.org/#	Contributing Key Future-Fit Indicators (KFI):	Measure of Status Quo*	Target State*	Justification
Financial	F1: Profitable Growth	FF01 Energy is from renewable sources	7. Ensure access to affordable, reliable, sustainable and modern energy for all 9. Industry Innovation and Infrastructure	Switching to Renewable Energy Supplier and encouraging supplier to do the same	0	2	Solar increasingly cheaper – cost saving
		FF04 Procurement safeguards the pursuit of future-fitness	11. Sustainable Cities and communities 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Use local suppliers where possible	1	3	Build regional support and enhance local reputation
			11. Make cities and human settlements	All tenders contain a clause requesting the bidding suppliers to adhere to the Future Fit and UN goals, including fair and sustainable employment, consumption,	1	3	Ensuring suppliers are in line with company's vision and actions of and towards sustainability is crucial to meets overall

			inclusive, safe, resilient and sustainable 12. Ensure sustainable consumption and production patterns	supply chain, innovation and interactions and adequation with communities.			targets.
		FF02 Water use is environmentally responsible and socially equitable	3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Waterless strategies are deployed across the supply chain to produce, move, sell, recycle and maintain with less water. Suppliers and operations do not use water at the detriment of local communities of the watershed.	0 1	3 3	Using less water ensure we can maintain operations in the future at a reasonable social, monetary and environmental cost. Protecting local communities water supply

		FF07 Operational waste is eliminated FF18 Products emit no greenhouse gases FF19 Products can be repurposed	1. End poverty in all its forms everywhere 12. Ensure sustainable consumption and production patterns	Reduce un-used by products at every step of the supply chain Recycle or re-use as much material as possible	1 0	3 2	0 waste to landfill target Limit wastage
		FF23 Financial assets safeguard the pursuit of future-fitness	8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 10. Reduce inequality within and among countries 11. Make cities and	Sustainable workplace policy drafter and rolled out to foster a caring and balanced work environment Monitor pay and work environment gaps	1 1	2 2	Ensuring employees are part of the project and happy to go to work increases success rates Ensure the company plays its part for a better social balance

			human settlements inclusive, safe, resilient and sustainable	Review how facilities are designed, built (disassembled) and managed	0	3	Better and sustainable facilities = lower running costs
Customer	C1: Be the Vendor of Choice	Connected to C3, I1, I2, I3, P1, P2, D2, S3, E2 and E3	PLEASE REFER TO THE CONNECTED RELATED SECTIONS. MORRISONS APPRECIATES THAT ITS VENDORS WOULD LIKE TO SEE IN THEIR SUPPLIER WHAT MORRISONS EXPECTS FROM ITS OWN SUPPLY CHAIN AND WORKS TOWARDS THIS.				
	C2: Improve Customer Well Being	FF06 Operations emit no greenhouse gases	7. Ensure access to affordable, reliable, sustainable and modern energy for all	Ensure customers and communities are not affected by unhealthy sources of energy (e.g. coal) by choosing renewable energy providers.	0	2	Lower pollution levels are proven to positively influence health.
			2. End hunger, achieve food security and improved nutrition and promote sustainable	Strongly increase company's investments into organic and sustainable productions	1	3	Demand increases and needs to be met

		FF09 Community health is safeguarded	agriculture				
			3. Ensure healthy lives and promote well-being for all at all ages	Expand company's food to charity collaborations	1	2	Helps to limit wastage
			15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Collaborate with authorities on the development of key healthy eating indicators	1	2	More information to clients = better relationships
				Expand supply chain development sustainability impacts analysis	0	3	More efficient supply chain = lower costs and wastage
			3. Ensure healthy lives and promote well-being for all at all ages	Collaborate with assessing partners to ensure products meet company's expectations	0	2	Sustainable products limit environmental, social and legal risks/exposure
			6. Ensure availability and sustainable management of water and sanitation for all				
			7. Ensure access to				

