



United Nations Global Compact  
Communication on Progress 2017



**Marshall's**

*Creating Better Spaces*

The United Nations Global Compact (UNGC) was launched in 2000 to harness the power of collective action in the promotion of responsible corporate citizenship. The Compact is a framework for businesses that are committed to aligning their operations and strategies with the ten universally accepted principles in the areas of human rights, labour, the environment and anti-corruption.



As the world's largest global corporate citizenship initiative, the Global Compact is concerned with demonstrating and building the social legitimacy of business and markets. Marshalls plc became a signatory of the UNGC in January 2009 and a member of the UK Network later the same year.

The Global Compact is a purely voluntary initiative with two objectives:

- 1 To mainstream the ten principles in business activities around the world;
- 2 To catalyse action in support of broader UN objectives, such as the Sustainable Development Goals.

The UNGC is not a regulatory instrument, but rather a voluntary initiative that relies on public accountability, transparency and disclosure to complement regulation and to provide a space for innovation and collective action.

This is the Company's ninth Communication on Progress and outlines how Marshalls is aligned with the ten principles and how, throughout 2018, the plc intends to develop its activities in support of the framework laid out by the UNGC.

## UNGC Ten Principles

### Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights;

Principle 2: Make sure that they are not complicit in human rights abuses.

### Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: The elimination of all forms of forced and compulsory labour;

Principle 5: The effective abolition of child labour;

Principle 6: The elimination of discrimination in respect of employment and occupation.

### Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: Undertake initiatives to promote greater environmental responsibility; and

Principle 9: Encourage the development and diffusion of environmentally friendly technologies.

### Anti-Corruption

Principle 10: Businesses should work against all forms of corruption, including extortion and bribery.

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## Statement of Support for the UNGC Martyn Coffey, Marshalls CEO

To paraphrase Ms. Lise Kingo, CEO & Executive Director of UNGC\*, leading CEOs and investors finally seem to realise that sustainable business depends on a sustainable world, that there is no sharp line between the moral imperative and the business one.

I read Ms. Kingo's recent article with interest and agree with her that the biggest and most sustainable opportunities are most likely to be found outside of the quick wins, but that the well-trodden path of least resistance may prevent the business community from contributing to the creation of the more just and equitable world we all want, and frankly need in order to continue doing business.

Being a long-term and committed UNGC signatory helps in very practical ways to guide our approach and day-to-day behaviours to help ensure that as we continue to strive to be a profitable business we remain alert to our responsibilities and open to the opportunities which allow us to make our contributions, however large or small, towards achieving the SDGs(1)

The SDGs are essentially a human rights-based agenda; from Decent Work to Gender Equality and Clean Water and Sanitation — all are directly related to human rights, all are interconnected. Human rights plays an increasingly important role in our own business to help guide our decision – from product research and development to procurement & supply chains, human resources and beyond - and to help ensure that we do not unwittingly undermine our own efforts to contribute to the SDGs.

Human rights for us is not about compliance or risk mitigation but about building strong and fair business strategies which help us achieve our core mission of 'Creating Better Spaces' for everyone. Human rights is proving to be a platform for business innovation, galvanising collective action, moral fortitude, meaningful collaboration with new partners and long term sustainability; making sure we're a company that young people want to work for, investors want to invest in and Governments want to partner with.

We remain empowered by our brand values of leadership, excellence, trust and sustainability. I see day-in-day-out Marshalls' team working passionately and diligently to uphold the UNGC pillars of human rights, labour, environment & anti-corruption. We are continuing to leverage sustainability to drive competitive advantage for our business but by absolutely doing the right thing.

This our 9th UNGC Communication on Progress sits alongside our Annual Report as the main vehicle for sharing our sustainability progress. Read on and judge for yourself the depth of our actions which I believe clearly demonstrate that sustainability remains at the heart of all that we do.



Martyn Coffey, Marshalls CEO  
Driving Business Growth  
Through Sustainability

A handwritten signature in white ink, which appears to read 'M. Coffey'.

\*<https://www.unglobalcompact.org/news/4375-03-09-2018>

(1) UNGC Sustainable Development Goals - <https://www.unglobalcompact.org/sdgs>

## Statement, Chris Harrop Marshalls' Group Marketing Director, (Responsible for Sustainability)

Although my tenure as Global Compact UK Chair ended over a year ago I have remained a Director of the UK Network and involved in network activities. This Local Network activity is of key importance in advancing corporate sustainability at its grassroots. The practical application of UNGC principles through the detailed work undertaken by various working groups helps companies understand what being a sustainable business means in practice; what the challenges are, what best practice looks like, sharing successes and those things that did not yield what we had hoped, how collaboration can often drive progress, how business can use the principles to drive innovation and at the same time make a contribution towards the sustainable development goals. All of this and more is delivered by Global Compact UK and I thank the secretariat for its engaging programme of activities throughout 2017.

The Ten UNGC Principles together with the UN Guiding Principles for Business and Human Rights provides Marshalls with its human rights framework allowing us to assess and consider the full range of our impacts, both positive and negative. Ms Lise Kingo, CEO and Executive Director of UNGC, advocates four main ways the private sector can help to ensure that human rights is woven throughout business\*; (1) break down silos between your core business strategy and your sustainability strategy, (2) assess your human rights impact and put that at the centre of your strategy to advance the global goals, (3) use the ten UNGC principles as a checklist for global goal strategizing, and (4) advocate for a global principles-based movement.

I agree that strategies and policies when enacted in practices and felt by employees, customers, partners and stakeholder are extremely powerful; when we see the bigger picture through our human rights activity we can remedy and understand missed opportunities; when we use the UNGC principles as a critical framework we are encouraged to think in new and different way; when we communicate a principle-based approach with our entire value chain and our customers we seek to build further good business practices both within our own organisation and in the wider global community. We understand that the UNGC principles are not a destination but a critical framework to which we return over and over in order to ensure our own sustainability as a business and to be part of a movement focused upon achieving the global sustainable development goals.



Chris Harrop, Marshalls' Group Marketing Director, (Responsible for Sustainability), Global Compact UK Director, ETI Non-Executive Director

\* <https://www.unglobalcompact.org/news/4375-03-09-2018>

"Transformative change is needed across the Global Goals. Business can help make a transformative difference in society by driving the expectation of respect and dignity for all people into strategies, operations and value chains. It takes leadership, innovation and collaboration to tackle these issues. It will not happen without the full and committed engagement of business. Success requires the lateral thinking, novel forms of partnerships and hybrid organizations that the private sector can bring. And a principles-based approach is essential for the rebuilding of trust between societies and businesses — the essential ingredient for both to flourish sustainably."

Lise Kingo, CEO & Executive Director, UN Global Compact

# Foreword

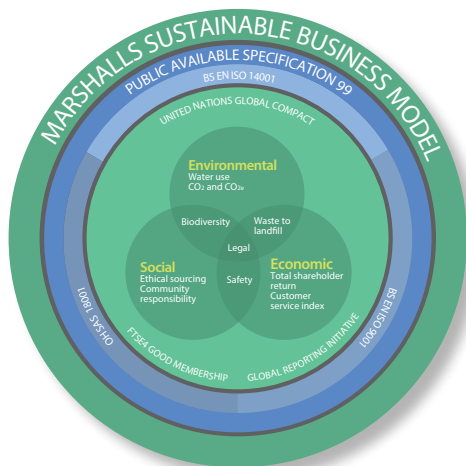
A very warm welcome to all readers of this Marshalls' ninth UNGC Communication on Progress Report. We share with you here, at the beginning of our report, some of the highlights of the often challenging work that we've undertaken in 2017. Our focus has continued to be shaped by the business and human rights agenda; the publication of our second Modern Slavery Disclosure Statement and its implementation throughout UK business operations and our global supply chains, the publication of our first End Modern Slavery Report which details the breadth and depth of our activity, the reinvigoration of our Ethical Trading Initiative 2020 Strategy and our ongoing work make a contribute towards the Global Goals.

Our growing army of Modern Slavery Ambassadors through our UK operations have proved to be an excellent asset as we continue to ensure that all of our employees know how to spot the signs of modern slavery and how to report it; they are highly engaged and strategically placed. We continue to work on preventative measures with our anti-slavery partner, Hope for Justice, in the UK, India and Vietnam as we gear up to extend activity to Turkey and Europe more widely.

The introduction of a new IT-based platform specifically with all of our suppliers regarding modern slavery, anti-bribery & corruption and supplier code of conduct has been extremely successful. The pilot education programme that put in place

with our temporary labour provider here in the UK has also yielded much. This activity has been underscored by us achieving BRE Ethical Labour Standard verification for the second year running and our shortlisted nomination for the extremely prestigious Thomson Reuters Foundation 2017 Stop Slavery Awards.

Our CEO, Martyn Coffey, continues to champion Marshalls' strategic approach to sustainability and made clear in his statement of support he and the Board fully acknowledge that sustainable business depends on a sustainable world; that there is no sharp line between the moral imperative and the business one. We are all empowered to harness Marshalls brand values and to do the right thing day-in-day-out, and this is extremely powerful. Marshalls' employees are all aware of the businesses commitment to sustainability and what this means to them in terms of what they do here at work. There is a clear and growing sense that everyone, no matter what their job, has an important part of play in our efforts to live and breathe the UNGC principles, nowhere more so that in the drive to eliminate modern slavery.



Regular readers of our COP's will be very familiar with our sustainability model which incorporates our membership of the UNGC and FTSE4GOOD, and our continued commitment to Integrated Management Systems.

The three pillars of sustainability; economic, environmental and social continue to provide the focus for our activity. Underpinned by the UNGC principles regarding the environment, labour, human rights and anti-corruption.

