

# GETTING THE MOST FROM BRC MEMBERSHIP

INSIGHT, EVENTS AND INFLUENCE,  
EXCLUSIVE TO BRC RETAIL MEMBERS

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# THE BRC'S PURPOSE IS TO MAKE A POSITIVE DIFFERENCE TO THE RETAIL INDUSTRY AND THE CUSTOMERS IT SERVES, TODAY AND IN THE FUTURE.

Retail is an exciting, dynamic and diverse industry. It is a driving force in our economy, a hotbed of innovation and the UK's largest private sector employer. Retailers touch the lives of millions of people every day, supporting the vibrancy of the communities they operate in.

The industry today is going through a period of profound change. Technology is transforming how people shop; costs are increasing; and growth in consumer spending is slow.

Retailing will continue to evolve and advance. Online retail will continue to grow as retailers invest in new emerging technologies; there will be fewer stores and those stores remaining will offer new experiences; there will be fewer, but better jobs and a career in retail in the future will be very different to today.

We are committed to ensuring the industry thrives through this period of transformation.

We tell the story of retail, work with our members to drive positive change and use our expertise and influence to create an economic and policy environment that enables retail businesses to thrive and consumers to benefit.

We do this in a way that delivers value back to our members, justifying their investment in the BRC. This membership comprises over 5,000 businesses delivering £180bn of retail sales and employing over one and half million employees.

**It's great to have you on board.**

FOCUSING ON THE ISSUES THAT MATTER TO YOU, OUR ROLE-BASED COMMUNITIES ARE ONE OF THE PRIMARY WAYS BRC MEMBERS GET VALUE FROM THEIR MEMBERSHIP:

-  Reduce cost pressures by influencing our messaging and informing governmental decision-making to ensure productive and prevent cost-inducing regulation
-  Harness the expertise of our team to support you operationally with interpretations of legislative and technical regulations
-  Protect your brand through collective responses to intrusive media and proactive development of standards and guidelines to prevent crises
-  Benchmark your performance through our data and insight, informing your planning and decision-making
-  Network with your peers and collaborate on areas of mutual interest

## WHICH COMMUNITIES ARE RIGHT FOR YOU?



The grid contains 13 icons, each with a label below it:
 

- BREXIT (European Union flag)
- BUYING (Shopping bag)
- CORPORATE AFFAIRS (Up and down arrows)
- CEO (Person with three dots)
- CSR (Globe with leaf)
- FINANCE (Pound symbol)
- FOOD (Apple)
- HR (Group of people)
- INSIGHTS (Speech bubbles)
- IT (Three vertical bars)
- LEGAL (Document with pencil)
- OPERATIONS (Network of nodes)
- PROPERTY (Location pin)

“The BRC plays an important role in bringing together the interests of pure e-commerce retailers, such as Shop Direct, with those of bricks & mortar and hybrid retailers to lobby the Government in the many areas where there is a common interest. Without the BRC fulfilling this role, there is a danger that these different retail sectors would diverge and our separate voices would have reduced influence.”

**Andrew Connelly**  
Head of Consumer Affairs



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# BREXIT

THE IMPACT OF BREXIT, WHETHER HARD, SOFT OR NO DEAL, IS ENORMOUS FOR THE INDUSTRY AND THE CONSUMERS IT SERVES.

It is essential that retail and consumers get the best possible Brexit deal, in terms of customs, border controls, VAT, and new regulatory structures. Through the Brexit Community, we help shape the Government's strategy, help you understand and prepare for the implications, and protect the interests of consumers.



