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Module: Understanding and engaging in customer experience

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Plan A at Marks and Spencer-

Does it deliver on CRM?

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Executive Summary

This report contains an analysis of M&S customer relationship management, business ethics & sustainability, segmentation, and quality management. It shows how Marks and Spencer is committed to building strong relationships with its stakeholders. To perform this analysis different business models have been considered. The conclusions and recommendations are based on research.

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Introduction

This report is requested by Chris Felices on 19/03/2021 and compiled by Naila Safdar, submitted on 19/03/202 for the University of Wales Trinity Saint David. The module is 'Understanding and Engaging in the Customer Experience.' The purpose of this report is to critically analyse M&S's customer relationship Management (CRM) based on how Ethical and sustainable M&S is, using TQM to explain how does company control and monitor its business practices. The conclusions and recommendations are based on research. Academic library, Google books, journals, Google articles, online newspapers relevant to report were used for the research method.

Findings

Marks & Spencer is UK's one of the renowned and a leading merchandise serving over 21 million customers weekly. Marks & Spencer is known for its excellent quality and terrific value goods. Marks & Spencer has a growing international business with over 76,000 employees work for the company in the UK and 41 countries overseas. It was founded by Michael Marks and Thomas Spencer in 1903. M&S has evolved from a penny store to one largest retail stores in the world. (Marks and Spencer plc: A company Profile, 2013)

Definition of CRM

CRM refers to how a business manages its relationships with customers and potential customers. "A CRM gathers customer interactions across all channels in one place. Managing centralized data helps businesses improve customer experience, satisfaction, retention and service." (Barret, 2013) "CRM helps in providing better service to the customers and developing effective customer relationships. CRM integrates everything that's company's sales, services and marketing teams know about the individual customers to get a 360degree view of the customer relationship." (Management, 2012)

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There are several advantages to using a CRM system for any business. CRM help find new customers, maintain current customers as well as to bring back the previous clients. Through the CRM business can become more organised and efficient.

CRM is used by a company to help to breed trust, satisfaction and manage their relationship with their clients by keeping customer experience consistent, through personalised communication. CRM has proved customer retention by as much of 27%. (Strouse, 2020)

CRM at M&S

M&S focus on developing Good relationships with its stakeholders with the aim of to achieve the organisational sustainability for long-term. The company controls its competitive advantages and its growth by keeping good relationships with its customers at a significant level. (M&S, 2016) Suppliers, customers, community, employees, governments are the main stakeholders of M&S which have a critical relationship with the Company. This relationship affects the company's procedures, campaigns, and helps to accomplish its objectives. (Bourne, 2012)

M&S Reviews CRM

After seeing customer service suffer because of its legacy systems' failure to coexist, the high street retailer introduced Siebel's e-retail Call Centre application at its head-office call centre. Marks & Spencer is working with Siebel to increase call centre efficiency by tweaking the software or changing business processes, according to IT programmer manager Mike Christie. (M&S,2002) Despite the productivity problems, Christie reported that the company is satisfied with the Siebel CRM programme because every customer call is now registered, which was not always the case with the legacy systems. M&S built a Web-based back-end framework that gives developers access to our customer correspondence database. This means company developers will be able to spot trends and quality problems early on, allowing them to improve the product range. (Thomas, 2002)

Customers

When it comes to its customers, M&S prioritises loyalty and trust. The company has made a name for itself by providing a diverse range of products and price points. When it comes to its clients, M&S values loyalty, and trust above all else. With a wide variety of price points and goods, the company has made it clear that it does not have a fixed target market, and M&S appreciate its values integrity, innovation, and aspiration. (Marks and Spencer, 2016).

M&S has collaborated with Starcount, a data science firm. Its goal is to improve consumer understanding and insight by personalising the company's loyalty CRM programme, which includes the Sparks card, and being a digital-first retailer. (2018, corporate.marksandspencers.com)

Sparks is a loyalty card programme with a membership of 6 million individuals. Sparks is a key tool for gaining a thorough understanding of customers' wants and needs. Customers earn points every time they buy through this programme, and in exchange, they receive free treats and shopping, as well as donations to the Sparks charity. (Spencer & Marks, 2018)

Starcount's job at M&S is to come up with a cutting-edge method and technology for deciding consumer preferences. The task of Starcount at M&S is to develop an innovative approach and technology for determining customer wants to predict future purchasing behaviour. Customer shopping at M&S helps the company achieve growth, profitability, and a great customer experience. (Dunn, 2018)