Marshalls remains absolutely focused on being a successful and profitable business whilst minimising our impact on the environment, looking after the people and communities, striving to be innovative and to respond to market challenges and opportunities and to taking the lead in our sector.

Our purpose as a business is to 'Create Better Spaces' for all of our customers. We do this 'The Marshalls Way' by ensuring that we live our shared values of leadership, excellence, trust and sustainability. These are the values that our business is built on.

## The Values Our Business is Built On

**LEADERSHIP** is not just about being a manager. It means that we should all set the standards that others aspire to, no matter what our role is within the business. We should all take responsibility for our actions and try to set a good example every single day.

**EXCELLENCE** means that we must always strive to be the best we can be. We must be ambitious and demand high performance from ourselves as well as others. We must also be innovative and constantly seek to improve our performance. It's essential that we always make good our commitments and have pride and passion in everything that we do.

**TRUST** means that we are open, honest, fair and consistent. We must always follow through on our promises, respect others' talents and treat each other fairly whilst always acting with integrity.

**SUSTAINABILITY** means that we are committed to doing the right thing for the long-term good of our business, for society and for the environment. This means that we must always do the right thing and consider the impact on our business and of our decisions and actions.

### THE VALUES OUR BUSINESS IS BUILT ON



LEADERSHIP • EXCELLENCE • TRUST • SUSTAINABILITY

Inspired in step Marshalls' Way

Marshalls  
Creating Better Spaces

### Employees throughout the business continue to be actively involved:



Abigail Brown  
Mineral Products  
Marketing Manager



Richard Capper,  
Energy  
Management  
Engineer



Tom Poole,  
HR Director



Helen Taverner,  
Group Systems Auditor



Mike Plaster,  
Commercial  
Marketing  
Communications  
Manager



David Morrell,  
Group Head of  
Sustainability



Matthew Gibb,  
Group Environment  
& Water Manager



John Davis,  
Health, Safety &  
Environmental  
Director



Elaine Mitchel-Hill,  
Business & Human  
Rights Lead



Rory Kendrick,  
Natural Stone Sourcing  
Director



Chris Frankland,  
Head of International  
Marketing/Export



Andrew Stalker,  
Head of  
Commercial  
Marketing



Richard Beale,  
Procurement Director



Claire Blake,  
Head of Domestic  
Product  
Management



Pete Stevens,  
Group Carbon &  
Energy Manager



Steve Swanwick,  
Group Systems  
Manager



Sophie Rowe,  
PR Executive



Nicole Bennett,  
Product Manager  
Commercial Paving



Chris Griffith,  
SuDs and CBP  
Manager



Alice Couldwell,  
NPD Programme  
Manager

These employees work alongside those with special responsibilities including; Group Procurement Director, Richard Beale, Group Human Resources Director, Tom Poole and Business & Human Rights Lead, Elaine Mitchel-Hill, Group Head of Sustainability, David Morrell and Natural Stone Director, Rory Kendrick.

Marshalls' progress is monitored thoroughly and on an ongoing basis against both internal and external measures. As a matter of course Marshalls seeks verification from third party organisations which include non-governmental organisations and independent auditors; The Carbon Trust, BSI, Wild Life Trust, ETI, BITC & BRE. We also engage with third sector organisations as 'critical friends' in order that

we get full and frank feedback on a range of issues especially in relation to our human rights programme and our work on modern slavery and transparency in the supply chain.

We're excited to report that Marshalls is the first organisation globally to have achieved BRE Global Ethical Labour Sourcing Standard Verification 6002.

Our Human Rights Programme has developed steadily since 2010 and now includes human rights impact assessments, Children's Rights & Business Principles implementation, working towards becoming signatories of the Women's Empowerment Principles as well as quarterly human rights briefings. In addition we continue to work

closely with Indira Saxena regarding social issues in India and Sterling Smith of Just Solutions Ltd.

We are especially delighted to confirm that Marshalls has again retained its Superbrand status for the eighth year running. This is a testament to the dedication and passion of everyone within the business and a feat which we are extremely proud.

In this our ninth Communication on Progress, we share with you the efforts that we have made to uphold the UNGC principles during 2017 and our enduring commitment to these principles as we move forward throughout 2018.



# Focus for 2018

## Business and Human Rights – Modern Slavery Disclosure Statement Implementation: UK & Overseas

In May 2017 Marshalls published its second Modern Slavery Disclosure Statement as required following the introduction of the UK Government Modern Slavery Act 2015. This Act requires all businesses with a turnover in excess of £36m to provide an annual Statement of Disclosure detailing the steps an organisation has taken during the financial year to help ensure that slavery and human trafficking is not taking place in any of its supply chains or in any part of its own business operations.



### Modern Slavery Act 2015

Together with our anti-slavery partner, Hope for Justice, we have made good progress in terms of our preventative education work with employees, suppliers, and those in and around our overseas supply chains especially in Vietnam and India. During 2018 we aim to continue our work in the UK, Vietnam and India and will also look to extend this to Turkey & Europe more widely. We look forward to publishing our third disclosure statement in 2018 sharing full details regarding our progress against key performance indicators, and to publishing our second 'End Modern Slavery Report' mid-year.

**"The Modern Slavery Act requires all businesses with a turnover of £36 million or more and which provide goods and services in the UK to produce an annual statement explaining what they are doing to tackle modern slavery and human trafficking within their business. This is important work: UK businesses can use their buying power to drive responsible employment practices down through their supply chains, improving working conditions on a global scale.**

However, corporate response to this requirement has been patchy at best. While some companies are showing leadership, others are producing generic statements with little substantive detail or failing to produce them at all. In 2017, 43 of the FTSE 100 failed to be compliant with the basic requirements of this legislation. It is unacceptable that such a large proportion of the biggest businesses in the UK are turning a blind eye to modern slavery and British law."

Kevin Hyland, Anti-Slavery Commissioner

## Modern Slavery KPIs for 2017/18

We've develop clear KPIs which sits behind each of our focus areas regarding the eradication of modern slavery. We will report on progress against these KPIs in our next Modern Slavery Statement.



Deliver an internal awareness campaign throughout UK operations to all employees regarding modern slavery.

- Ensure that 100% employees are exposed to modern slavery awareness raising; how to spot the signs; how to report it; Marshalls response to Modern Slavery.
- Ensure that 100% of all inductions for temporary labour include modern slavery awareness.
- Increase the number of Modern Slavery Ambassadors within the business by 75% in 2017.



Modern Slavery Training for all employees involved directly in supply chains and procurement.

- Ensure that all 350 employees directly involved in supply chain management receive ongoing updates and notifications regarding business & human rights, and specifically modern slavery.



Supplier communication and verification programme which confirms that suppliers have received and understood Marshalls' position regarding modern slavery and are aware of Marshalls Modern slavery Policy & Disclosure Statement.

- Continue to roll-out supplier communication and verification platform to ensure that 95% of supplier have confirmed acceptance of Marshalls Supplier Code of Conduct, including Modern Slavery.
- Continue to develop supplier education partnerships with 50% of those identified as high risk through our modern slavery risk mapping activity.
- Engage in proactive modern slavery education programmes with those suppliers who have raised issues or concerns.



Report on our effectiveness in helping to ensure that slavery and human trafficking is not taking place in our business or supply chains including the due diligence process outlined in Marshalls Modern Slavery & Anti Trafficking Policy & Statement.

- Number of reported instances of modern slavery within our business operations and supply chain by country/supply chain.
- Number of pieces of intelligence shared with law enforcement, Gangmasters Labour Abuse Authority, Hope for Justice.
- Number of instances of modern slavery identified as a result of intelligence shared with law enforcement, Gangmasters Labour Abuse Authority, Hope for Justice.
- Number of effective partnerships & collaborations with the sole aim of preventing modern slavery in our business operations and supply chains.



Further development of the organisations supply chain due diligence, related human rights programme, external ethical auditing and modern slavery risk mapping processes in order that instances of modern slavery can be identified, remedial action undertaken, and the victims supported and that all of this is transparently reported.

- Publish supply chain moderns slavery risk mapping for 50% of the supply chain identified as high risk.
- Action an external ethical auditing and modern slavery risk mapping programme which cover 30% of supply chain identified as high risk.



Develop, in conjunction with our anti-slavery partner, a process of remediation and support for victims of modern slavery identified within the organisations operations and supply chains.

- Have in place a process of remediation and support for 50% of supply chain identified as high risk by volume of product.

# Anti-Trafficking & Modern Slavery Network Engagement in the UK

As an engaged business and a member of the local community we are looking forward during 2018 to remaining fully engaged with the West Yorkshire Anti-Trafficking & Modern Slavery Network. Marshalls was the first business invited to become part of this Network due to our commitment to the prevention of modern slavery. The network currently provides a strategic meeting framework on behalf of the statutory, non-statutory and third sector organisations in West Yorkshire who contribute to tackling human trafficking and modern slavery in all its forms but is exploring how businesses can engage in support of the Independent Anti-Slavery Commissioners strategic plan.

Marshalls is also a member of the Greater Manchester Business Network on Modern Slavery, UNGC Modern Slavery Working Group, the ETI Working Group on Modern Slavery and sits on the APPG for Modern Slavery & Sport, including Construction. We remain in contact with the Anti-Slavery Commissioners Office and are working to support his strategy both in the UK and overseas. We are also engaged in work with UK Government on the issues of modern slavery.

## Ethical Trading Initiative – Marshalls Strategic Plan to 2020

Marshalls' ETI Strategic Plan 2018 – 2020 sits within the broader context of the organisations' commitments as a UNGC signatory and within the businesses overall marketing strategy. As such these ETI strategic commitments and the progress made each year will be documented within Marshalls annual Communication of Progress Report which is published annually in April at around the time of the Annual Report. Marshalls will, of course also report back annually on its progress in-line with ETI's strategic reporting framework requirements.

