







TARGETS AND PROGRESS

Area	Workstream	Targets for 2010/11	Achieved	In progress	Still to do	Targets for 2011/12
OUR PRODUCTS	Garment Suppliers	Complete our Management Systems section of the Code of Conduct Guidebook and trial in Turkish factories				ETHICAL TRADING <ul style="list-style-type: none"> • Work with brands to reduce orange-graded audits • Develop TOPSHOP and TOPMAN's living wage project and ARC programme • Finalise and implement home workers and contract labour guidelines • Extend phase two of RAGS (Responsible and Accountable Garment Sector) to a further 100 factories • Trial the management systems portfolio in three key factories in order to publish and roll out to all suppliers ENVIRONMENTAL IMPACTS OF PRODUCTS <ul style="list-style-type: none"> • Demonstrate improvements in the environmental credentials of our suppliers' factories • Gain greater understanding of raw materials used in our products and reduce their impact on the environment • Maintain the momentum of TOPSHOP's SUSTAIN project • Extend packaging reduction into BHS
		Continue the integration of BHS into our ethical trading programme	✓			
		Verify that at least the new 2010 minimum wage in Bangladesh is implemented in our suppliers' factories	✓			
		Extend our living wage study in Bangladesh in collaboration with another retailer				
	Brand Buying	Launch the new Purchasing Practices training course and learnings into all brands	✓			
		Phase out mulesed wool from our products				
		Launch the TOPSHOP 'Sustain' programme	✓			
		Expand our packaging reduction work to BHS			✗	
	Stakeholder Engagement	Participate with other retailers and experts in the Responsible and Accountable Garment Sector fund (RAGS)	✓			
		Continue our collaboration with another retailer on projects related to our four strategic labour priorities	✓			
		Work with SEWA to gain visibility of everyday challenges for home workers in our supply chain in India	✓			
		Develop our work on Freedom of Association through support from the ITGLWF				

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OUR ENVIRONMENT	Energy Efficiency	Pilot the sustainable store template				ENERGY EFFICIENCY <ul style="list-style-type: none"> • Reduce total energy usage by 3% • Finalise sub-metering of utilities in all stores, DCs and head offices • Implement recommendations from energy audits carried out at BHS 	
		Extend renewable electricity coverage when energy contracts are reviewed	✓				
		Capture the benefits from energy reduction consultants who will visit BHS stores					
		Identify new technologies to reduce water consumption	✓				
		Achieve Carbon Trust Standard Accreditation			✘		
	Packaging, Recycling & Waste	Research availability of recycled materials as part of our 'sustainable' model store project				✘	RECYCLING AND WASTE <ul style="list-style-type: none"> • Increase the amount we recycle by at least 3% • Replace all remaining printers and copiers in head offices with MFDs • Introduce backhauling of card and polythene to 30 stores • Introduce a construction waste recycling partner • Work with landlords to ensure that recycling is carried out at all centre-managed stores
		Examine how to divert from landfill the construction waste we create from store improvement work				✘	
		Increase significantly environmental waste transfer from all BHS and Arcadia stores					
		Extend 'zero direct to landfill' waste management at centre managed stores	✓				
		Take advantage of opportunities to recycle food waste					
	Transport	Speed up the integration of the transport operations from all four DCs	✓				TRANSPORT <ul style="list-style-type: none"> • Reduce vehicle mileage by increased use of double decker lorries • Continue to drive efficiencies by merging Arcadia and BHS deliveries • Replace part of our transport fleet with more fuel-efficient vehicles
		Improve the efficiency of BHS food deliveries from Atherstone by reducing mileage and the fleet required	✓				
		Replace the transport fleet that comes off lease appropriately to improve fuel efficiency and the impact on the environment					
		Install Telematics into the BHS fleet to reduce miles run and improve fuel consumption				✘	

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OUR EMPLOYEES	Employee Engagement	Continue to develop the Fashion Footprint Advisory Panel	✓			EMPLOYEE ENGAGEMENT <ul style="list-style-type: none"> • Complete Purchasing Practices training for at least 500 employees at the end of 2012 • Roll out Fashion Footprint to UK stores during Spring/ Summer 2012 • Promote and develop our Green Champion initiatives in head offices and roll out to stores • Pilot an employee volunteering scheme in early 2012
		Launch a new environmental initiative in all head offices called Green Champions	✓			
		Complete the rollout of Fashion Footprint to BHS employees via competencies, training and representation on the FFAP				
		Carry out Fashion Footprint survey with all BHS head office staff	✓			
		Encourage greater awareness of Fashion Footprint amongst all staff, using our intranet for more regular updates				
	Health & Safety and Disability Discrimination	Ensure we meet the requirements of the new Equality Act legislation by developing an Equality Act Guide and training for all employees	✓			HEALTH AND SAFETY <ul style="list-style-type: none"> • Provide enhanced Health and Safety awareness guidance for all our office based staff • Complete the trial of the safety compliance tracker in Burton. If successful, roll out across all Arcadia stores
		Introduce a mystery shopper programme, including customers with a disability, to provide insight and feedback	✓			
		Contribute all the latest developments and innovations in accessibility to a model store blueprint	✓			
		Conduct further training for our visual merchandising teams on our new toolkit and updated H&S training for store managers	✓			
		Develop new fire safety communications tailored to specific in-store roles	✓			
OUR COMMUNITIES	Charities and Community	Raise funds to support our Fashion Footprint charity, Tender Heart	✓			<ul style="list-style-type: none"> • Develop innovative campaigns with charity partners at a brand and group level through fundraising activities and product sales • Maintain and strengthen relationships with the Fashion Retail Academy • Continue to sponsor the New Generation at London Fashion Week and invest in and nurture future talent • Hit the £50,000 target for Tender Heart over three years • Encourage and support staff in their own fundraising activities • Raise £1million for charity across all initiatives
		Develop innovative campaigns with charity partners at a brand level through fundraising activities and product sales	✓			
		Continue to offer sample sales to staff to raise funds	✓			
		Encourage and support staff in their own fundraising activities	✓			
		Continue to be fully involved in the development of the Fashion Retail Academy	✓			