M&S provided discounts, coupons, and rewards to consumers in exchange for completing a survey that would receive customer satisfaction reviews. The platform uses a feed to the point-of-sale system, which is then uploaded into the tills to generate a discount code that customers can use the next time they buy. (Heatherington, 2018)

The company got over 30,000 customer reviews in its first year. Weekly reports, action plans, and suggestions are produced and submitted to store managers, and any negative customer feedback is emailed to the store manager with the understanding that it will be followed up on within 48 hours to rectify the situation. Other areas of operation, such as fitting rooms and workers' attitudes, have received positive reviews.

Suppliers

M&S's partnership with its suppliers is its core competency and a major contributor to the company's success. M&S's supplier partnership is built around keeping them informed about the company's plans and needs so that they can contribute to the company's success. M&S's relationship with its suppliers is focused on clearly defined expectations, and the company also employs a constructive approach to resolving supply chain problems, allowing for a productive working relationship.

Carroll's CSR Pyramid

"Corporate social responsibility" is described by Carroll (1983) as "the conduct of a company in such a way that it is economically efficient, law-abiding, ethical, and socially supportive." "Corporate social responsibility" is described by Carroll (1983) as "the conduct of a company in such a way that it is economically efficient, law-abiding, ethical, and socially supportive." It is a simple framework that helps how and why a business achieves their social responsibilities. It has a built-in self-regulatory framework that ensures active compliance with the spirit of the law, ethical standards, and international norms with the aid of market monitors (Urip, 2010).

Philanthropic - M&S puts a heavy emphasis on philanthropic and ethical obligations, while also ensuring that all its operations are legitimate and do not jeopardise the brand it represents. M&S has taken a step forward in saving the environment by delivering energy-efficient appliances; they benefit from this type of operation in two ways: they are fulfilling philanthropic obligations while still increasing profits.

Economic - Shareholders and workers are also concerned with the return on investment, and employees can only have decent job security and be well compensated for if the company is doing well. The government is primarily responsible for legal matters.

Ethical - Environmental and health organisations are mainly in charge of ethical practises. M&S tries to assist manufacturers in reducing prices, increasing productivity, and conducting business ethically. The organisation also practices community welfare, which includes careful use of food items donated to those in need, cash contributions, and clothing donation services. M&S falls into the Constructive group in Carroll's (1979) model of four philosophies of social responsiveness, suggesting that it is positive about the actions it takes and the rewards it earns because of participating in CSR activities for the good of people and community. Their cooperation exemplifies this.

Segmentation

Segmentation is the process of dividing a market into distinct parts that are definable, accessible, actionable, profitable, and have room for expansion. Segmentation helps the seller to customise his product to the clients' wants, preferences, uses, and financial capacity. (2017, Bhasin)

Marks and Spencer's segmentation marketing is detailed and cautious. Advertisement strategies were related to digital marketing and in-store strategy by the company. Marks and Spencer focus on communicating a shared message through all modes of communication, including print media, television advertisements, smartphone advertising, and social media promotions. M&S considers communication to be a method of delivering a message to a target audience through a medium. There are five essential elements of marketing communication which are sender, message, Receiver, and feedback. (M&S, 2021)

M&S uses segmentation marketing to reach consumers based on their location, psychographic, demographic, and behavioural characteristics. M&S concentrates its segmentation efforts on its various items, such as clothes, food, and gifts. The business studied its customers' behaviour to determine their desires, product use, and experiences in order to effectively satisfy their needs. (Responsible Marketing, 2021)

Segmentation is critical because it provides a good view of a company's customers' needs and desires, allowing it to sell the best goods, prices, packaging, and design. M&S has achieved success by segmentation. (Marks & Spencer Strategic Report, 2019)

Identifying Customers

Demographic Segmentation

In segmentation, age and gender are especially significant and ever-changing factors because they affect consumer requirements. (Winding, Sheth, Pulendran, Mittal, and Newman, p.254-255).

Marks and Spencer divide its customers into age, social status, wages, and occupation classes. M&S is aiming for a 30-plus age demographic with a high salary and a role as an executive. M&S caters to more women than men, owing to the fact that women tend to do more shopping, including buying gifts for men. As M&S addressed a particular age group, they focused on their development and marketing activities. to make something (Anderson, 2010)

M &S provide more fashion focusing on older age groups. (Cox and Brittain, 2000)

Segmented Market Positioning

In the retail industry, Marks and Spencer have developed as premium brands. Customers are willing to pay a premium for the M&S brand, so they have raised their prices to reflect this premium brand image in their minds.