		FF17 Products do not harm people or the environment	affordable, reliable, sustainable and modern energy for all 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Maintain company's scheme reporting where wild fish is captured and increase scrutiny over suppliers Flowers cannot be sourced from arid areas where the industry contributes to water rarefaction	2 0	3 3	Avoid complete depletion of the halieutic resource and reputational risk Considerable ecological and reputational risk
	C3: Provide Great Customer Support	FF16 Product concerns are actively solicited, impartially judged and transparently addressed FF17 Products do not harm people or the environment	2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all	Strengthen company's customer service team and rebase	0	2	Customer support is pivotal in the review and

		FF18 Products emit no greenhouse gases	7. Ensure access to affordable, reliable, sustainable and modern energy for all 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	it on a sustainability foundation			upgrade cycle
		FF19 Products can be repurposed	1. End poverty in all its forms everywhere 12. Ensure sustainable consumption and production patterns	Revisit the product approval cycle so that all relevant business units review each product for potential additional use, recycling. This	0	3	Finding as many usages or end users for a product or its most sustainable parts is crucial in both expanding out business and

				must include company's charity arm so that it can support developing regions.			reducing company's footprint.
Internal	I1: Provide Great Value	FF16 Product concerns are actively solicited, impartially judged and transparently addressed FF19 Products can be repurposed	3. Ensure healthy lives and promote well-being for all at all ages 1. End poverty in all its forms everywhere 12. Ensure sustainable consumption and production patterns	Strengthen company's customer service team so that products support wellbeing. Employees are invites to join in. Company's charity arm distributes unused goods to the relevant beneficiaries and ensures as many products as possible (or their parts) have multiple usages.	0 1	2 3	Customer support is pivotal in the review and upgrade cycle Increased relationships with beneficiaries and contribution towards 0 waste to landfill.
	I2:		2. End hunger, achieve	Company's	1	3	Increased

	Innovate our product offerings		food security and improved nutrition and promote sustainable agriculture 3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 7. Ensure access to affordable, reliable, sustainable and modern energy for all 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 10. Reduce inequality within and among countries 11. Make cities and human settlements inclusive, safe, resilient and sustainable 12. Ensure sustainable consumption and production patterns 14. Conserve and	charity arm distributes unused goods to the relevant beneficiaries. Waterless strategies are deployed across the supply chain to produce, move, sell, recycle and maintain with less water. Suppliers and operations do not use water at the detriment of local communities of the watershed.	1	3	relationships with beneficiaries and contribution towards 0 waste to landfill. Protecting local communities water supply Using less water ensure we can maintain operations in the future at a reasonable social, monetary and environmental cost.
		FF03 Natural resources are managed to respect the welfare of ecosystems, people and animals			1	3	

			sustainably use the oceans, seas and marine resources for sustainable development 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	All new products must meet or have a plan to meet Future Fit and UN goals, including fair and sustainable employment, consumption, supply chain, innovation and interactions and adequation with communities.	1	3	Ensuring products are in line with company's vision and actions of and towards sustainability is crucial to meets overall targets.
			3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 7. Ensure access to affordable, reliable, sustainable and modern energy for all	Switching to Renewable Energy Supplier and encouraging supplier to do the same Expand supply chain	0	2	Solar increasingly cheaper – cost saving
					0	3	More efficient supply chain =

		FF17 Products do not harm people or the environment	14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	development sustainability impacts analysis Maintain company's scheme reporting where wild fish is captured and increase scrutiny over suppliers	2	3	lower costs and wastage Avoid complete depletion of the halieutic resource
	I3: Anticipate Customer Needs	FF17 Products do not harm people or the environment FF18 Products emit no greenhouse gases	2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 7. Ensure access to affordable, reliable, sustainable and modern energy for all 14. Conserve and	Create a zero-carbon footprint label Collaborate with authorities on the development of key healthy eating indicators Seek further voluntary	0 1 0	3 2 3	More and more customers are looking for sustainable alternatives More information to clients = better relationships Future-Fit products

			sustainably use the oceans, seas and marine resources for sustainable development 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	collaborations and partnerships with verifying organisations able to support company's efforts towards Future-Fit products.			optimise the use or resources, limit wastage/losses and prevent reputational risks.
	I4: Improve Operations	FF02 Water use is	3. Ensure healthy lives and promote well-being for all at all ages 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 7. Ensure access to affordable, reliable,	Create a zero-carbon footprint label Monitoring of the water use across company's supply chain	0 2 1	3 3 3	Operations are streamlined and optimised Reduced costs Reduced costs

