

PLAN A COMMITTEE TERMS OF REFERENCE

Membership

The quorum is any 3 members, one of which must be the Committee Chair.

Patrick Bousquet-Chavanne (Chair)

Mike Barry

Steven Bennett

David Binns

Paul Burns

Carl Dawson

Dominic Fry

Simmons Haywood

Peter Line

Carmel Mcquaid (Secretary)

Amanda Mellor

Louise Nicholls

Majda Rainer

Rob Weston

Paul Willgoss

Ricky Wilson

Meetings

The Committee shall meet quarterly.

Role

To support the development and implementation of Plan A and to ensure that Plan A is an integral part of the way M&S operates.

Terms of Reference

Its primary function is to support the M&S Operating Committee with the implementation of Plan A, the Company's 'eco/ethical plan' launched in January 2007 and updated in 2017 (called Plan A 2025), it sets out 100 challenging commitments and targets for our business to achieve by 2025. Its work is supported by the Human Rights and Modern Slavery Steering Group.

1. To provide leadership on Plan A across the business and ensure there is a joined-up and consistent approach to delivering progress.
2. To support the M&S Operating Committee in ensuring that all parts of the business:
 - Have assigned clear roles and responsibilities for delivering Plan A
 - Have a resourced project plan for delivering all aspects of Plan A
 - Report on progress in implementing Plan A on a regular basis
 - Have robust data and evidence to support progress claims
 - Gain the external assurance levels agreed by the Audit Committee
 - Benchmark themselves against their competitors
 - Have the resources and skills to implement the plan
 - Are maximising the communication potential of the issues they are managing.
3. To seek external stakeholder views on our overall performance and maintain an overview of external benchmarking and commentary on our performance.
4. To provide the M&S Operating Committee with an overview of the social, environmental and ethical impacts of the Groups' activities and how they are being managed.
5. To review and update annually its terms of reference, recommending any changes to the M&S Operating Committee and to evaluate its own membership and performance on a regular basis.