China has the world's third largest economy, as well as the world's largest population of 1.3 billion people (as of 2008), making it one of the world's fastest growing economies. M&S offered large-size garments in the Chinese market, which delighted expatriates who struggled to find their size in stores aimed at average Chinese women. Chinese buyers, on the other hand, were uninterested because the clothes were "too big and too plain."

M&S is a department store that seeks to cater to the needs of people of all ages. Competitors, on the other hand, try to concentrate on a particular section. Preferably, a well-defined category (such as Zara's classy chic over 20's). It is time for M&S to grant in-house brands control and show a range of varied brands, with M&S being just a store name. (Canocchi, 2017)

Ethics and Sustainability

Ethics are a set of moral values and standards that guide the company's conduct. Those values are different in every society. Business ethics provides a potential analytical framework through which to evaluate management practice in general and sustainability. Management actions can be examined to the extent that they are good or bad, legal, or illegal. A sustainable business is a green business which has a potentially positive impact on society, the environment and on the economy. (Ben-Eli, 2018)

Ethical positioning and Importance

Business ethics are important as it improves the law guidelines, acceptable behaviour beyond government control. It helps to promote solidarity among the company's employees and gain trust from its key holders such as customers and investors. Ethical behaviour produces long-lasting positive effects for a business, the ability to attract and retain incredibly talented staff and build well well-known reputation in a society. (Horton, 2020)

Descriptive Ethics describes the behaviour of people and what moral standards they follow. It simply describes the process of understanding what people do and has believed in moral norms. For example, different societies have different moral standards. (Cline, 2019)

Normative Ethical Theories are divided into two groups: Consequentialist Theories and Non-Consequentialist Theories. These strategies are usually used in moral decision making. They are future and past oriented, which provide full guidance and a criterion for an evaluation of choices or decisions that are already made. For example, this action is wrong in this society, but it is right in another. (Kitto, K. and Knight, S., 2019)

Consequentialism

It is a theory that suggests, an action is good or bad depending on its results. Consequentialism consists of two rules:

- Whether an act is right or wrong depends on the outcomes of the act
- The better consequences an action provides, the better or more accurate that act be.

Non-Consequentialist

Non-consequentialism is a theory that suggests, an action is good or bad depending on its results. This theory insists that two types of acts are the same, one might be wrong, and the other right act is the one that maximised the good consequences. It denies that the right or wrong of the conduct is set entirely by the goodness or badness of the consequences. (Molenmaker, Kwaadsteniet, and Djik, 2013)

M&S bring out a report called Plan A to declare company's dedication and commitment to global and social environmental issues.

Planet

Through shwopping Partnership with Oxfam, 30,000 million garments recycled and £21 million raised for poor. M&S is working hard towards a clean environment which can be observed with the company focus on high-quality and long-lasting products. The company is using eco-friendly materials such as organic cotton, recycled nylons, and recycled polyesters like any other sustainable brand in the fashion industry. M&S also offer a recycling plan to its customers and that can be seen on the famed Green peace Detox Catwalk. (Marks and Spencer, 2020)

Marks and Spencer have removed all the chemicals from its production in 2020 and took initiatives towards water reduction plans but did not specify their targets. Plastics is a big challenge and a threat to the environment. M&S have made commitment eliminate plastic and replace it with planet friendly alternatives when they can. The company hopes to eliminate 1,000 tons of plastic by 2022. By 2025 M&S aimed to decrease refrigeration gas carbon emissions by 80% in all Uk stores and ROI. (Plan-a-report, 2020)

M&S is doing good by keeping their commitments for environment. Hence not all the materials are eco-friendly and the company still has quite a way to go in setting goals to incorporate water. M&S use recycled rainwater in its toilets.

People

M&S is certified by SEDEX Members Ethical Trade Audit who look at universal rights in business globally. M&S are on journey to be a leader in the annulment of modern slavery, child labour, human trafficking, harassment, and all types of discrimination from their business. M&S is an international retailer and work in Asian countries which are the high-risk countries. The company is lacking to address these issues strongly around worker empowerment and suppliers in those countries.