		environmentally responsible and socially equitable FF03 Natural resources are managed to respect the welfare of ecosystems, people and animals FF06 Operations emit no greenhouse gases FF07 Operational waste is eliminated	sustainable and modern energy for all 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 10. Reduce inequality within and among countries 11. Make cities and human settlements inclusive, safe, resilient and sustainable 12. Ensure sustainable consumption and production patterns 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt	Review of all production processes for wastage reduction Monitoring of the energy use across company's supply chain Review how facilities are designed, built (disassembled) and managed Reduce un-used by products at every step of the supply chain Recycle or re-use as much material as possible Sustainable workplace policy drafter and rolled	2 0 1 0 1	3 3 3 2 2	Reduced costs Better and sustainable facilities = lower running costs 0 waste to landfill target Limit wastage Ensuring employees are part of the project and happy to go to
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			biodiversity loss 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 7. Ensure access to affordable, reliable, sustainable and modern energy for all	out to foster a caring and balanced work environment			work increases success rates.
People	P1: Ensure Employee Well being	FF02 Water use is environmentally responsible and socially equitable	3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Train colleagues on water issues and how operations need to take into account potential pollutions Train colleagues on sanitation and land/environmental degradation issues and how operations need	0 1	2 3	An informed workforce is more effective at tackling the issues An informed workforce is more effective at tackling the issues

		FF03 Natural resources are managed to respect the welfare of ecosystems, people and animals	2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 7. Ensure access to affordable, reliable, sustainable and modern energy for all 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 10. Reduce inequality within and among countries 11. Make cities and human settlements inclusive, safe, resilient and sustainable	to take into account potential impacts Roll out a program for colleagues to raise funds, launch programs under the supervision of company's charity arm and visit communities in need of sustainable solutions to tackle their issues and support their efforts in developing sustainable practices and lifestyles.	0	2	Exceptional reputational boost and advertisement. It also contributes at associating the brand with sustainability amongst the public and clientele.
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			12. Ensure sustainable consumption and production patterns 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss				
		FF09 Community health is safeguarded FF10 Employee health is safeguarded	1. End poverty in all its forms everywhere 3. Ensure healthy lives and promote well-being for all at all ages 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land	Better connect with the surrounding communities of the store by privileging its members in need of a job and raising sustainability awareness in	0	2	Better relations with local community and strengthening of brand's position within the public

		FF12 Employees are subject to fair employment terms	degradation and halt biodiversity loss 5. Achieve gender equality and empower all women and girls 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 10. Reduce inequality within and among countries	store via games and commercial operations. Meet a parity target among company's employees and management, including board of director which presently is overly masculine.	1	2	A balanced and empowered workforce
	P2: Develop our Human Capital	FF09 Community health is safeguarded	3. Ensure healthy lives and promote well-being for all at all ages 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Develop and implement a health and sustainability orientated program for clients to join.	0	2	Broaden the number of clients coming to the stores by choice rather than proximity

		F11 Employees are paid at least a living wage	1. End poverty in all its forms everywhere 10. Reduce inequality within and among countries	Ensure all employees across the supply chain are paid the living wage for the region they work in.	1	3	A happier workforce is likely to be more productive
		FF12 Employees are subject to fair employment terms FF13 Employees are not subject to discrimination	5. Achieve gender equality and empower all women and girls 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 10. Reduce inequality within and among countries 10. Reduce inequality within and among countries	Reinforce HR teams tasked with improving work environments and bridge gaps	1	2	Less inequalities contribute to a strong workforce morale
				A colleagues' voice operation is	1	2	Employees feel listened

		FF14 Employee concerns are actively solicited, impartially judged and transparently addressed		held on an annual basis, covering all aspects of employment and daily tasks. Results are scrutinised and action plans drafted, implemented and monitored.			to.
	P3: Work our Values	FF11 Employees are paid at least a living wage FF12 Employees are subject to fair employment terms FF13 Employees	1. End poverty in all its forms everywhere 10. Reduce inequality within and among countries 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 5. Achieve gender equality and empower all women and girls 8. Promote sustained, inclusive and	Monitor living wages Promote Morrisons as an inclusive and progressive workplace to	1 1	3 2	Pays are swiftly adjusted to avoid loss of purchasing power Stronger workforce

		are not subject to discrimination	sustainable economic growth, full and productive employment and decent work for all 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 10. Reduce inequality within and among countries 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	attract and retain the right employees able to support and deliver company's vision			
Society	S1: Improve Society at Large		2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable	Company's charity arm distributes unused goods to the relevant beneficiaries.	1	3	Increased relationships with beneficiaries and contribution towards 0 waste to landfill.

