

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 John Frost or a Business Continuity (BC) alternate.

Chairman	Sacha Berendji
Retail	Richard Fox & Martyn Keenan
Business Continuity	John Frost & Jacqueline Howard
Food Group	Jill Bruce & Sue Bell
GM Clothing/Per Una	Richard Beale
Marketing	Janine Wright & Jane Taylor
International	Julian Gill & John Heatherington
Property Group	David Raw & Michael Bealing
IT	Tony Griffiths & Linda McCarthy
IT Operations	Mark Dickson & Richard Cullen
HR	Deborah Warman
Corporate	Frances Morris
Communications	Clair Foster
GM Logistics	Dirk Lembregts & Mike Brooks
Food Logistics	Jim Devane
E Commerce	Simon J. Wood
Internal Audit	Francis Morris & Richard Jenkins
GM & Central Sourcing	Darren Ainsworth
Secretary	Jacqueline Howard

Meetings

The Committee shall meet at least four 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 reflect 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 Business Continuity Institute (BCI), 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.