Objectives have been developed to support, strengthen and maximise Marshalls existing business & human rights programme and the commitments made in the organisations Modern Slavery Disclosure Statement. They honour Marshalls' commitment to ETI Base Code implementation, take inspiration from the ETI's Human Rights Due Diligence Framework, and will ultimately further embed and integrate ethical trade into business activities and decision making, and seek to improve conditions for workers, their families and communities.



**Ethical  
Trading  
Initiative**

Respect  
for workers  
worldwide

## Children's Rights & Business Principles & International Programme on the Elimination of Child Labour

During 2018 we will complete our third Children's Rights & Business Principles Audit which will help us to assess our progress and identify the priorities for the coming two years. We will do this in conjunction with key partners and NGO's in the locations where we operate.

Marshall's also remains a committed member of the International Programme on the Elimination of Child Labour (IPEC) Child Labour Platform. The rights of children and the elimination of child labour in the sandstone sector still remains a key driver for us and we are exploring with other IPEC Child Labour Platform members how we can collaborate for greater traction specifically in India.

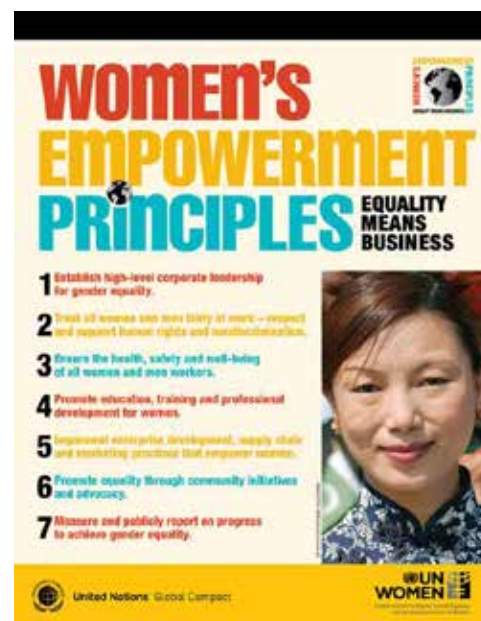


ALLIANCE



## Diversity, UN Women Engagement & Women's Empowerment Principles Framework

We have delivered on our commit to undertake an audit of our business against the Women's Empowerment Principles. We have benchmarked Marshall's and undertaken a gap analysis and we know how we must proceed. We understand that women have a critical role to play in all of the sustainable development goals, with many targets specifically recognizing women's equality and empowerment as both the objective, and as part of the solution - Goal 5 is known as the stand-alone gender goal because it is dedicated to achieving these ends.

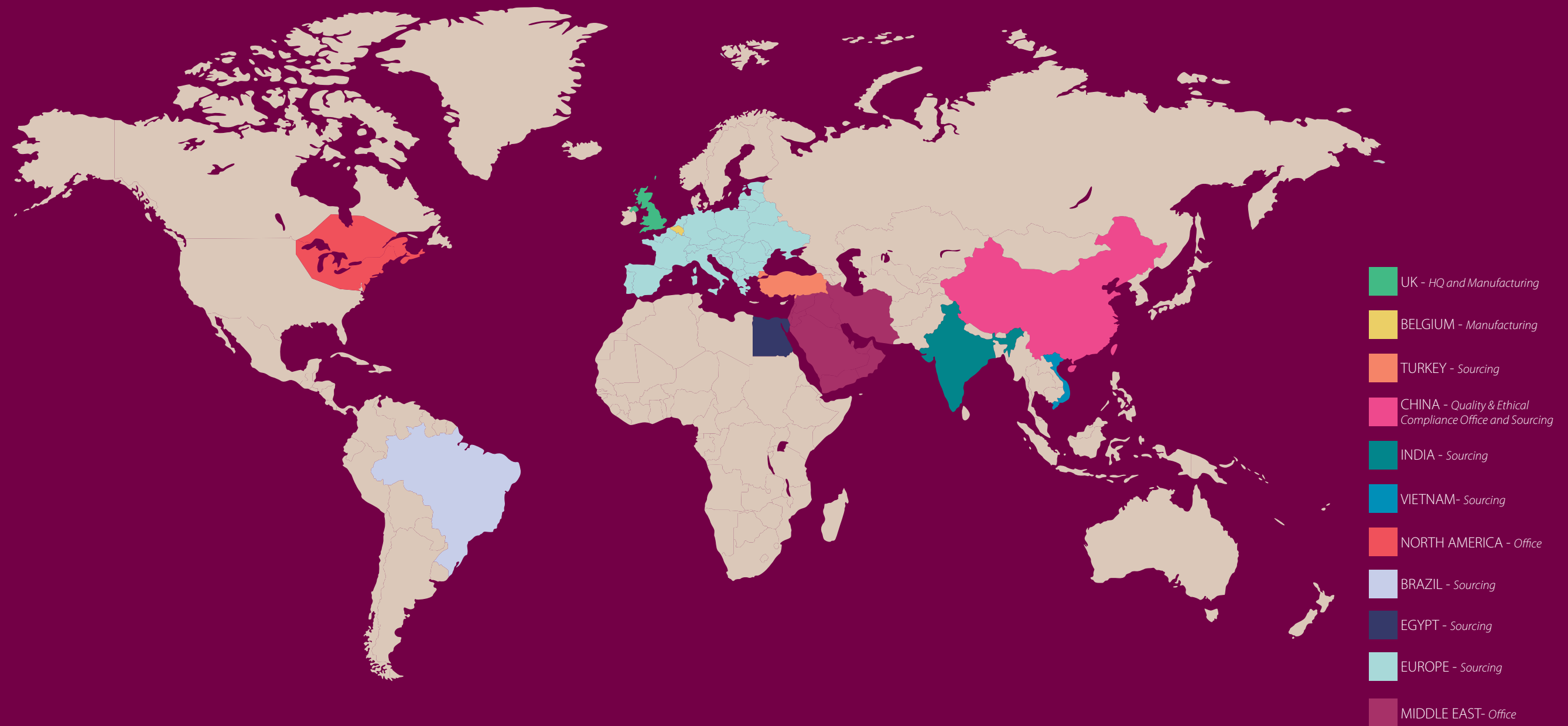


Please enjoy reading on and finding out more about how sustainability is helping to build competitive advantage for our business and allowing us to make our contribution to the Sustainable Development Goals.

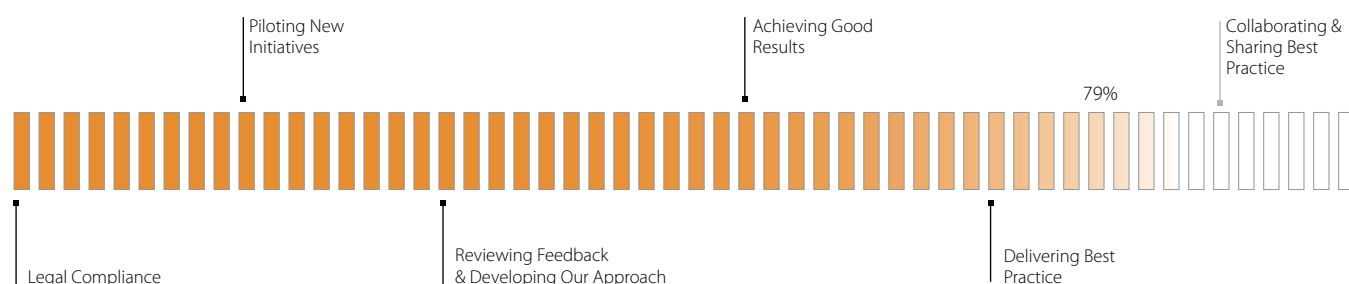
Chris Harrop  
Group Marketing Director Responsible for Sustainability  
Marshall's plc



# Scope of Operations



# Achievement Indicators



Collaborating & Sharing Best Practice

Delivering Best Practice

Achieving Good Results

Reviewing Feedback & Developing

Piloting New Initiatives

Legal Compliance

Throughout this and all other Marshalls Communications on Progress you will find a self assessment indicator which represents what Marshalls believes it is achieving in relation to each of the principles. Marshalls will strive to improve its achievements year-on-year.

Marshalls initially developed its own indicators for its COP reporting rather than use an existing one, such as the Ethos Indicators and Global Reporting Initiative (GRI) methodology.

Each indicator is broken down in percentage terms, which allows any progress made to be identified by all readers of this report with ease. It is also intended to make any year-on-year comparisons clear, uncomplicated and informative.

Marshalls constantly monitors best practice in its sector, as well as in the field of corporate responsibility and sustainability reporting. Any informative developments and advancements in this area will be introduced into subsequent COP reports.

# Third Party Assurances

Once this report is submitted to the UNGC and published online, it will be volunteered for peer-review by a randomly selected group of corporate members and observers of the UK Network of the UNGC. Any suggested changes will be made and the report will be re-submitted, if required, to the UNGC following the peer review process.

Marshalls has sought to extend stakeholder engagement in the COP process by inviting feedback of its COP by inviting employees, customers, suppliers, partners, NGOs, third parties and peers to assess the company's progress.

Marshalls looks forward to receiving comments from its wide range of stakeholders.

Please direct any feedback to Elaine Mitchel-Hill  
[elaine.mitchel-hill@marshalls.co.uk](mailto:elaine.mitchel-hill@marshalls.co.uk)

## The Marshalls Brand Manifesto.

We are all influenced by our environments and the better our environment the better we can be.

