EXECUTIVE PLAN A 2020 COMMITTEE TERMS OF REFERENCE

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

Steve Rowe Chairman
Patrick Bousquet-Chavanne
Mike Barry
Helen Weir Paul Willgoss
Mike Barry Krishan Hundal
Laura Wade-Gery
Dominic Fry Carmel McQuaid
Adam Elman Secretary

Meetings
The Committee shall meet bi-monthly

Role
To own 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 manage the implementation of Plan A, the Company’s ‘eco/ethical plan’ launched in January 2007 and updated in 2014 (called Plan A 2020), it sets out 100 commitments across the four areas of Inspiration, In Touch, Integrity and Innovation.

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 ensure that:
   - The business has the right strategy to deliver our goal of becoming the world’s most sustainable major retailer including maximising the delivery of business, social and environmental value
   - The business has the right resources, governance and skills in place to deliver the strategy
   - Plan A is aligned with the wider business strategies and that wider business strategies support the delivery of Plan A
   - The business has robust data and evidence to support progress claims
   - The business gains the external assurance levels agreed by the Audit Committee
   - The business maximises 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 including the views of the external Sustainable Retail Advisory Board.

4 To oversee any internal and external auditing of our performance.

5 To oversee external reporting on our performance and progress against our Plan A Targets.

6 To review and update annual its terms of reference making changes as required and to evaluate its own membership and performance on a regular basis.