

Statement of Responsibilities of the Chief Executive

Strategic

1. Have a thorough understanding of the company's business and build close connections with suppliers and knowledge of customer preferences.
2. Make an annual proposal to the Board on strategy, including growth targets, development plans and building organisational capabilities.
3. Lead presentation of strategy and financial results to analysts, investors and potential investors.
4. Ensure implementation of the Board's policies in relation to corporate governance.

Operations

1. Present annually to the Board for approval, an annual budget (plus three-year strategy and financial plan), and ensure that company, regional and store performance is reviewed monthly against the annual budget.
2. Present proposals on major investments to the Board and thereafter ensure a periodic Board review of post-investment performance.
3. Deliver the annual budget as agreed with the Board, seeking at all times to drive performance and increase shareholder value.
4. Ensure high standard of service from all stores to customers, and from central warehouse facilities, the workroom and office facilities to stores.
5. Ensure that the company complies with all legal responsibilities.
6. Ensure operational policies and procedures are established and that they are applied and periodically reviewed.
7. Recommend membership of, and representation on, retail and related trade bodies and maintain external relationships appropriate to the Company's activities.

Organisation and Systems

1. Regularly review the organisational structure of the company.
2. Lead and inspire the executive team and chair the Executive Committee
3. Ensure regular review by senior executives of major risks affecting the business.
4. Ensure that management information systems accurately reflect trading performance and provide appropriate management information.
5. Ensure that IT development plans support the company's activities, including computer disaster recovery arrangements.
6. Ensure the business continuity plan in the event of a major disaster remains current and review once per year.
7. Promote high standards of ethical conduct throughout the business.

Employees

1. Ensure appropriate succession plans are in place for key managerial positions at all levels, including a suitable management trainee programme. Responsible for appointment and removal of executive committee members, whilst keeping the Board informed of planned changes.
2. Ensure development and application of appropriate personnel and training policies, including annual appraisals.
3. Make recommendations to the Remuneration Committee on salary and other remuneration elements for senior management.