Marshalls believe that we all need places that make us feel safer, happier and more sociable. Places to be ourselves, where we can live, play, create and grow. That belief drives us to be the best we can be. To design and produce new products which are better than anything else available. To make them from the best materials we can source and to care about the impact that our company and its products have on our society.

Above all, **our belief fuels the passion on which Marshalls is built.**

To architects, town planners, civil engineers, builders merchants, paving installers and home owners, we pledge a passion to bring to life all that you can imagine. A passion that will enable you to breathe new life into those corners of the landscape where potential lies unfulfilled and unchallenged.

**Our passion pervades everything we do.** We use our expertise to create integrated landscapes which promote wellbeing to the benefit of everyone. So, whether it's through fairly traded stone, providing products which alleviate flood risks, enabling our business partners to share in our success or creating innovative street furniture that protects us from attack, we proudly strive **to make our world a better place.** One stone, patio, pavement, town square or car park at a time.



**Marshalls. Imagine Better**



# Marshalls

## The Superbrand

Marshalls is proud to have retained its Superbrand status. Published annually since 1995, the Superbrands Annual documents some of the strongest consumer and business-to-business brands in Britain today. The book establishes how Superbrands manage to achieve outstanding success.

For clarity it is worth stating that brands cannot apply or pay to be considered for Superbrand status. Only following a rigorous and independent selection process is the accolade awarded on an annual basis.

The 2018 Superbrand book provides insights into Marshalls' branding strategy and business success. Further information can be found at [www.superbrand.uk.com](http://www.superbrand.uk.com)

Superbrands UK Annual V19



**Marshalls is the UK's leading manufacturer of hard landscaping products, and has been supplying superior natural stone and innovative concrete products to the construction, home improvement and landscape markets since the 1890s. Marshalls strives to create products that improve landscapes and create better environments to develop happier and healthier communities.**

#### Market

In the public sector and commercial markets, Marshalls focuses on developing products that help architects, local authorities and contractors to make better spaces, whether it is landscape furniture, natural stone paving, stone cladding and facades, block paving, water management, or landscape protection products.

Marshalls' domestic customers range from homeowners to professional landscapers, driveway installers and garden designers. Sales continue to be driven through the Marshalls Register of Accredited Landscapers and Driveway Installers.

Marshalls has an established and growing presence in the Middle East, Northern Europe, North America, and China.

#### Product

Marshalls is committed to producing new products that better any existing market offering, and to make

them from the best materials it can source. Over the years, Marshalls has continued to develop and expand its products and services to both the commercial and domestic markets.

In the public sector and commercial market, Marshalls satisfies the needs of a diverse commercial customer base, which spans local authorities, commercial architects, specifiers, contractors and house builders. It offers them unrivalled technical expertise, manufacturing capability and an enviable product range, including superior natural stone, innovative concrete hard landscaping products, water management solutions, rail products, landscape protection products, landscape furniture, and natural stone cladding as well as facades.

Marshalls' domestic customers range from DIY enthusiasts, to professional landscapers,



(ETI), Marshalls is committed to the implementation of the ETI Base Code, pioneering the ethical sourcing of natural stone paving from India and China, and has remained a signatory of the United Nations Global Compact since its acceptance in 2009. Marshalls was first awarded The Fair Tax Mark in 2015 and has now been accredited with the mark for three consecutive years, and also as a Living Wage Employer in recognition of the business' commitment to transparent tax processes and responsible pay respectively.

#### Recent Developments

Following on from a successful charity partnership with Prostate Cancer in 2016, Marshalls chose Mind as its corporate partner charity for 2017. Marshalls was committed to fundraising for this worthy cause throughout 2017 via various different events, initiatives and challenges.

In 2016 Marshalls published its Modern Slavery Statement, furthering its commitment to corporate social responsibility and 2017 saw

Marshalls partner with anti-slavery organisation Hope for Justice. Marshalls is taking huge steps in order to identify and eradicate slavery from its supply chains, and in recognition of this, the company was shortlisted for the 2017 Thompson Reuters Foundation Stop Slavery Award. Additionally, Marshalls was the first organisation to achieve the BRE Global Ethical Labour Sourcing Standard Verification (BES 6002).

Furthermore, Marshalls launched a range of artificial grass as a new addition to its domestic product range. Three types of grass are available which complement an already extensive range of landscaping products.

Finally, 2017 saw Marshalls join the Made in Britain movement – a not-for-profit organisation that aims to unite all British manufacturers and promote British manufacturing. Marshalls Group Marketing Director, Chris Harrop, is also Chairman of the organisation.

#### Promotion

Across the group of businesses, Marshalls continues to invest heavily in communications. The 2017 domestic advertising campaign, Not all driveways/patios are created equal, was used to promote the business' landscape products to trade and consumer audiences.

The commercial business focused on highlighting the ethical risk of specifying natural stone products, and ran an integrated campaign for the newly launched Ethical Risk Index, which aims to highlight potential issues when it comes to stone sourcing

in a number of well-known countries.

The Ethical Risk Index (ERI) uses a bespoke, independently audited scoring framework and gives a genuine insight into the ethical challenges facing stone procurers to allow for more informed decision-making.

Alongside this, the commercial business also launched a Housebuilder product package that contains a complimentary suite of products that have all been designed with housebuilders in mind. The package ensures that all products supplied are cohesive and provide an attractive aesthetic on any housing scheme.

Furthermore, Marshalls continues to lead the way in thought leadership, and has been featured on a number of BBC news programmes discussing the importance of Landscape Protection products in light of recent terror attacks, and how they can be attractively integrated into landscapes without compromising on a design's aesthetic or affecting pedestrian movement and interaction.

#### Brand Values

Marshalls' shared values of Leadership, Excellence, Trust and Sustainability underpin the company and are important to the continued success of the business.

Marshalls aims to be the supplier of choice for every landscape architect, contractor, installer and consumer, and for the brand to remain synonymous with quality, innovation and superior customer service.

#### Brand History

**1890** Solomon Marshall starts to work in Southwarram, Halifax, and establishes S. Marshall and Sons in West Yorkshire.

**1947** A second production site is established in West Yorkshire, manufacturing lintels, steps and posts. In 1948 an engineering department is established.

**1964** Marshalls becomes a plc, with its shares quoted on the London Stock Exchange.

**1972** New product development starts, including the introduction of block paving, the famous 'Beany Block' that covers drains and kerbs.

**1988** Brick manufacturer George & Sons is acquired, becoming Clay Products.

**2004** Marshalls acquires Woodhouse, expanding its product offering to include designed street lighting and signage.

**2011** Marshalls announces a European venture, Marshalls NV.

**2012** Marshalls is an official supplier of the London 2012 Olympic Park, with an office is opened in Xiamen.

**2014** Marshalls is accredited by the Wage Foundation.

**2017** Marshalls acquires precast concrete manufacturer, CPM.



**OVER 14.5 MILLION MINUTES OF MARSHALLS' YOUTUBE VIDEOS HAVE BEEN VIEWED**

driveway installers and garden designers, and Marshalls specialises in helping them to create beautiful, yet practical outdoor spaces that families can enjoy for years to come. Marshalls' extensive product ranges are designed to inspire, combining quality, elegance and durability in both traditional and cutting-edge designs, with products to suit every taste and style.

#### Achievements

Environmental responsibility has been key to Marshalls for many years. Indeed, by 2009 more than 2,000 of Marshalls' commercial products had a Carbon Trust Carbon Reduction label.

Sustainability remains at the heart of everything Marshalls does, and the company remains at the forefront of sustainable business. As the first company in its sector to belong to the Ethical Trading Initiative



[superbrands.uk.com](http://superbrands.uk.com)





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halls.co.uk



# Superbrands®

## Annual 2018

This case study is reprinted from  
the Superbrands Annual 2018

### ABOUT SUPERBRANDS

Superbrands is the definitive benchmark for brands who've set the agenda, outwitted the competition and built enviable reputations.

The UK's Superbrands are identified annually through an extensive and robust research process that measures the equity of thousands of brands, in both direct-to-consumer and business-to-business markets. Only the most highly-regarded achieve the status of Superbrand. The Superbrands Annual, first published in 1995 and now in its 19th volume, tells the story of many of these successful brands, exploring their history, development and achievements, showcasing why they are much-loved. These case studies provide valuable insights into the strategies and propositions of the brands that consumers and business professionals trust and admire.

The Superbrands organisation identifies and pays tribute to exceptional brands throughout the world. The UK programme is run under license by The Centre for Brand Analysis (TCBA).

### WHAT IS A SUPERBRAND

All voters considered the following definition and criteria when judging the brands:

*'A Superbrand has established the finest reputation in its field. It offers customers significant emotional and/or tangible advantages over its competitors, which customers want and recognise.'*

**Quality:** Does the brand provide quality products and services?  
**Reliability:** Can the brand be trusted to deliver consistently?  
**Distinction:** Is it well known in its sector and suitably different from its rivals?

Over 3,000 brands – representing the major names across 145 categories – were evaluated for Superbrands status in the UK this year. Voters in the 2018 process included 2,500 British consumers, 2,500 UK business professionals – with purchasing or managerial responsibility within their business – 26 senior business-to-business industry leaders, on the independent and voluntary Business Superbrands Council, and 34 leading consumer marketing experts, on the Consumer Superbrands Council.