M&S has close relationships with its suppliers and was the first retailer to list all of them on an integrated supplier directory that is updated every six months. In response to the Covid -19 case, the company took decisive steps, including paying for all delivered goods and paying for manufactured garments, ensuring that vendors had prompt access to cash regardless of payment terms. The corporation took precautions to implement safety measures such as social distance, sanitization, and

the provision of protective equipment. Pandemics has changed the way people shop, but it has not changed how ethically manufactured clothing is sourced.

Marks and Spenser are committed to programmes that promote gender equality. It is significant since a significant percentage of the workers in its factories are women. M&S supports and prioritises worker well-being in Bangladesh through initiatives like HALOW+, and has made digital, traceable wage payments available through the HER FINANCE PROGRAMME. (Marks and spencer, 2021)

Animals

M&S is RSPCA accredited, which means milk and 100% traceable British beef from 900+ trusted farmers are available. High quality standards, animal health, and environmental conservation are also part of the company's contribution to a more sustainable future. M&S takes a farm-to-table approach to animal care. M&S selects farms based on strict animal welfare criteria that go above and beyond industry norms and regulations. To produce M&S food, each of the 12,500 farmers in each of the countries where M&S sources meat must meet certain requirements. M&S is committed to protecting the health of animals used in the production of all its goods. The business has made commitments. (Marks and Spencer, 2020)

Comparison

Compare and contrast Marks & Spencer PLC's policies with those of the same sector. Tesco is a large retailer in the United Kingdom and is the business. The company's operations are like Marks & Spencer's.

Tesco is a global retailer that specialises in groceries and general merchandise. It is a British corporation with headquarters in Chesnut, Hertfordshire. Jack Choen founded the business in 1919. Food, clothes, electronics, financial services, telephone, home appliances, and renting are also now part of the company's offerings. (Alam and Rout-Roy,2019)

It operates the UK's largest supermarket chain, with a market share of 42.7%. It is a retail chain as well as a bank, offering a wide variety of financial services such as loans, credit cards, and so on. Tesco has already demonstrated its commitment to its consumers, communities served, and the world with the 'Little Helps Plan.' By 2025, this initiative aims to eradicate deforestation from its goods and make packaging recyclable or compostable. Soy, palm, wood, and cattle products are among the Tesco products and ingredients sourced from outside the UK. (Megale, 2020)

Ethical practice

Tesco has CCTV coverage of its livestock handling, slaughter, and stun throughout the global supply chain. Antibiotics are not used prophylactically or as growth promoters in any of Tesco's products. All antibiotic usage to treat an animal must be recorded and fully traceable. Tesco is committed to combating global climate change and safeguarding critical eco systems such as forests and the marine environment. The supermarket chain has not thrown away any food since 2009. (Tesco, 2020)

Via Community Food Connection, Tesco donates surplus food to local charities and communities around the United Kingdom. Tesco food experts shake hands with Jamie Oliver to create a new food waste-reduction training curriculum. The school first opened its doors in 2019 and will mark its 1,000th group cooking in 2020. This school was created in collaboration with FareShare, a food redistribution charity, and a "train-the-trainer" programme. (Tesco, 2020)

Tesco has been blamed for being linked to deforestation in supply chains. (The Guardian, 2019)
The public is being fooled by Tesco's arguments about deforestation. Tesco has begun running social media ads claiming to support Greenpeace's call to end deforestation while also stating that they do not purchase meat from Brazil. They also say that by the end of the year, they will have achieved their 'zero deforestation for soy animal feed through certification' target. (Greenpeace, 2020)
As a result, Tesco is hiding behind convoluted supply chains to continue doing business as normal while claiming to their customers that they are on track to reach their zero deforestation goals by 2020. (Greenpeace, 2020)

Tesco has vowed to transform its company to become a "leader in helping to build a low-carbon economy" by implementing a slew of new climate-related initiatives. (The Guardian, 2019)
The UK's largest retailer, which emits 2 million tonnes of carbon annually in the UK, is placing new labels on every one of the 70,000 items it sells so that consumers can measure carbon costs alongside salt content and calorie counts. (The Guardian, 2015)
John Sauven, Director of Greenpeace UK, said: "Tesco's tills handle one out of every eight pounds spent in the UK, so the company's ability to reduce the country's carbon footprint is enormous. These actions are a step in the right direction since they would increase sales of energy-efficient bulbs and appliances. However, if we are to solve the climate crisis, retailers will have to take serious action, such as discontinuing the sale of old-style lightbulbs entirely." (Green eco-Friend, 2020)
Tesco must make a sound business decision to reduce its dependency on the global industrial meat system. By 2025, they would have dropping forest, destroyed suppliers, and replaced half of the meat they sell with nutritious, cheaper plant-based alternatives. (Greenpeace, 2020).
M&S stands more ethical and sustainable as per the evidence. Marks and Spencer ranked highest in the top 10 most ethical supermarkets. (Green eco friend, 2021)
Unfortunately, Tesco is a Greenwashing. Its claims on focusing the climate change, protecting ecosystems and to stop Deforestation it is all sounds very great but, these are not true.