		FF03 Natural resources are managed to respect the welfare of ecosystems, people and animals	management of water and sanitation for all 7. Ensure access to affordable, reliable, sustainable and modern energy for all 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 10. Reduce inequality within and among countries 11. Make cities and human settlements inclusive, safe, resilient and sustainable 12. Ensure sustainable consumption and production patterns 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably	Waterless strategies are deployed across the supply chain to produce, move, sell, recycle and maintain with less water. Suppliers and operations do not use water at the detriment of local communities of the watershed. All new products must meet or have a plan to meet Future Fit and UN goals, including fair and	1 1 1	3 3 3	Protecting local communities water supply Using less water ensure we can maintain operations in the future at a reasonable social, monetary and environmental cost. Ensuring products are in line with company's vision and actions of and towards
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			manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	sustainable employment, consumption, supply chain, innovation and interactions and adequation with communities.			sustainability is crucial to meets overall targets.
		FF11 Employees are paid at least a living wage	1. End poverty in all its forms everywhere 10. Reduce inequality within and among countries	Ensure all employees across the supply chain are paid the living wage for the region they work in.	1	3	A happier workforce is likely to be more productive
		FF13 Employees are not subject to discrimination	5. Achieve gender equality and empower all women and girls 10. Reduce inequality within and among countries	Reinforce HR teams tasked with improving work environments and bridge gaps	1	2	Less inequalities contribute to a strong workforce morale
	S2: Support	FF09 Community	3. Ensure healthy lives	Develop and	0	2	Better

	our Communiti es	health is safeguarded FF10 Employee health is safeguarded	and promote well-being for all at all ages 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	implement a health and sustainability orientated program for employees to join.			educated employees become ambassadors of company's vision
		FF11 Employees are paid at least a living wage	1. End poverty in all its forms everywhere 10. Reduce inequality within and among countries	Ensure all employees across the supply chain are paid the living wage for the region they work in.	1	3	A happier workforce is likely to be more productive
	S3: Ethically Conduct our Business		4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 5. Achieve gender				

		FF12 Employees are subject to fair employment terms	equality and empower all women and girls 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 10. Reduce inequality within and among countries 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Reinforce HR teams tasked with improving work environments and bridge gaps Company's tax specialists ensure taxes are not optimised to minimise	1 0	2 3	Less inequalities contribute to a strong workforce morale No tax related reputational risk.
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		FF20 Business is conducted ethically FF21 The right tax is paid in the right place at the right time FF22 Lobbying and corporate influence safeguard the pursuit of future-fitness	9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 10. Reduce inequality within and among countries 11. Make cities and human settlements inclusive, safe, resilient and sustainable 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	exposure. Any lobbying operations need to be approved by the sustainability team prior to be rolled out.	0	3	Lobbying cannot directly or indirectly undermine company's own visions.
Environment	E1: Products do No Harm		2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable	Company's charity arm distributes unused goods to the relevant beneficiaries.	1	3	Increased relationships with beneficiaries and contribution towards 0 waste to landfill.

			management of water and sanitation for all 7. Ensure access to affordable, reliable, sustainable and modern energy for all 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 10. Reduce inequality within and among countries 11. Make cities and human settlements inclusive, safe, resilient and sustainable 12. Ensure sustainable consumption and production patterns 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably	Waterless strategies are deployed across the supply chain to produce, move, sell, recycle and maintain with less water. Suppliers and operations do not use water at the detriment of local communities of the watershed. All new products must meet or have a plan to meet Future Fit and UN goals, including fair and sustainable	1 1 1	3 3 3	Protecting local communities water supply Using less water ensure we can maintain operations in the future at a reasonable social, monetary and environmental cost. Ensuring products are in line with company's vision and actions of and towards
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			manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 3. Ensure healthy lives and promote well-being for all at all ages 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	employment, consumption, supply chain, innovation and interactions and adequation with communities.			sustainability is crucial to meets overall targets.
		FF15 Product communications are honest, ethical,	3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 14. Conserve and sustainably use the oceans, seas and marine resources for	Advertising campaigns need to be reviewed by the sustainability team to ensure they are honest,	1	3	Adverts do not contradict company's vision.