An insight into some of Britain's strongest brands

TCBA

# Future Spaces: The Changing Face of the Spaces We Share

Marshalls believes in creating better spaces – and as the UK's leading landscape materials brand, we believe that it's important to think ahead. Future Spaces is our ambitious attempt to foresee how the commercial, public and domestic spaces we help design, build and share might adapt and evolve over the next ten years. We set out to predict how changing lifestyles, technology and economic conditions might dictate the look, feel, colour, shape, textures and materials used to create those spaces. But once we dug below the surface we found much more. Four unstoppable global megatrends driving 12 emerging themes; pervasive forces that will change the nature of our built environment, both subtly and dramatically. Future Spaces is the result of our own intensive research, including interviews with academics, industry commentators, journalists, architects, landscape designers, materials technologists, engineers, futurologists – as broad a spectrum of opinions, ideas and experience as we could find. Here, we're delighted to share a brief glimpse of what we might expect as the future rushes towards us at an ever-increasing pace. Our full findings are published in 'Future Spaces', a limited edition book that not only reveals how the spaces we share will be designed, but also how they will be owned, governed, managed, occupied, humanised and monetised. If you are intrigued by this short introduction to our Future Spaces project, and you're keen to find out more, visit [marshalls.co.uk/futurespaces](http://marshalls.co.uk/futurespaces).



## 01 THE BLURRING OF PUBLIC/PRIVATE SPACES

[www.marshalls.co.uk/futurespaces/public-private](http://www.marshalls.co.uk/futurespaces/public-private)



## 02 MORE PEOPLE IN SMALLER SPACES

[www.marshalls.co.uk/futurespaces/smaller-spaces](http://www.marshalls.co.uk/futurespaces/smaller-spaces)





## 03 DEMARCATING MULTI-USE SPACES

[www.marshalls.co.uk/futurespaces/multi-use-spaces](http://www.marshalls.co.uk/futurespaces/multi-use-spaces)



## 04 THE NEW WAVE OF WATER MANAGEMENT

[www.marshalls.co.uk/futurespaces/water-management](http://www.marshalls.co.uk/futurespaces/water-management)



## 05 FUTURE CONCRETE

[www.marshalls.co.uk/futurespaces/future-concrete](http://www.marshalls.co.uk/futurespaces/future-concrete)



## 06 THE BLOSSOMING OF BIOPHILIC DESIGN

[www.marshalls.co.uk/futurespaces/biophilic-design](http://www.marshalls.co.uk/futurespaces/biophilic-design)



## 07 URBAN GREENING

[www.marshalls.co.uk/futurespaces/urban-greening](http://www.marshalls.co.uk/futurespaces/urban-greening)





# THE RISE OF THE SUPER -LANDLORD

[www.marshalls.co.uk/futurespaces/super-landlords](http://www.marshalls.co.uk/futurespaces/super-landlords)



# THE GENDER - NEUTRALISATION OF SOCIETY

[www.marshalls.co.uk/futurespaces/gender-neutralisation](http://www.marshalls.co.uk/futurespaces/gender-neutralisation)



# PLACE MAKING FOR THE PEOPLE

[www.marshalls.co.uk/futurespaces/place-making-for-the-people](http://www.marshalls.co.uk/futurespaces/place-making-for-the-people)



# BUILDING - IN RESILIENCE

[www.marshalls.co.uk/futurespaces/building-in-resilience](http://www.marshalls.co.uk/futurespaces/building-in-resilience)



# THE CIRCULAR ECONOMY

[www.marshalls.co.uk/futurespaces/circular-economy](http://www.marshalls.co.uk/futurespaces/circular-economy)





# Product Innovation: Marshalls Counter Terror Solutions

The threat of terrorists targeting crowded public places provides urban planners and designers with a new and complex challenge. The need to create safe spaces offers those responsible for their design and protection a difficult compromise between maintaining the open, liveable nature of the public realm and the necessity for security - especially in those cities that have built global reputations on their aesthetic attraction. This dichotomy - and our attempt to address the issue thus far - does raise a fundamental question about how the inclusion of effective security will change the nature of the urban spaces we share.

In her study 'Invisible Security: The impact of counterterrorism on the built environment' Rachel Briggs writes: "It has been argued that 'security' has

become the justification for measures that threaten the core of urban social and political life - from the physical barricading of space to the social barricading of democratic activity - that rising levels of security in cities will reduce the public use of public space".\*

And we'd agree: what societal purpose would a fortified public space serve if it made the public feel more fearful and less social?

As terrorists have re-thought their tactics, we considered it important to re-think the way in which cities protect themselves from the growing threat of vehicular attack.

How can security be more subtly integrated in the design of our public spaces? Unobtrusive, unthreatening - effectively hiding in plain sight.

That's a subtle, but vital observation: that it's really the people within our urban landscapes that require protection, not merely the architecture and the infrastructure.

And we placed that at the heart of our new approach to creating safer urban spaces.

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\* 'Invisible Security: The impact of counterterrorism on the built environment' - Rachel Briggs - 2005

"Achieving a positive relationship between counter-terrorism and the built environment will rest on our ability to find ways of bringing together those who design spaces with those who secure them and those who use them, to explore new urban forms which can deliver people-centred counter-terrorism."

Rachel Briggs



# Ethical Risk Index

The Marshalls Ethical Risk Index (ERI) is the next step on the journey toward full supply chain transparency in the Natural Stone sector. Using a bespoke, independently reviewed scoring framework, customers are given a genuine insight into the multi-dimensional ethical challenges facing stone procurers; with the aim of apprising users of potential issues and with a clear rating system to allow for more informed decision making.



## OBJECTIVES OF THE ETHICAL RISK INDEX

To distill the main frameworks driving ethical sourcing practice into a single bespoke framework, designed and tailored towards the challenges and issues specifically facing the imported stone industry. This includes the requirements of international law, the UN Global Compact principles, the Ethical Trading Initiative base code, and compliance with the Modern Slavery Act 2015.

To drive customer and stakeholder awareness of relative levels of ethical risk in stone supply; providing them with a more quantifiable view by scoring supply chains against key measures of ethical risk.

To better empower informed customer product selection by more clearly embedding ethical procurement considerations into the design and specification process.

To provide a benchmark for measuring improvements in standards going forward.

Marshalls lead the industry in ethical sourcing best practice and now invite stakeholders to learn more about the specific issues, risks and opportunities facing procurement in this area.

<https://www.marshalls.co.uk/commercial/ethical-risk-index-for-natural-stone-products>





# Intelligent Street Furniture

## LOCI Intelligent Bollard

The Intelligent Bollard is designed to recognise users via a pocket-sized tag loaded with information on their specific needs. When a user approaches, the M-LIVE technology in the bollard provides clear, audible information on their current location and the nearest crossing point or point of interest – transforming the way they move around the city.

**John Welsman**  
Policy Business Partner, Transport & Travel, Guide Dogs

"The technology can do so many different things in terms of providing information for me based on my needs as a blind or partially sighted person. It can give me a subtly different experience of the environment than it might do to someone who's deaf or for someone for whom English is not their first language."

**Steve Tyler**  
Head of Solutions, Strategy and Planning, RNIB

"A dream of mine, and I'd say most blind and partially sighted people is that I can travel independently and feel safe wherever I'm travelling. For Marshalls to be taking this seriously is phenomenal to me."





# Natural Elements

The natural elements range, inspired by biophilic design, is a modular based street furniture range that aims to introduce natural materials into urban spaces where people can sit and wellbeing is improved. The form and design style of the modular range resembles patterns found in the natural environment and the timber – FSC® certified – is responsibly sourced from well managed sources. The steel elements that help combine the modules are laser cut with a natural cell like pattern to create a striking effect.



# Sustainable Development Goals & How Marshalls is Contributing

The Sustainable Development Goals build are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.



# How Marshalls is Contributing to the Sustainable Development Goals

By being a UNGC signatory Marshalls is already contributing to the implementation of the SDGs. The UN Global Compact together with UN partners hosts a number of global issue platforms many of which Marshalls is involved in; the CEO Water Mandate, the Women's Empowerment Principles, Children's Rights & Business Principles and Business for Peace.

SDG1	Living Wage, Elimination of Child Labour, Elimination and Prevention of Modern Slavery.
SDG2	Living Wage, Global Living Wage Alliance Benchmarking Engagement, ETI Base Code Implementation.
SDG3	UK Employee Wellbeing Programme, Mind Charity of the Year Support.
SDG4	Children's Rights & Business Principles Top 10 Priorities Implementation, UN Women Women's Empowerment Principles Engagement, Business in the Community Business Class Engagement.
SDG5	UN Women Women's Empowerment Principles Engagement, Marshalls Women 'Step it Up' Network.
SDG6	UN CEO Water Mandate, Priora Product Innovation, New Product Research & Development Programme, Marshalls Operations Water Management Programme.
SDG7	Marshalls use of solar power within its own business operations, product innovation in embedding solar technology discretely into the fabric of structures and buildings.
SDG8	Fair Tax Mark, Ethical & Sustainable Supplier Code of Conduct, Apprentice Training Programme, Living Wage, UN Women Women's Empowerment Principles Engagement.
SDG9	New Product Research & Development Programme, New Product Innovation such as; Solar Technology Embedded Products, Anti-Terrorist Street Furniture, M-Live Technology Embedded Products.
SDG10	ETI Base Code Implementation, UN Women Women's Empowerment Principles Engagement, Children's Rights & Business Principles Top 10 Priorities Implementation, Fair Tax Mark, Living Wage Accreditation, Ethical & Sustainable Procurement Supplier Code of Conduct.
SDG11	Future Spaces Research, New Product Development, eg. M-Live, ETI Base Code Implementation.
SDG12	Ethical & Sustainable Procurement Supplier Code of Conduct, Fairstone, Product Carbon Footprint, ETI Base Code Implementation.
SDG13	Product Carbon Footprints, Marshalls Environmental KPIs, New Product Research, Development & Innovation Programme.
SDG14	Water quality improvement from permeable paving sub bases preventing river pollution preventing sea pollution, ask Chris G
SDG15	FSC Policy, Product Innovation; Bioverse, Grassguard.
SDG16	Fair Tax, Anti-Bribery & Corruption Policy & Training, Modern Slavery Act Implementation & Engagement.
SDG17	Fairtax Accreditation, UNICEF Research, IPEC Engagement, UNGC, UN Women Women's Empowerment Principles Engagement.

