



Business Development Manager Protocol

Marston's is committed to ensuring that its Business Development Managers are fully trained in accordance with the provisions of the Pubs Code Regulations 2016. All Business Development Managers are provided with a copy of the Pubs Code prior to liaising with tied pub tenants over any matters relating to the regulations.

Business Development Managers received initial training when the legislation was implemented and ongoing training at least every 12 months.

Marston's is committed to ensuring that its Business Development Managers continue to learn and develop new knowledge and skills within their roles, including but not limited to product, technical and compliance knowledge, relationship building, personal effectiveness, communication and leadership skills.

This ongoing development is provided in a number of ways. Our Performance, Career and Development Review process ensures that our BDMs have regular reviews with their line manager to discuss their performance and development needs. This is further supported by Personal Development Plans that are tailored to the individual's needs.

Required learning takes place in a number of ways including on the job learning - through coaching and support from line managers, buddies and HR business partners. Online learning – through the provision of development tools and resources using our online learning platform. Classroom learning and workshops - these take place every two months and include sessions on carrying out effective business reviews.