		and promote responsible use	sustainable development sanitation for all 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	ethical, and promote responsible use.			
		FF16 Product concerns are actively solicited, impartially judged and transparently addressed	3. Ensure healthy lives and promote well-being for all at all ages	Strengthen company's customer service team so that products support wellbeing. Employees are invites to join in.	0	2	Customer support is pivotal in the review and upgrade cycle
	E2: Operational Outputs do No		2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Waterless strategies are deployed across the supply chain	0	3	Using less water ensure we can maintain

	Harm	FF02 Water use is environmentally responsible and socially equitable	3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 7. Ensure access to affordable, reliable, sustainable and modern energy for all 9. Build resilient infrastructure, promote inclusive and sustainable	to produce, move, sell, recycle and maintain with less water. Suppliers and operations do not use water at the detriment of local communities of the watershed. Company's charity arm distributes unused goods to the relevant beneficiaries. Waterless strategies are deployed across	1 1 1	3 3 3	operations in the future at a reasonable social, monetary and environmental cost. Protecting local communities water supply Increased relationships with beneficiaries and contribution towards 0 waste to landfill. Protecting local communities
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		FF03 Natural resources are managed to respect the welfare of ecosystems, people and animals	industrialization and foster innovation 10. Reduce inequality within and among countries 11. Make cities and human settlements inclusive, safe, resilient and sustainable 12. Ensure sustainable consumption and production patterns 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	the supply chain to produce, move, sell, recycle and maintain with less water. Suppliers and operations do not use water at the detriment of local communities of the watershed. All new products must meet or have a plan to meet Future Fit and UN goals, including fair and sustainable employment, consumption, supply chain, innovation and	1 1	3 3	water supply Using less water ensure we can maintain operations in the future at a reasonable social, monetary and environmental cost. Ensuring products are in line with company's vision and actions of and towards sustainability is crucial to meets overall targets.
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				interactions and adequation with communities.			
		FF05 Operational emissions do not harm people or the environment	2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3. Ensure healthy lives and promote well-being for all at all ages 7. Ensure access to affordable, reliable, sustainable and modern energy for all 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Operations are regularly reviewed and assessed to increase their Future-Fit score.	1	3	Costs reduced
		FF06 Operations emit no greenhouse gases	7. Ensure access to affordable, reliable, sustainable and modern energy for all	Switching to Renewable Energy Supplier and encouraging supplier to do the same	0	2	Solar increasingly cheaper – cost saving

		FF09 Community health is safeguarded FF10 Employee health is safeguarded	3. Ensure healthy lives and promote well-being for all at all ages 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Better connect with the surrounding communities of the store by privileging its members in need of a job and raising sustainability awareness in store via games and commercial operations.	0	2	Better relations with local community and strengthening of brand's position within the public
		FF07 Operational waste is eliminated	12. Ensure sustainable consumption and production patterns	Reduce un-used by products at every step of the supply chain Recycle or re-use as much material as possible	1	3	0 waste to landfill target
					0	2	Limit wastage
	E3:	FF01 Energy is	7. Ensure access to	Switching to	0	2	Solar

	Operational Inputs do No Harm	from renewable sources	affordable, reliable, sustainable and modern energy for all 9. Industry Innovation and Infrastructure	Renewable Energy Supplier and encouraging supplier to do the same			increasingly cheaper – cost saving
		FF02 Water use is environmentally responsible and socially equitable	2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3. Ensure healthy lives and promote well-being for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Waterless strategies are deployed across the supply chain to produce, move, sell, recycle and maintain with less water.	0	3	Using less water ensure we can maintain operations in the future at a reasonable social, monetary and environmental cost.
			3. Ensure healthy lives and promote well-being	Suppliers and operations do not use water at the detriment of local communities of the watershed.	1	3	Protecting local communities water supply
			3. Ensure healthy lives and promote well-being	Company's	1	3	Increased