## SDG7 – Solar Technology in Structures & Buildings

Marshalls solar bus shelter design is an example of how solar technology can be discretely embedded into the fabric of structures and buildings, representing a convenient and attractive means of reducing carbon footprints in urban environments. The solar bus shelter is capable of generating more than 2000kW hours per year, enough electricity to power the average London home – so adoption of this exciting technology can make a significant contribution to London's sustainable future.

## SDG 8: Focus on the Fair Tax Mark

The Fair Tax Mark is the label for good taxpayers. Wherever you see the Fair Tax Mark you can be sure that a company is open and transparent about its tax affairs and seeks to pay the right amount of corporation tax at the right time in the right place. It sets a new standards in responsible tax practice.

## SDG11 – Focus on Sustainable Cities and Communities

Marshalls has developed 'M-LIVE' a new technology that enables ordinary street furniture products to connect with a personal Bluetooth tag, carried by a pedestrian. The tag can be programmed by an individual user via an online portal or app to enable the furniture to respond to their needs. This means that bollards can let a blind person know when they have reached a certain shop, monoliths can speak in a foreign language to guide tourists or street lighting can get brighter on approach for the elderly. <http://www.marshalls.co.uk/commercial/street-furniture/intelligent>

Chris Harrop, Group Marketing Director, says, "The introduction of this technology can ultimately revolutionise a person's experience of the built environment, opening up places and spaces which may have previously been either difficult for disabled people to navigate, or areas which have felt unsafe perhaps to women or to others in general. We are actively seeking collaborations and partnership so that we can transform towns and cities for the benefit of all."



# No Place for Modern Slavery

Martyn Coffey, CEO, Marshalls plc.

**We are working hard to make Marshalls business operations and supply chains worldwide as toxic as possible to the organised criminals who seek to exploit vulnerable individuals and corporations.**

Our message to them is that there is simply no place for modern slavery in Marshalls' business operations and supply chains. We are engaged, well informed, well connected and unafraid to transparently report and share what we find. We're committed to knowing all that we can about where there are risks and to taking appropriate action.

We are wholly supportive of the Anti-Slavery Commissioners priority, 'to engage with the private sector to promote policies to ensure that supply chains are free from slavery and to encourage effectual transparency reporting'.

We understand that businesses have a role to play, together with law enforcement agencies and others, to drive traffickers into plain sight by using all of the avenues and leverage at our disposal, both up-stream and down-stream as well as within our own business operations.

From a business perspective human rights regulation is on an upward trajectory and the issue of slavery will, quite rightly, remain firmly in the spotlight. Those organisations still not fully engaging with the issues of modern slavery and only doing the minimum in terms of risk mitigation are not only putting human lives at risk but are also missing out on the opportunity to use ethical business and a sustainable approach to drive competitive advantage.

**The moral perspective is clear: modern slavery is simply wrong.**

A handwritten signature in white ink, appearing to read 'M. Coffey', is positioned above the name of the signatory.

Martyn Coffey, CEO, Marshalls plc.

# Much More Still To Do

Chris Harrop, Group Marketing Director,  
Responsible for Sustainability, Marshalls plc

It is a stark and sickening reality that organised criminals around the globe are profiting from the exploitation of human beings and that human traffickers regard people as commodities; items that can be exploited and traded for profit. It is an illicit business that transcends cultural, social, linguistic and geographical boundaries and one that knows no borders and no rules; men, women and children are used as products for sexual or labour-based exploitation.

Human trafficking, for labour and for sex, is one of the fastest-growing transnational organised crime markets.\* Human trafficking is also playing a growing role in terrorist and insurgent activities and groups.\*

Twenty-one million men, women, and children around the world are currently thought to be victims of human trafficking, which the International Labour Organization estimates generates US\$150.2 billion in profits each year. This money not only lines the pockets of the perpetrators but also finances violence, corruption, and other abuses. These crimes undermine local and national economies, destroy the environment, and jeopardize the health and wellbeing of people everywhere.

As a leader in our sector it is Marshalls' job to be as informed as we can be, to work to raise awareness within the construction sector, to know what the issues are in our own supply chains, and where, to make our business operations and supply chains as unattractive to criminals as possible, support our anti-slavery commissioners, work in collaboration with law enforcement agencies locally, nationally and internationally, work creatively with anti-slavery partners to prevent modern slavery, use everything that we have at our disposal as a business and to put the victim at the centre of our response. In short, to do whatever we can with whatever we have.

We have made good strides since the introduction of the Modern Slavery Act, but there is much more still to do.

\* Transnational Crime and the Developing World Report  
[http://www.gfintegrity.org/wp-content/uploads/2017/03/Transnational\\_Crime-final.pdf](http://www.gfintegrity.org/wp-content/uploads/2017/03/Transnational_Crime-final.pdf)



# Victim-Focused Perspective

Elaine Mitchel-Hill, Business & Human Rights Lead, Marshalls plc

“It would be easy for many corporations to lose sight of the victims of modern slavery in the drive to ‘mitigate risk’ and to be seen to respond to the requirements of the Modern Slavery Act. Although the task is complexed, especially in overseas supply chains where often the infrastructure to support businesses in driving out modern slavery is weak or does not exist, we are clear that the victims of modern slavery are firmly at the centre of our strategy.

This victim-focused perspective is one which is a natural fit for Marshalls; an organisation which puts families, children and their wellbeing at the heart of its business model.

I have, without exception, experienced the full support of the business – from top to bottom – in the drive to understand and eradicate modern slavery and human trafficking. It is this engagement from my colleagues which fires my belief that Marshalls has an important contribution to make in leading the sector and together with other like-minded organisation and individuals, finding ways to herd the criminals behind this exploitation into plain sight.”

# Modern Slavery Implementation Timeline



Launch of Modern Slavery Internal Awareness Campaign; rolled out over 2016.



Face-to-face meetings with key customers to share approaches to modern slavery and discuss future collaboration.

May 2016

June 2016

July 2016

August 2016

September 2016

October 2016

Published 1st MSA Statement  
  
Connects with local Police & Crime Commissioner and local law enforcement.



Development of internal protocols regarding instances of modern slavery in UK business operations.  
  
Modern Slavery internal training launched online within the GLZ.



UNGC UK Network Modern Slavery Working Group.

Developed pilot education programme together with our temporary labour provider; delivered in January, March & June 2017.

Modern Slavery Implementation Timeline



Development and drafting of M-Way; Marshalls Supplier Code of Conduct & Marshalls Employee Code of Conduct.

Appointment of Business & Human Rights Intern to assist with modern slavery country profiling.  
GLAA training at Derby University for Business & Human Rights Lead; Investigating Modern Slavery  
Marshalls becomes first organisation to be BRE Ethical Labour Standard 6002 Accredited.

Development of supply chain risk mapping process.  
M-Way, Employee Code of Conduct, published internally.

November 2016

December 2016

January 2017

February 2017

March 2017

April 2017

May 2017

BRE ELS 6002 audit takes place.  
BHR Lead modern slavery risk mapping and awareness raising supply chain field trip.  
Marshalls co-hosts Indian Sandstone Stewardship event at India Sustainability Conference, Delhi, India.

Global Partnership with Hope for Justice.  
Cambodia with Hope for Justice to see its in-country operations. On to Vietnam to undertake a series of local government meetings, third sector organisation meetings and to meet with British Embassy staff.  
Procurement team modern slavery intensive training delivered by Hope for Justice.  
Training & appointment of 1st Modern Slavery Ambassador.  
Training & appointment of 2nd Modern Slavery Ambassador.  
Modern Slavery Ambassador delivers awareness training to Marshalls Registered Installers.

India with Hope for Justice and our independent ethical auditor to map the supply chain to undertake modern slavery risk mapping.  
Invited to join the West Yorkshire Anti-Trafficking & Modern Slavery Network as its first business member.  
Development of Business & Human Rights Yammer Platform.

Presentation to the West Yorkshire Anti-Trafficking & Modern Slavery Network – a business's perspective.  
Published 2nd MSA Statement  
Modern slavery risk mapping country profiles published.  
M-Way, Supplier Code of Conduct, published externally.  
Launch of Marshalls independent IT platform; modern slavery training for all suppliers; M-Way training for all suppliers; Anti-Bribery & Corruption training for all suppliers.

# Global Partnership With Anti-Slavery Organisation Hope For Justice



In January 2017 Marshalls entered into a long-term partnership with Hope for Justice, an anti-trafficking and anti-slavery organisation which exists to bring an end to modern slavery by rescuing victims, restoring lives, and reforming society.

Chris Harrop, Marshalls' Group Marketing Director, Responsible for Sustainability, said, "We were delighted to announce our partnership the major focus of which is preventative activity aimed at employee and supplier education but can also offer expert remediation services if required. Whilst at this point in time we are not aware of any instances of modern slavery within our business we understand that modern slavery is rife. This partnership is helping us to deliver on the commitments we have made in our Modern Slavery Disclosure statement."

With backgrounds in criminal investigation and public protection, Hope for Justices' award-winning expert teams operate out of highly successful Regional Investigative Hubs to provide proactive services to businesses partners. Hope for Justice experienced team are also geared-up to respond where potential victims are identified within business operations or supply chain.



"Part of our mission at Hope for Justice is to bring an end to modern slavery by reforming society, and engaging with businesses and the corporate sector is a vital element of that. We want to empower businesses to take action to eliminate slavery from their operations and supply chains to prevent infiltration of recruitment by traffickers, and we're glad to see Marshalls' absolute commitment to this. We have been working closely with Marshalls at all levels of its business, and its ambition to have the highest levels of integrity towards its workforce has been made clear to us.