## MEMBERS

Senior executives/managers with responsibility for Brexit planning/work which may cover HR, risk, tax, VAT, other areas  
Corporate & Public Affairs Directors  
Executives in Excise, Customs Trade, Regulatory Compliance,



## GOAL

Delivering a Fair Brexit for Consumers



## PRIORITY

Ensuring risk of cliff edge is avoided and final deal secures best possible trading environment for members



## SCOPE

Tariffs, Taxation, customs and border controls, people, regulatory changes. Future trade arrangements, bilaterals and trade defence

## DELIVERING FOR MEMBERS

- Successfully securing commitment to zero tariffs in UK/EU agreement
- Providing the best insight and intelligence to help you plan for a no deal Brexit
- Influencing post-Brexit regulations, including labelling and product safety
- Ensuring MP support to remove the threat of a no deal Brexit by practically demonstrating the impact on consumers
- Making a compelling case for a demand-led immigration system
- Working with Government to ensure the transfer of EU trade deals to the UK
- Challenging the new VAT regime, including its impact on digital purchases
- Postponing the accounting of import VAT to protect your cash in a no deal scenario



"The BRC provides invaluable support and guidance to help us manage our business through challenging times. This is particularly true of its analysis of Brexit, which is practical and accessible, helping us as we think through the likely impact on our supply chain and colleagues."

Jason Cotta  
Managing Director, UK & Ireland

**COŠTA**



# BUYING

FAILING TO PROVIDE CUSTOMERS WITH SAFE, LEGAL PRODUCTS THAT MEET THEIR REQUIREMENTS CAN BE CATASTROPHIC - PHYSICALLY, FINANCIALLY AND REPUTATIONALLY.

Focusing on non-food, the Buying Community works closely with members to increase your understanding of the issues relating to the safety of non-food products and to influence policy and effectively manage risks.



## MEMBERS

Non-food Technical Directors  
Policy Managers, Regulatory Managers  
Product Safety Managers, Technical, Development and Quality Assurance Managers



## GOAL

Ensuring safe products for consumers



## PRIORITY

Clear visibility on the new regulatory system post Brexit, including REACH, CE marking and new product standards



## SCOPE

Product safety and compliance, toys, children's wear, electrical, chemicals, furniture and clothing, REACH, flammability and labelling

## DELIVERING FOR MEMBERS

- Industry-leading Dress-Up Code of Practice now being developed as a European Standard
- Producing food Imitation Guidelines to provide consistency against Trading Standards challenges. Now being discussed with UK Government
- Creating nappy sack guidelines for and with members and RoSPA, portraying members as responsible
- Ensuring realistic Government guidance on the recall of white goods
- Delivering 16 months derogation on LED lighting chains regulations
- Sharing Brexit planning advice on labelling and authorisation of chemicals and cosmetics
- Creating industry guidelines on sourcing and labelling fake fur



"As part of the BRC Buying Community, I gain significant benefit from attending meetings where topics such as product safety and changes in legislation are discussed, being able to pose and participate in member queries where we share useful information about specific points, and having you coordinate discussions, collate comments and represent the community's views. It's important that we have a collective voice in such matters to ensure we can share our experience and knowledge and avoid having impractical and / or unreasonable actions imposed on us."

Judith Peacock  
Technical Director

**Dixons  
Carphone**



# CORPORATE AFFAIRS

CHIEF EXECUTIVES RELY ON CORPORATE AFFAIRS DIRECTORS TO HELP THEM LEAD BUSINESSES THROUGH AN INCREASINGLY COMPLEX ENVIRONMENT AND BUILD A POSITIVE REPUTATION.

The Corporate Affairs community supports members on a wide range of activity from corporate communications, government relations, public affairs, and stakeholder engagement, to community relations and employee engagement.



## MEMBERS

Corporate Affairs Directors, Communications Directors, Executives/Senior Managers in media relations, communications, government and public affairs across the UK and devolved nations.



## PRIORITY

Protecting and promoting the reputation of the industry and shaping the economic and policy environment to help retail businesses to thrive.

## DELIVERING FOR MEMBERS

- Reviewing progress on priority lobbying campaigns, provide creative input on strategy and tactics
- Providing a focal point for planning set-piece lobbying activity (Budget, Party Conferences, etc)
- Helping stakeholders understand of the transformation in retail
- Building retail's reputation as a leading, responsible and ethical industry
- Improving awareness of and influence longer-term political and regulatory risks and opportunities
- Supporting BRC's efforts to manage media issues

# CEO

IT CAN BE TOUGH AT THE TOP.