Quality Systems

Quality management is a system to oversee different activities and tasks within an organisation. Depending on the company's targets and the industry, to ensure that the products and services offered, as well as the means used to provide them, is consistent. (Lornete, 1999)
Quality management makes sure that the organisation's products and services are consistent. Its four essential elements are quality control, quality planning, quality assurance and quality improvement. (Byron, 2008)
M&S is committed to produce quality in services and products, following a golden rule 'always take ownership of helping their customers and getting feedback about their experience. M&S use these feedback surveys to improve and review areas of development. The company believes in helping, engaging, interacting, and treating Hier customers with courtesy. All these are the attributes of good customer service.

Total Quality Management

TQM is described as a management approach that focuses on long-term performance through customer satisfaction. The company engages in a TQM initiative by working to enhance procedures, goods, services, and the community in which they operate. Total quality management (TQM) is described as a management approach to long-term performance based on customer satisfaction. (Zimon, 2017)
Marks and Spencer look after their employees very well. Employees are rewarded in several ways. 20 percent off every item in the shop, promotional opportunities, company recognition, and a

pension plan are only a few of the benefits. In addition, the company offers incentives, flexible working arrangements for all mothers, and a graduate programme for recent graduates. Each of these benefits and promotions acts as a motivator for workers to go above and beyond in delivering outstanding service to customers. Rewards are determined by the overall performance of the organisation as well as individual contributions to that success (Thompson & Martin, 2010).

Customer's Satisfaction

one of TQMs main pillar is to focus on meeting the needs of customers. As a result, M&S prioritises its clients on a privileged place and engages in a wide range of events and projects to be able to provide care for its customers, to maximise their loyalty, and assist them to produce the most revenue. M&S stores will provide them with the best possible value. Customers are at the heart of M&S company, as its very own existence depends on them. M&S focus is to provide the highest quality-to-price ratio and the right product assortment to its customers and the highest quality of operation thus ensuring, customers can complete their shopping experience in a friendly and comfortable environment. (Ton and Harrow, 2010).

Orientation towards Employee's Commitment

The idea is that quality is produced by individuals, and that all 78,000 workers (73 percent of whom are women on part time job) must be quality conscious. By integrating those principles that translate into tangible activities in human resources management, the organisation may achieve employee loyalty, engagement, and/or participation. As a result, M&S human resources policy focuses on ensuring security, decent working conditions, training, transparency, benefits, quality of life, and development opportunities to its workers. Furthermore, where gradual strategic progress relies on individual employees acting on opportunities and risks, the incentive scheme must be appropriate and motivating. (Thompson and Martin, 2010)

Employees are most important asset in M&S, and they are "relentless." To that end, M&S human resource model is focused on leadership and emphasises self-realization, long-term jobs, continuous preparation, and striking a work-life balance for all employees. Employee training starts with the so-called "Welcome Program" as soon as they enter the company. M&S provide training courses for the staff on the TQM model before starting work, Workers undergo a wide variety of training during their tenure with the organisation, including courses on how to use emerging technology, supermarket job specialisation, leadership, and occupational safety and health.

Suppliers

Extending cooperation outside company boundaries is part of incorporating the concept of external cooperation into the TQM value system. M&S brings this into effect in a unique way for its suppliers. Cooperation, continuity in the relationship, mutual benefits, and the exchange of training and knowledge are all goals of the company's relationship with its suppliers.