"I hope our partnership with Marshalls will continue, and indeed will go from strength to strength, as we seek to achieve a business sector and a world free from slavery."

Ben Cooley CEO, Hope for Justice

# Marshall's Modern Slavery Ambassadors

Our Modern Slavery Ambassadors are purposefully and strategically recruited. They already hold key roles within our organisation, are fully engaged and trained regarding modern slavery and are able to use this knowledge as part of what they do.



**Left to right:** Nigel Oseman, Training Manager, Hope for Justice, Dave Jessop & Karen Preiss, Marshall's Modern Slavery Ambassadors, Gary Booth, Hope for Justice.

## Dave Jessop, Modern Slavery Ambassador Installer's Register

Dave is responsible for Marshall's Registered Installers; a UK-wide register of Marshall's certified patio and drive way installers. Since his appointment as Modern Slavery Ambassador he has taken swift and direct action to communicate with registered installers. He conducted awareness raising roadshows covering fourteen strategic locations nationwide in January 2017 to 230 businesses and 507 individuals. Dave has also ensured that 2000+ register member businesses have been communicated with and given information on how to spot the signs of modern slavery, how to report and how to stay safe.

Dave says, "Installers are wholly supportive of our mission to do all that we can to prevent modern slavery. They are also motivated to be our eyes-and-ears on the ground from an economic perspective too; if someone can undercut them and take away their work because they're using slaves this has a direct impact on them. We're aware through the training and networking with anti-slavery and law enforcement agencies that the laying of patios and driveways is an area of concern. As a result of our activity with register members we've received information and intelligence which we've been able to pass on the Hope for Justice and the police which have resulted in ongoing investigations."

"I'm passionate about playing my part in preventing modern slavery and delighted that Marshall's commitment and approach is so unequivocal. To enhance my own understanding of the issues I was invited to spend a day with Hope for Justice's investigations team. Observing the investigation team gathering evidence, undertaking surveillance, engaging with vulnerable individuals and liaising with local law enforcement reinforced my commitment to do what I can to support this through my role within Marshall's."

## Karen Preiss, Modern Slavery Ambassador Procurement

Since her appointment as Modern Slavery Ambassador Karen's focus has been working with her procurement colleagues and Global Supply Chain Director, Richard Beale, to build further upon ethical procurement practices by fully incorporating modern slavery risk and facilitating the training of the department on the signs of slavery and human trafficking and how the business can work to identify areas of risk and take action. Karen has been instrumental in the pilot education programme with temporary labour provider de Poel.

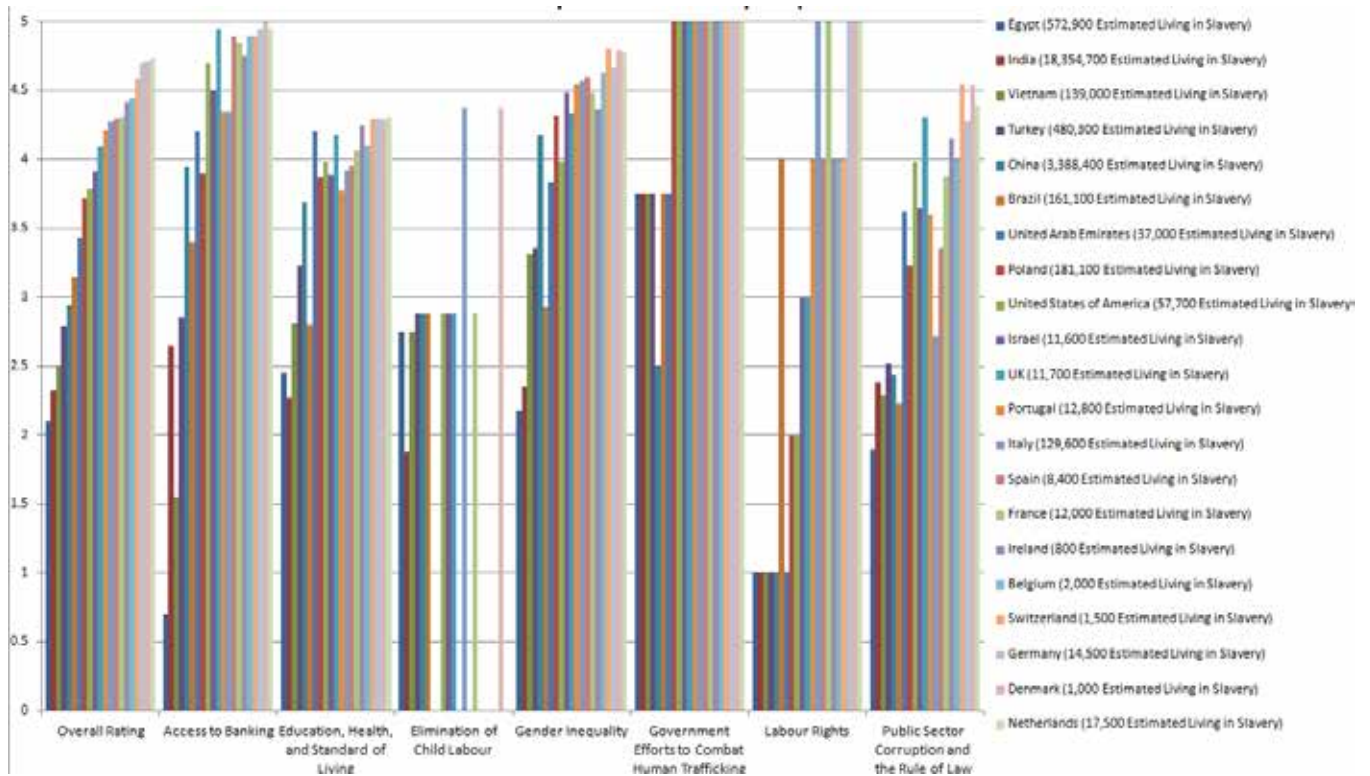
"The response from those having had the training has been overwhelmingly positive. Increasing their awareness of the systematic, exploitative and 'business-like' nature of the criminals who traffic workers for forced labour was a shock to most. Armed with increased awareness of the signs and the devastating impact of modern slavery participants left with plans to make changes to the way they operate as a direct result of the training."



# Modern Slavery Risk Mapping & Country Profiling

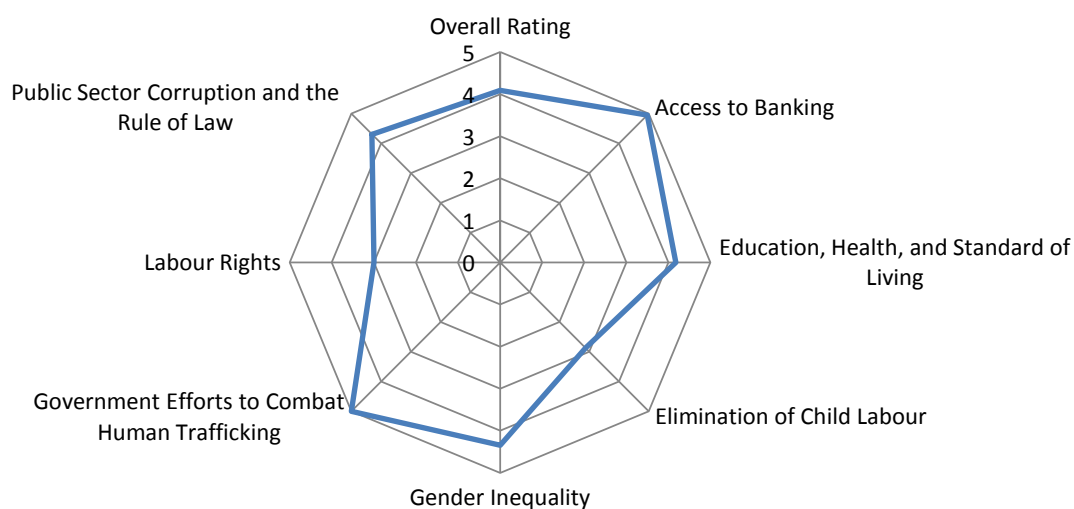
We've undertaken, and published online, extensive modern slavery risk mapping for all of our existing sourcing countries. This process is also part of our due diligence when we consider new suppliers and sourcing countries. We analyse this modern slavery risk mapping information alongside our internal data; we have developed a comprehensive commodities risk index which included goods for resales, indirect goods & raw materials. This enables us to clearly identify areas of risk and set clear priorities.