The CEO Community brings retail leaders together to discuss common headaches and opportunities, shape the strategic direction and priorities of BRC, and get the inside story on the issues that matter in retail boardrooms.



## MEMBERS

CEOs/MDs of member companies/ brands



## SCOPE

Exclusive insight and invitations to dinners, roundtables and boardroom briefings on topical issues

# CSR

RETAIL OPERATIONS AND SUPPLY CHAINS ARE DEPENDENT ON HEALTHY ENVIRONMENTS AND COMMUNITIES ACROSS THE WORLD.

However, there are growing concerns over the pressures facing people and our planet. Retailers are challenged to solve these issues, but these are often complex problems that require collaborative approaches with a range of actors. The CSR Community provides the platform for retailers to work together, often with NGOs and governments, and lead the drive for positive change.



## MEMBERS

CSR & Sustainability Directors  
Responsible Sourcing specialists  
Ethical Trade Managers  
Environment Managers  
Policy and Public Affairs Executives



## GOAL

Driving improvements in responsible business through Better Retail Better World



## PRIORITY

An effective, multi-stakeholder strategy to deliver a circular economy, and greater government action to support our efforts in ensuring decent working practices throughout our supply chains



## SCOPE

Better Retail, Better World initiative (SDGs), modern slavery, ethical sourcing, sustainable supply chains, recycling, packaging and plastics, waste, water, climate change, circular economy, furniture and clothing.

## DELIVERING FOR MEMBERS

- Delivering world leading industry commitment to UN Sustainable Development Goals through Better Retail Better World
- Driving Government to enforce better working conditions in UK supply chains
- Creating the Retailer Modern Slavery Protocol
- Shaping a Deposit Return Scheme for retail in England and Scotland
- Protecting brands with practical workshops on microfibres and animal welfare



“The CSR Community allows ideas and solutions to be discussed on current and forthcoming environmental matters which will impact retailers, which is ever more important in today's ever-changing environmental climate. Through the BRC a much stronger industry voice can be heard.”

Matt Manning  
Compliance and Recycling  
Operations Manager



# £ FINANCE

THE COST OF HANDLING PAYMENTS AND PROVIDING CREDIT IS ESCALATING, AND PROFITS ARE UNDER INCREASING THREAT.

Through the Finance Community, you can understand these dynamics and maintain pressure on Government to reduce the cost of doing business.

**MEMBERS**

Finance Directors  
Payment Architects  
Treasury/Payments/Compliance Managers

**GOAL**

Tackle cost and enhance control in payments and consumer credit; and share robust benchmarks and insight on wider market trends

**PRIORITY**

The Payments System Regulator adopts a regulatory approach to reduce scheme fees

**SCOPE**

PSD2, interchange fees, new card schemes, changes in notes/coins, consumer credit, FCA, high cost credit, Senior Managers Regime, business rates, Bank of England, benchmarking inc. weekly sales & cash/card costs

## DELIVERING FOR MEMBERS

- Annual saving of around £500 million from the EU Interchange Fee Regulation (IFR)
- Raising card scheme fees up the regulatory agenda
- Hosting round-tables with key stakeholders on key issues (HM Treasury & the Bank of England on new notes and coins; card issuers, schemes and acquirers on PSD2; Open Banking on the Future of Payments)
- Ensuring industry readiness for new notes and coins
- Benchmarking of cash and card costs
- Shaping future proposals for Mail Order Telephone Order (MOTO) transactions
- Quarterly roundtables with the Bank of England on economic conditions

“There’s a lot of expertise around the table within the Finance Community. It’s a really useful forum for exchanging information and building consensus on key issues facing the industry.”

**Rachel Whitty**  
Service Improvement Specialist Sales to Cash

**JOHN LEWIS**  
& PARTNERS

# 🍏 FOOD

ACTING RESPONSIBLY, IN THE PRODUCTS YOU SELL AND THE PRODUCTION STANDARDS YOU DEMAND, IS ESSENTIAL IN MAINTAINING YOUR BRAND REPUTATION.

The added complexity and uncertainty of Brexit creates additional challenges for supply chains as they adapt to new controls and regulatory changes. The Food Community brings food retailers together to tackle these issues and influence policy.