		FF03 Natural resources are managed to respect the welfare of ecosystems, people and animals	for all at all ages 6. Ensure availability and sustainable management of water and sanitation for all 7. Ensure access to affordable, reliable, sustainable and modern energy for all 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation 10. Reduce inequality within and among countries 11. Make cities and human settlements inclusive, safe, resilient and sustainable 12. Ensure sustainable consumption and production patterns 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15. Protect, restore and	charity arm distributes unused goods to the relevant beneficiaries. Waterless strategies are deployed across the supply chain to produce, move, sell, recycle and maintain with less water. Suppliers and operations do not use water at the detriment of local communities of the watershed.	1 1	3 3	relationships with beneficiaries and contribution towards 0 waste to landfill. Protecting local communities water supply Using less water ensure we can maintain operations in the future at a reasonable social, monetary and environmental cost.
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			promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	All new products must meet or have a plan to meet Future Fit and UN goals, including fair and sustainable employment, consumption, supply chain, innovation and interactions and adequation with communities.	1	3	Ensuring products are in line with company's vision and actions of and towards sustainability is crucial to meets overall targets.
			5. Achieve gender equality and empower all women and girls 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 9. Build resilient	Use local suppliers where possible	1	3	Build regional support and enhance local reputation
		FF04 Procurement safeguards the		All tenders contain a clause requesting the bidding suppliers	1	3	Ensuring suppliers are in line with company's

		pursuit of future-fitness	infrastructure, promote inclusive and sustainable industrialization and foster innovation 11. Make cities and human settlements inclusive, safe, resilient and sustainable 12. Ensure sustainable consumption and production patterns	to adhere to the Future Fit and UN goals, including fair and sustainable employment, consumption, supply chain, innovation and interactions and adequation with communities.			vision and actions of and towards sustainability is crucial to meets overall targets.
		FF05 Operational emissions do not harm people or the environment	3. Ensure healthy lives and promote well-being for all at all ages 7. Ensure access to affordable, reliable, sustainable and modern energy for all 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Operations are regularly reviewed and assessed to increase their Future-Fit score.	1	3	Preserves the resource

