

General overview of a Director Induction programme

AREAS TO COVER	Meetings with
Company Structure & Strategy <ul style="list-style-type: none"> • Group structure and history • Strategy and vision • Key people and succession plans • Board procedures, including Governance Framework, Code of Ethics and Behaviours, board committees, calendar, minutes • Board effectiveness reviews and action plans • Executive Board 	<u>One on one meetings with:</u> Chairman Chief Executive Company Secretary
Key Operations Operational overview of all business areas: <ul style="list-style-type: none"> • GM & Sourcing • Food • E-Commerce • Retail / Multi-channel • Store Environment • International • Property • Logistics 	<u>One on one meetings with</u> Business unit directors
Finance <ul style="list-style-type: none"> • Finances and performance • Key contracts/legal • Group Risk Profile and our approach to risk 	<u>One on one meetings with:</u> Chief Finance Officer Company Secretary Head of Internal Audit
Industry & Competitive Environment <ul style="list-style-type: none"> • Customer trends • Consumer and regulatory environment, including governance and all relevant consumer and industry bodies • Corporate Social Responsibility environment and sustainability 	<u>One on one meetings with:</u> Director of Customer Insight and Store design Director of Plan A
Sentiment and Reputation <ul style="list-style-type: none"> • Brand positioning, values and marketing campaigns • Media profile and analyst and investor opinion 	<u>One on one meetings with:</u> Director of Marketing Director of Communications
Other Stakeholders and Topics <ul style="list-style-type: none"> • Employees, overview of remuneration policy • Archive 	<u>One on one meetings with:</u> Director of HR Head of M&S Company Archive
Non-Executive Directors	<u>One on one meetings with:</u> Non Executive directors

Programme Covers :

The programme will also include a day in stores with our Director of Retail Operations, a day with the General Merchandise Logistics Team and time with other areas of the business as required for the role.