**MEMBERS**

Corporate Affairs Executives  
Technical Directors  
Labelling and Food Safety Advisers  
Nutritionists  
Sustainable Sourcing Advisers and Agricultural Experts

**GOAL**

Enhancing and protecting your brands

**PRIORITY**

Shaping the obesity strategy to limit the impact of interventions on price and promotions.

**SCOPE**

Food regulation, food safety, nutrition, supply chains, managing food incidents, animal welfare, food-to-go

## DELIVERING FOR MEMBERS

- Ensuring a positive approach to tackling obesity and co-ordinating industry response, including giving evidence to Government and Select Committees
- Co-ordinated industry responses to CO2 shortage and other food incidents
- Shaping implementation of the European food labelling regulations
- Convening regular meetings with the Chair and CEO of the FSA to discuss preparations for Brexit, handling of food incidents and future enforcement
- Sharing intelligence on Government planning for a no deal Brexit
- Creating improved legislation for a no deal Brexit including period for labelling changes

“Working with the BRC gives us insight into topics that affect all retailers, through actively participating in communities, consulting with BRC experts or direct meetings involving multiple retailers. This helps us ensure that we remain aligned with our industry counterparts on issues that affect us all.”





## AS NEW TECHNOLOGY, CHANGING CONSUMER BEHAVIOUR AND INTENSE COMPETITION CONTINUE TO TRANSFORM RETAIL, THE BRC ESTIMATE THERE COULD BE UP TO 900,000 FEWER JOBS BY 2025.

Our 'Better Jobs' vision sets out the future retail workplace which will see jobs in retail become higher skilled, more productive and better paid. Through the HR Community, you can help drive and benefit from this vision.



### MEMBERS

HR Directors  
HR Managers  
HR Specialists - L&D/Talent/Pay & Reward/Employee Relations



### GOAL

Enhance the momentum to Better Jobs



### PRIORITY

Achieve greater flexibility in the use of the Apprenticeship Levy



### SCOPE

Better Jobs, Apprenticeship Levy, national minimum/living wage, Brexit & immigration, gender pay, technology & the future workforce, digital literacy & skills, retail as a career, benchmarking on pay, staff benefits, training, turnover, satisfaction, employment intentions

## DELIVERING FOR MEMBERS

- Shifting government thinking on the Apprenticeship Levy and helped you prepare
- Delivering manageable National Minimum Wage/National Living Wage up-ratings
- Stretching thinking on flexible working, diversity & inclusion, and the future workforce
- Guiding on gender pay gap reporting
- Making the case for a flexible, demand-led immigration system
- Ensuring retail priorities in the UK's basic digital skills framework
- Launching two high level apprenticeships for retail managers
- Helping secure the removal of a £65 Settled Status fee



"From skills to pay, engagement to productivity, the HR Community provides the opportunity to come together and debate, learn and better understand how we can navigate our businesses through the transformation of retail. Through the Community we are kept up to date with latest policy developments, learn from experts and have opportunities to meet decision makers in government."

**Helen Webb,**  
Chief People Officer, Co-op



## IN 2020, THE WORLD IS PRODUCING MORE DATA IN A DAY THAN WE DID ANNUALLY 24 MONTHS AGO. WE AIM TO HELP RETAIL BETTER HARNESS THIS INFORMATION TO ADAPT AND PROSPER.

Retailers thriving in the current retail environment are those embracing data as a core to their strategy. These retailers know who their consumers are, how they shop, in some cases their aspirations, hopes, and fears. They can see which shopping centres will support their brand, and which will fail. Capturing and analysing this valuable information in an ethical way, that maintains the privacy of the end consumer, in an ongoing challenge. It is one that the BRC are here to help with.



### MEMBERS

Customer Insight functions,  
Data Scientists and Data Analysts,  
Commercial Finance Managers,  
Insights/CX/UX specialists Analytics  
& Ecommerce Directors



### GOAL

Maintain competitive edge in an increasingly data driven market, drive efficiencies and show clear ROI



### PRIORITY

To ensure members remained as informed as possible on latest industry performance trends.



