

## **Our People Principles**

Marks and Spencer has a set of people principles which underpin our vision and everything we do for our employees. You will see these principles demonstrated through all of our policies and procedures and the way in which we treat one another.

### **Good Conditions of Employment**

Our people contribute to the success of Marks and Spencer and should therefore be rewarded accordingly, sharing in its progress and profitability. People should enjoy coming to work and deserve a high standard of working environment. Being a part of Marks and Spencer means becoming part of a business to be proud of. We have a proud heritage of innovation, of bringing new products and technology to the market at amazing value. We're proud that we do business ethically and responsibly and we care about the world, our customers and colleagues and the communities we work amongst.

We know that it's our people who make Marks and Spencer successful. In recognition of this, we provide a number of benefits that cover various stages of people's lives, from starting their career, taking time out to study or having children, right through to taking a pension. In addition, we strive to create good working conditions, as well as providing a high standard of employee support. We hope this encourages people to enjoy coming to work and makes their lives a little easier to manage.

### **Everyone Counts**

People should be treated as individuals with respect and honesty.

It's easy to get lost in a large organisation and feel that you are 'just a small fish in a large pond'. The secret is to remember that each one of us is a unique and valuable part of this organisation. Relationships run more smoothly when people are valued as individuals in their own right whatever their differences. Policies are for everyone but their application works best when they are considered on an individual basis, with respect for personal circumstances and in strict confidence. All our employees have a great manager who really cares

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about who they are. Their manager will stretch and develop them and will be honest about what needs to be delivered.

## **What is BIG?**

BIG stands for our Business Involvement Groups – the Company’s network of elected employee representatives.

Through the BIG network, the Company informs, involves and consults with its people on the matters that affect them. The Company’s commitment to BIG means that colleagues have the chance to voice their opinions and ideas, get answers and have their views represented when the business considers changes that affect them. This means everyone has an opportunity to positively influence the business we work in.

Every store and every business area has BIG representatives, elected by their colleagues to represent their views.

The Company engages regularly with these representatives on a local, regional and national level, to keep colleagues up to date with developments that affect them. How BIG and the Company work together depends on the subject, but BIG’s involvement can include discussing and debating changes that affect our people with business leaders, gathering specific feedback from colleagues, and where appropriate suggesting solutions.

We also have a European Works Council where representatives from across Europe meet to discuss transnational matters concerning the business.

## **Good Communications**

We aim to create an environment where communications between everyone are open and honest, in all areas and at every level.

Real involvement in business objectives depends on good communication between all employees. We believe this is very important so that information and ideas can be freely and easily exchanged.

Regular meetings, both formal and informal, may be used to discuss Company information and everyone’s contribution is essential.

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## **Continuous Development**

In order to achieve success for employees and for Marks and Spencer we want people to strive to incorporate leading standards into all areas of their personal behaviour and work performance.

Marks and Spencer provides a wide range of learning, development and educational opportunities to enable people to 'grow and prosper' with the Company. Learning is integral to the changing world in which we live and work. All employees, at every level and in whatever job, should strive constantly to do better whilst providing support and encouragement to their colleagues to do the same.