

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	
Mike Barry		Patrick Bousquet-Chavanne
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.