### SCOPE

Bespoke reporting for membership using industry leading tech and data sources. Access to experts in retail and reviews of latest tech suppliers.

## RETAIL INSIGHT AND ANALYTICS

**We offer access to bespoke dashboard solution, providing data and insight that give an unparalleled understanding of British shopping habits, and allow you to effectively benchmark your business.**

### Shopper intent

How are customers searching for retailers, on what devices, and what are their key product search terms.

### Post channel consumer behaviour

What are the key drivers shaping path to purchase, what are the preferred channels and purchase methods in a given region.

### Economics

How is the economy influencing business and consumers, how do brands adapt? mitigate or capitalise?

### Footfall and property trends

Region by region, where are shoppers heading, what formats do they prefer, where is the growth and opportunity within key UK centres?

### Sales & payments

How is our business performing versus your peers, category-by-category, channel-by-channel? What is average basket size in my area, what payment methods do my consumers prefer?

### Prices

What's up and what's down, based on 500 goods commonly found in UK shops?

### Employment

What are the trends in the retail labour market and what does that mean for your HR strategy?



RETAIL IS INCREASINGLY RELIANT ON TECH, FROM NEW SALES PLATFORMS TO MANAGING CUSTOMER DATA. WITHOUT ADEQUATE CYBER-SECURITY, RETAILERS WILL LOSE CUSTOMER TRUST AND WILL BE UNABLE TO LEVERAGE THE VAST POTENTIAL OF TECH TO REDEFINE THEIR OPERATING MODELS.

The IT Community brings members together with experts and decision-makers to help shape this integral component of the future of retail.

**MEMBERS**

- IT Directors
- Chief Information Officers
- Heads of Cyber Security
- Information Security Directors
- Chief Information Security Officers

**GOAL**

Reduce cyber risk

**PRIORITY**

Secure an improved law enforcement response to cyber crime affecting the retail industry

**SCOPE**

Cyber security (& toolkit), online fraud, Cyber Security Information Sharing Partnership, National Cyber Security Centre

### DELIVERING FOR MEMBERS

- Guiding members on how to mitigate and deal with cyber security risk with the Cyber Security Toolkit
- Helping to shape the Government's approach to the National Infrastructure Directive
- Securing member participation in the National Cyber Security Centre (NCSC) CyberFirst programme, the first non-national security industry to do so
- Helping DCMS to refine their thinking on Internet of Things regulation to deliver the best outcomes for consumers, the UK and the retail industry
- Successfully engaging with NCSC/National Crime Agency to ensure the Government's approach focuses on the things that matter to retailers

“As a long-standing member of the BRC's crime and security groups, I value the level of engagement membership brings and the ability to help shape wider industry and Government policies which affect my business directly.”

**Mike Wyeth,**  
Security Advisor to the Board



Littlewoods VERY EXCLUSIVE



FINDING APPROPRIATE BALANCES BETWEEN PRIVACY AND INNOVATION, PUBLIC ENFORCEMENT VERSUS COLLECTIVE REDRESS, IS INTEGRAL TO THE EVOLUTION OF E-COMMERCE.

Through our Legal community, you have the opportunity to shape legislative and policy proposals in the longer-term debate for post-Brexit arrangements.

**MEMBERS**

Legal Directors, E-Commerce Directors  
Senior Executives/Managers covering  
Data Protection, Consumer Affairs,  
Trading Standards, Compliance, Risk  
and Safety, Regulatory Affairs, Policy  
& Public Affairs

**GOAL**

Secure a consumer and regulatory  
landscape fit for a post-Brexit, digital era

**PRIORITY**

Ensure balanced public/private  
consumer redress and enforcement  
and business/consumer digital rights

**SCOPE**

GDPR, e-privacy, e-commerce, EU  
& UK online & offline legislation inc  
geoblocking, consumer rights, HSE,  
primary authorities, collective redress,  
age verification online & risk & safety;  
Relations ASA, ICO, CMA, BEIS, CTSI

### DELIVERING FOR MEMBERS

- Ensuring major EU consumer law changes are limited
- Supporting members' preparations for GDPR with Information Commissioner's Office
- Limiting Geoblocking requirements
- Initiating ongoing relationships between members, HSE and Primary Authorities
- Creating voluntary agreements for the sale of corrosives and knives, thus avoiding potentially more restrictive legislation

“Having chaired various BRC consumer and e-commerce policy groups over the years, I have always valued the opportunities they have provided to directly influence the development of Government policy, legislation and approaches to enforcement for the benefit of the retail sector.”