The supplier becomes a vital component in satisfying the client, and M&S theory demands that the supplier be pleased with its partnership with the company, resulting in synergies for both parties. Suppliers at M&S have a few things in common: they are friends, capitalists, and intent on bringing value to the consumer. M&S is not a supermarket, but a nutritional expert. Company goods are made specifically for M&S, and as a result, they are not equivalent to anything else on the market. However, M&S do not own any farms or factories, nor do manufacture any of the goods sold in its shops. Excellent long-term partnerships with its suppliers are the foundation of our reputation for quality, creativity, and sustainability. (M&S, 2021)

Society

Analysing the effect of a company's behaviour on its social climate is another distinguishing characteristic of businesses that follow a total quality control model. It is a TQM theory that by contributing to society's growth, M&S will increase its own development potential via its contact with clients, as well as through business associations and municipalities, the business sought to decide what society needed. The company social agenda encompasses a wide range of projects aimed at advancing social progress in different areas, including education and science, environmental improvement and treatment, and services to assist people with health issues.

(Ravenwood, Zijlstra, 2018)

In terms of M&S advocacy for social groups with health conditions and disabled individuals, company offers gluten-free items for celiac disease sufferers and sugar-free products for diabetics, making shopping simpler for these groups. Customers, staff, associates, suppliers, and local communities have always been important to Marks & Spencer. Their principles - Quality, Service, Innovation, and Trust - are based on doing business responsibly. M&S local stores are used to make donations to charitable groups.

(M&S, 2021)

Conclusion

M&S aim to meet or exceed their customers' standards. It has successfully produced and sold high-quality goods to their customers over the years. This is reflected in their continued dominance in their market, as well as the fact that customers feel that everything they buy from M&S is of high quality. Total Quality Management is a continuous process that requires the participation of all in the organisation, from corporate leadership to shop floor employees, for the organisation to continue to fulfil its commitment to quality delivery. . M&S is strongly committed to Plan A, not just for social but also economic reasons. They are working to make Plan A the core of everything they do to run their company, not just to improve the processes and products. M&S's partners provide them with not only the expertise to carry out CSR tasks, but also the openness of their operations due to the participation of various organisations. M&S also recognises the value of involving consumers in the process, which has the dual effect of improving their energy efficiency while also marketing M&S as a sustainable retailer, which creates a positive image and strengthens the brand. M&S needs to focus on its segmentation marketing so the company will not fail out of the International market as it did in China. Diversified goods need a longer and more complicated supply chain. Since rivals are introducing easy and quick inventory turnover, smaller and quicker batches, M&S clothing cannot hold up to the competition when it arrives in stores. They have fallen out of favour with customers.

Recommendations

Through the above analysis, M&S has made a great progress getting over lots of difficulties. Marks & Spencer needs to strengthen its procedures on inbound logistics, processes, vendors, store designing, layout, and many other areas if it wants to remain in the top ten.

Marks & Spencer could expand its Petite collection and introduce it to the Chinese market under a new, localised brand. When petite sizes are average, it is preferable to change the name because it can come across as insulting rather than simply a size attribute. It is proposed that M&S conducts research into the fashion tastes and consumer habits in International markets, and then creates an in-house brand tailored to their needs.

Since rivals are introducing easy and quick inventory turnover, smaller and quicker batches, M&S clothing cannot hold up to the competition when it arrives in stores. They have fallen out of favour with customers.

Appendices

The second Least Ethical Supermarket in the UK is Tesco's.

Sainsbury's Supermarkets Company Profile: J Sainsbury plc	1.5	Environment People Animals Politics
Tesco Supermarkets Company Profile: Tesco plc	0.5	Environment People Animals Politics
Asda Supermarkets Company Profile: Asda Group Ltd	0	Environment People Animals Politics

Out of the largest 10 supermarkets Marks & Spencer rank the highest.

Co-op supermarkets Company Profile: Co-operative Group Ltd	6	Environment People Animals Politics Company Ethos
Marks & Spencer supermarkets Company Profile: Marks & Spencer Group plc	6	Environment People Animals Politics
Waitrose supermarkets Company Profile: Waitrose Limited	4.5	Environment People Animals Politics Company Ethos

The ratings for 'environment' the 'big' supermarkets are disappointing to say the least. Out of the 'big 10' only the Co-op and Marks & Spencer had any score at all on the environment.

Marks & Spencer supermarkets Company Profile: Marks & Spencer Group plc	2	Environment People Animals Politics
Planet Organic supermarket Company Profile: Planet Organic Ltd	1.5	Environment People Animals Politics
Co-op supermarkets Company Profile: Co-operative Group Ltd	1	Environment People Animals Politics Company Ethos

(green ECO-friend,2021)

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