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Confidential

12 September 2023

Dear Jonathan,

Redundancy Collective Consultation: Marks & Spencer (Ireland) Ltd

I am writing to engage Mandate in some business change that impacts our HR function in Ireland. Today I have briefed the impacted RLA and RLB HR colleagues and have told them that M&S will be seeking to enter a period of collective consultation with Mandate.

I appreciate you will need to brief your representatives and members and I hope you find the following summary helpful in providing you with the context and scale of the proposed collective consultation.

1. Background

Ireland remains very much part of M&S's strategic transformation journey as we work hard to create an authentic and sustainable ROI business for our colleagues and customers despite the ongoing and commercially significant impact of Brexit on M&S's cost base, supply chain, sourcing strategy and food range in Ireland. We remain in a challenging sales environment, especially for Foods and our focus and priority must be on transforming the Irish business to reduce its cost-to-serve and to increase its profitability and growth.

As part of its ongoing commitment to the ROI, M&S is investing in a new Time & Attendance system. It's focussed on introducing new technology and simplifying and removing tasks by moving to digital, self-service solutions which benefit the business, line managers and colleagues. The benefits include the removal of our current reliance on paper-based and inefficient processes to book holidays and absences and amend and review schedules. The Time & Attendance rollout will give ROI colleagues and managers new tools to record time spent at work and absences. Colleagues in future will be able to view their shifts, book holidays, review their hours worked and self-serve absence on a Honeywell, mobile phone, or tablet – giving colleagues more control over managing their own time. Line Managers will be able to review their colleagues' hours in real time and make any adjustments on a Honeywell, mobile phone or tablet – without leaving the sales floor.

The planned launch of the new Time & Attendance system at the end of Quarter 4 2023/24 has created the catalyst to review the HR function. The impact of the new system fundamentally reduces or removes the work currently undertaken by the 34 x HR Administrators Advisors (RLA) [25 FTE] and the accountabilities of the 5 x HR Team Managers (RLB) who currently line manage them. HR Admin activity equivalent to 17.7 FTE will be automatically removed by the digital solution.

Although the Time & Attendance programme will digitalize most of the time and attendance tasks from the stores perspective, there are certain administrative functions that the system cannot complete for the ROI. As a result, some admin activities will still need to be retained and administered in the ROI, which we plan to centralize in a Colleague Services Hub in our store at Mary Street, Dublin. This activity equates to 6 FTE and will

ensure colleagues receive the correct salary and entitlements as per ROI employment legislation and company policy.

2. Proposal

As a result of the rollout of the Time & Attendance programme in the ROI as described above, it is proposed that:

5 x HR Team Manager RLB roles are at risk of redundancy.

34 x HR Administrator RLA roles are at risk of redundancy.

1 x Colleague Service ROI Hub Manager RLC role created.

5 x Colleague Services Advisor RLA roles created.

Redundancies would take effect following the successful launch of the new system and the establishment of the Colleague Services Hub and are expected to be the end of Q4 2023/24.

The impacted colleagues are based in the following locations:

M&S Store Establishment/Location	HR Administrators RLA	HR Team Managers RLB
Dublin Mary Street	3	1
Liffey Valley	5	1
Navan	1	
Dundrum	3	1
Grafton St Dublin	4	1
Blanchardstown	4	
Newbridge	1	
Drogheda	2	
Letterkenny	2	
Athlone	2	
Galway	2	
Killarney	1	
Omni SF	1	
Clonmel	1	
Cork	2	1
TOTAL	34	5

I want to assure you that the business has not taken the decision lightly to propose these roles for redundancy, as we value all our colleagues working in the People function and we are committed to supporting everyone through the process. Our aim is to retain talent through reducing the number of people at risk of redundancy by considering alternative employment and redeployment where it is reasonable to do so based on capability, skills and work location.

I hope you find the above summary useful. More details will obviously be provided when we meet, and I look forward to engaging with you. I would like to meet with you on Tuesday 19 September at 2pm in the Holiday Inn Express on O'Connell St, Dublin with a view to potentially meeting again on Thursday.

Please feel free to contact me by email or on my mobile.

I look forward to hearing from you.

Yours sincerely

Liz Moran
Head of People – Ireland
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