**Paul Downhill**  
Consumer Regulatory Affairs Manager



# OPERATIONS

IN A PERIOD OF SQUEEZED MARGINS AND PRESSURES ON POLICE RESOURCES, MANAGING CRIME AND SECURITY - PRIMARILY VIOLENCE AND ABUSE AGAINST STAFF - BECOMES EVER MORE CHALLENGING.

The Operations Community leads the BRC's work on crime and security, with members working together and with the Government and leading experts to better understand and resolve the key crime issues facing the industry.

**MEMBERS**

- Operations Directors
- Head of Security and Profit Protection
- Directors of Retail
- Regional Managers
- Loss Prevention Directors/Managers

**GOAL**

Protect retail colleagues and companies

**PRIORITY**

Secure improved law enforcement and prioritisation of response to violence and abuse

**SCOPE**

Tackling violence & abuse, Police & Crime Commissioners, National Retail Crime Steering Group, fraud, benchmarking of footfall, crime, fraud costs, sales and prices

## DELIVERING FOR MEMBERS

- Benchmarking data for members and shaping the debate in the media, Parliament and beyond on the costs and implications of crime
- Pressing for specific worker protection legislation
- Successfully pressing for the publication of force level fraud data with a view to driving up performance
- Co-Chairing the National Retail Crime Steering Group, with Home Office Ministers, which is delivering the BRC-developed strategy on violence and abuse
- Participating in the Joint Fraud Taskforce, shaping the Government's fraud thinking and action around retail priorities

“Working with the BRC gives me a platform to come together with other industry figures, influence government and assist colleagues and to resolve some of our most challenging problems.”

**Colin Culleton**  
Group Loss Prevention Manager



# PROPERTY

AS PROPERTY COSTS CONTINUE TO RISE, IT IS INCREASINGLY IMPORTANT TO IDENTIFY OPPORTUNITIES TO MINIMIZE COSTS, BE IT TACKLING BUSINESS RATES BURDENS, SECURING LONGER-TERM TAXATION REFORM AND IMPROVING RELATIONSHIPS WITH LANDLORDS.

Powers are also increasingly being devolved locally and retailers are working to derive more value from local partnerships. The Property Community gives members the opportunity to shape the debate and tackle the issues collaboratively, effectively influencing government, landlords and the broader property landscape.

**MEMBERS**

- Property Directors
- Estate Managers
- Business Rates Managers

**GOAL**

Support a successful retail industry transformation in the use of property

**PRIORITY**

Maintain momentum on fundamental reform of, and secure incremental improvements to business rates

**SCOPE**

Devolution, BIDs, LEPs, business rates inc revaluations, lease code, town planning, energy use, benchmarking analytics of regional high street/out of town/shopping centre footfall

## DELIVERING FOR MEMBERS

- Saving the industry £210m in business rates through a move from Retail Price Index to Consumer Price Index
- Securing more frequent rates revaluations from 2021
- Removing the future requirement for costly rates self-assessments
- Working to improve Check, Challenge, Appeal system
- Delivering a £12m per year business rates saving once Scottish parity restored with Large Business Supplement in England
- Publishing a Making a Success of Devolution guide for members
- Successfully lobbying for abandonment of costly new levy on out-of-town and online retailers in Scotland

“The future of retail property is a key area of focus for the industry. The BRC's Property Community provides a unique forum to develop retail solutions to current and future challenges, engage and influence central and local government and support the industry as it moves forward.”

**Philip Bell-Brown,**  
Group Property Director





# JOIN COMMUNITIES NOW

[brc.org.uk/communities](https://brc.org.uk/communities)

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