

**BUSINESS CONTINUITY COMMITTEE TERMS OF REFERENCE****Membership**

Attendance is mandatory; for the purpose of decision making the quorum is any 4 members, one of whom must be Trevor Partridge or a Business Continuity (BC) alternate.

Chairman	Steve Rowe
Retail	Paul Friston & Tony Parry
Ireland	Ken Scully & Jonathan Smith
Business Continuity	Trevor Partridge & Tina Dearing
Food Group	Jill Bruce & Sue Bell
GM Clothing	Cathy Haydon, Tim Cooke & Paul Solly
Per Una	Kirstie Di Stazio & Carolyn Hall
Home & Direct	Alistair Stuart, Paula Hassett & Steve Langford
Marketing	Ian Blazeby & Teresa Clark
Finance Group	Jenny Laverack
International	Kieran Donovan & James Bolton
Property Group	Stuart Rogers & Steve Fuller
IT	Tony Griffiths & Mark Welsh
HR	Matt Cruice, Joan Claridge & Nicky Saville
Corporate	Robert Ivens & Alison Houston
Communications	Tania Littlehales & Philip Sorensen
GM Logistics	Ian Howell & Senna Atwal
Food Logistics	Jim Devane & Ian Mumby
E Commerce	Simon Wood, Ian Dunstan & Ricky Wilson
Internal Audit	Richard Jenkins
Secretary	Marie Oldham

**Meetings**

The Committee shall meet at least three times per annum and the Board shall be kept informed as required and at least annually.

**Role**

The Committee will keep under review the effective management of BC across the Marks & Spencer Group with the objective being to galvanise the development and maintenance of effective means to continue business in the event of a significant interruption to business. It will provide leadership on BC policy across the Group and will ensure that the Policy is integrated into every aspect of the Group's critical operations around the world.

**Terms of Reference**

- 1 To focus and promote BC, by agreeing policies that reflects the role as stated above.
- 2 To ensure BC risks are identified, assessed and categorised.
- 3 To identify and recommend cost effective action is taken to reduce BC risks monitoring actions taken.
- 4 To invite attendees, as required, to explain new initiatives and business change considering subsequent BC impacts.
- 5 To make group decisions as to the concentration of effort required for strategy development, risk assessment, plan development and exercise delivery
- 6 To review forward BC strategy & policy updating appropriately, enabling significant business change consistent with the role as stated above.

**Stakeholder Engagement and Benchmarking**

- 7 To ensure the BUD's and National BIG are consulted and informed through updated BC Committee minutes and risk summaries.
- 8 To initiate and complete specific work stream activities, with appropriate Group representatives.
- 9 To keep external benchmarking under review, with the British Retail Consortium (BRC) and the Retailers Business Continuity Association (RBCA)

**Audit and Risk Management**

- 10 To meet as required with Internal Audit and Group management to discuss any matters raised either by the BC Committee or by those parties.

**Communication and Reporting**

11 To report progress, post every BC committee meeting, to the Group Board on Group BC performance.

**Resource**

12 Through the Committee Chairman to ensure that the BC Committee has the necessary expertise and is adequately resourced to fulfil its responsibilities.

**General**

13 To review and update annually its BC Committee Terms of Reference, recommending any changes to the Group Board and to evaluate its own membership and performance on a regular basis.