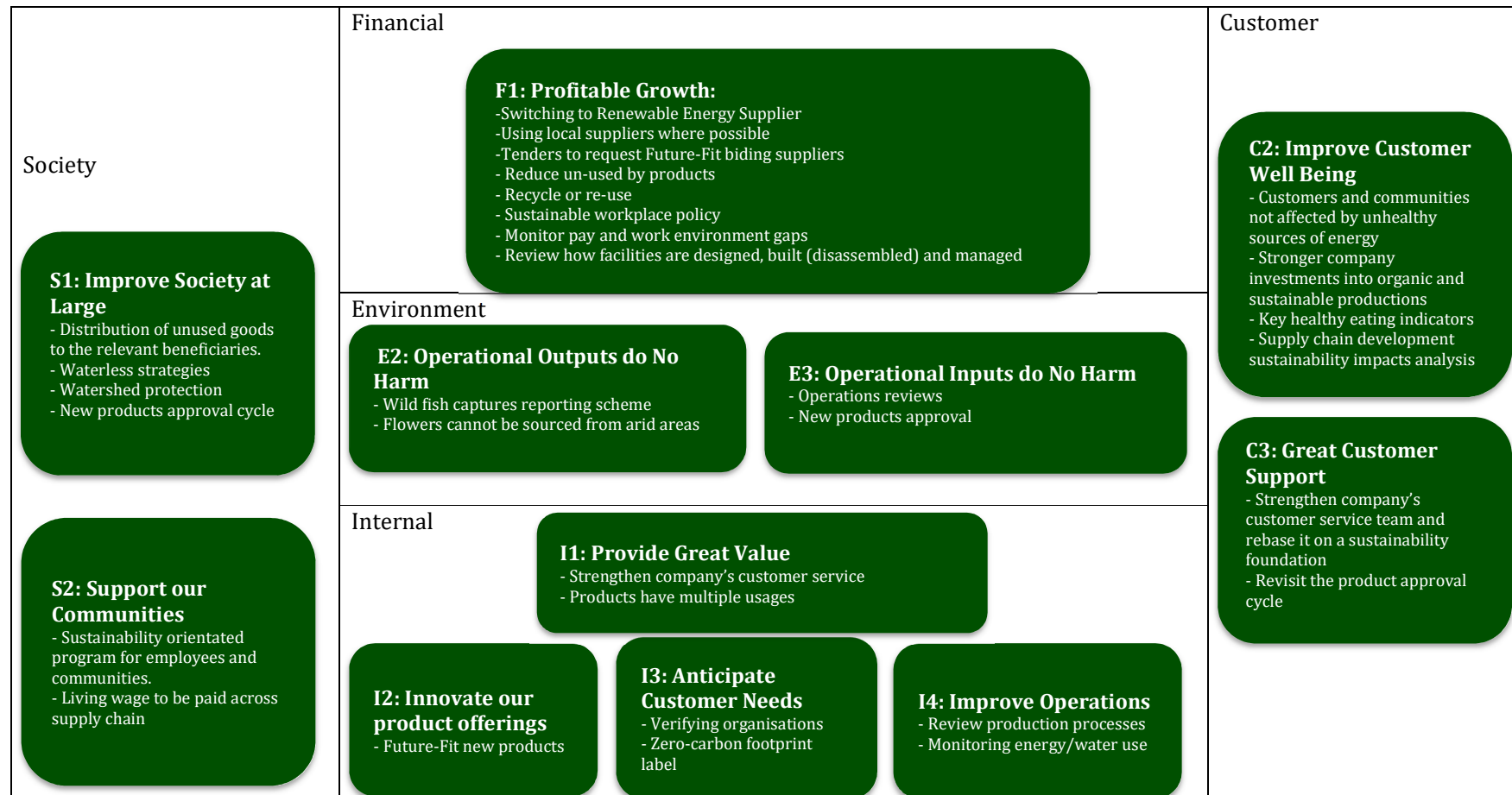
		FF06 Operations emit no greenhouse gases	7. Ensure access to affordable, reliable, sustainable and modern energy for all	Ensure customers and communities are not affected by unhealthy sources of energy (e.g. coal) by choosing renewable energy providers.	0	2	Lower pollution levels are proven to positively influence health.
		FF09 Community health is safeguarded FF10 Employee health is safeguarded	2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3. Ensure healthy lives and promote well-being for all at all ages 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Better connect with the surrounding communities of the store by privileging its members in need of a job and raising sustainability awareness in store via games and commercial operations.	0	2	Better relations with local community and strengthening of brand's position within the public

		FF07 Operational waste is eliminated	3. Ensure healthy lives and promote well-being for all at all ages	Reduce un-used by products at every step of the supply chain Recycle or re-use as much material as possible	1 0	3 2	0 waste to landfill target Limit wastage
Cross stakeholder	Cross strategic goals	Cross Future-Fit goals	<u>13. Take urgent action to combat climate change and its impacts</u>	This aspect applies across all sections and lenses and underpins all company's business strategies.	0	3	The impact of everyday consumption via supermarkets means company's actions have a magnified effect.
Cross stakeholder	Cross strategic goals	Cross Future-Fit goals	<u>17. Strengthen the means of implementation and revitalize the global</u>	This aspect applies across all sections and lenses and underpins all company's business	0	3	The impact of everyday consumption via supermarkets means company's

			<u>partnership for sustainable development</u>	strategies.			actions have a magnified effect.
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* 0 = no impact; 1 = low level impact; 2 = medium level impact; 3 = high level impact (on achieving SDGs)

Business Sustainability Strategic Map (Edit or devise your own)



S3: Ethically Conduct our Business - Improve work environment and bridge HR gaps. - Company's tax to not be optimised to minimise exposure. - Lobbying operations to be approved by sustainability team.	People P1: Ensure Employee Well being - Train colleagues on water issues, operations sanitation and land/environmental degradations. - Connect with surrounding communities P2: Develop our Human Capital - Health and sustainability orientated program - Living wage - Annual colleagues' voice P3: Work our Values - Monitor living wages across regions - Promote Morrisons as an inclusive and progressive workplace	
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