Slavery Risk Country Comparison

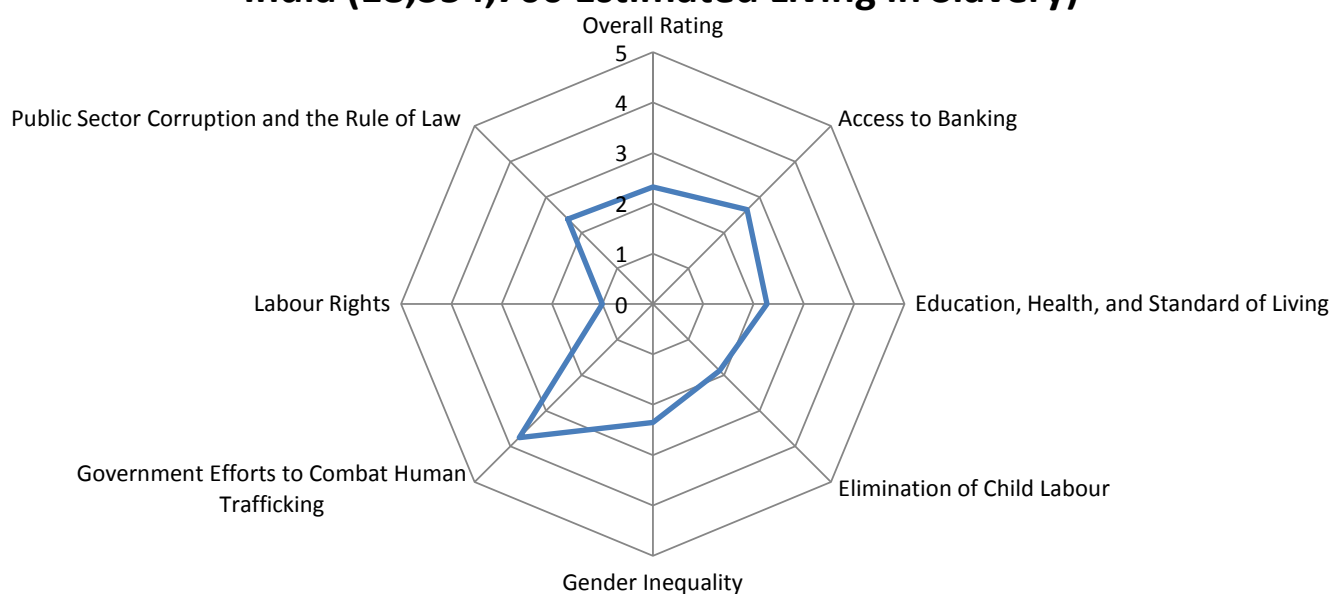




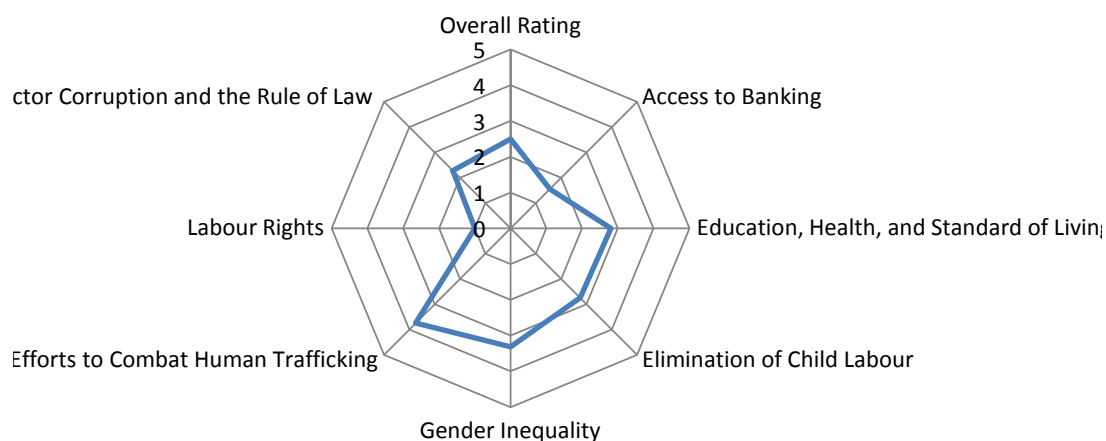
## United Kingdom (11,700 Estimated Living in Slavery)



## India (18,354,700 Estimated Living in Slavery)



## Vietnam (139,000 Estimated Living in Slavery)



# Human Rights



“From a business perspective human rights regulation is on an upward trajectory and the issue of modern slavery will, quite rightly remain in the spotlight. Those organisations still not fully engaging with the issues of modern slavery and only doing the minimum in terms of risk mitigation are not only putting human lives at risk but are also missing out on the opportunity to use ethical business and a sustainable approach to drive competitive advantage.”

Martyn Coffey, CEO Marshalls.

In order to deliver on our mission of ‘creating better landscapes’ we are empowered from a human rights perspective to seek out where we might be unintentionally doing harm and to work hard to put this right, but also to go beyond and to look at how by doing better we can create a net positive impact; so, not just mitigate and remediate, but aim to make a positive contribution. While this aspirational goal is very much work in progress it guides and shapes our approach to modern slavery demanding that we drive for creative and collaborative solutions. Different solutions call for different thinking & different action and this can be uncomfortable and create turbulence; a necessary by-product of change.

Our focus for the next twelve months will very much be on looking at our high risk supply chains overseas and working with our anti-slavery partner, procurement and human resources teams, and others, to ensure that where we find slavery we are well placed to offer support and remediation to victims which is above all appropriate for the situation, but which also seeks to be part of any longer term solution. Here in the UK, we aim to increase preventative and educational work in collaboration with the UN, Hope for Justice, law enforcement agencies, local anti-slavery networks, customers, suppliers, employees, Modern Slavery Ambassadors and partners. We will continue to draw on data from within our operations to help drill down further, alongside the country risk mapping that we have undertaken.

## Marshalls' Human Rights Policy

Marshalls supports human rights consistent with the Universal Declaration of Human Rights. In conducting its business activities across the globe Marshalls respects these rights and seeks to uphold, preserve and promote them.

Marshalls works diligently in all respects to support and uphold the United Nations Guiding Principles on Business and Human Rights. The organisation has a dedicated human rights programme including; human rights due diligence procurement process, ongoing human rights impact assessments, country specific human rights monitoring, social auditing, independent supply chain auditing, employee and supplier training programme, internal human rights awareness programme, Children's Rights and Business Principles auditing, Women's Empowerment Principles implementation and human rights monitoring and reporting.

Marshalls is committed to working to eliminate modern slavery and makes an annual Modern Slavery & Human Trafficking Disclosure Statement as required by law.

As part of this process our Human Rights Policy is reviewed on an annual basis.

Marshalls works to ensure that its presence cultivates fair and sustainable relationships. Marshalls respects and values the dignity, well being and rights of employees, their families and the wider community. The Company actively works and collaborates with employees, elected employee representatives, communities, non-governmental and other appropriate stakeholders to uphold and promote these rights.

Where human rights are under threat Marshalls works to uphold local laws, promote international standards and strives to have international standards upheld by the appropriate Governments, Institutions and Agencies.

Marshalls embraces opportunities to promote a broader understanding of human rights values working within its sphere of influence.

Marshalls actively seeks to collaborate with appropriate organisations to promote respect for human rights in a manner which is consistent with the role of business.

## Fairstone Principles

# Marshalls Fairstone Principles



Marshalls had been shining a light on ethical issues, including labour rights, workers health & safety and children's rights, since 2005. We were the first to bring our India Fairstone product to market in 2009 where we worked hard to drive improvements not only in our supply chain but across the sandstone sector as a whole. Since then we've found that the principles upon which Fairstone was founded are sound, more relevant than ever and apply to all of our natural stone supply chains. We've therefore developed Marshalls Fairstone Principles which we apply across all of our natural stone supply chains. We know through our comprehensive auditing and risk mapping processes that we face different challenges in different countries. Our country profiling allows us to put emphasis in the right place, engage with our supply chains on a journey of continuous improvement and to engage with our own and other governments to push for greater change when our own leverage just isn't enough. These Fairstone Principles are part of how we do business and help to ensure that workers, their rights, family and community remain at the heart of our supply chain endeavours.

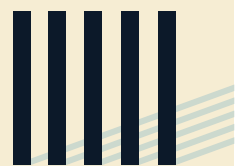
### Implementation of the ETI Base Code

We work to uphold the ETI Base Code in all of its forms.



### Implementation of Modern Slavery Commitments

We work to deliver on the promises we make within our Modern Slavery Statement.



### Rigorous Human Rights Due Diligence

We are thorough in our human rights due diligence and make good business decisions based on this.



### Children's Rights & Business Principles

We put children and families at the heart of our brand and our business; wherever they are in the world.





## IPEC

Marshall's remains committed to the ILO's International Program on the Elimination of Child Labour (IPEC) Child Labour Platform to further our work regarding the elimination of child labour in the sandstone sector in Rajasthan, India, and as a result of our commitments to Children's Rights & Business Principles. IPEC, created in 1992 with the overall goal of the progressive elimination of child labour, is the largest program of its kind globally and the biggest single operational program of the ILO.

IPEC's work to eliminate child labour is an important facet of the ILO's Decent Work Agenda. Child labour not only prevents children from acquiring the skills and education they need for a better future, it also perpetuates poverty and affects national economies through losses in competitiveness, productivity and potential income. Withdrawing children from child labour, providing them with education and assisting their families with training and employment opportunities contribute directly to creating decent work for adults.



International  
Labour  
Organization

## Children's Rights & Business Principles

During 2018 we will complete our third Children's Rights and Business Principles. This will allow us to refresh our top 10 CRBP priorities and to plan our work in this area accordingly.



## Women's Empowerment Principles

We have delivered on our commitment to undertake an audit of our business against the Women's Empowerment Principles. We have benchmarked Marshall's and undertaken a gap analysis and we know how we must proceed.

# Human Rights: Targets



## ACHIEVEMENTS 2017

Continue to work to uphold the ETI base code throughout our operations.

Further improve and develop the reporting process for social auditors and any associated corrective action plans.

Further develop our human rights monitoring and evaluation programme in conjunction with our anti-slavery partner, Hope for Justice.

Further development of the human rights programme.

Further work on the process of embedding human rights within the organisation; working closely with human resources and procurement teams; modern slavery ambassadors and delivering the appropriate internal training regarding human rights & business, especially in relation to modern slavery.

Continue to implement our CRBP top 10 priorities.

Finalise our WEPs audit and implement recommendations.

Deliver our second Modern Slavery Act Disclosure Statement and work with 'critical friends' to develop and work on the associated KPI's.

## TARGETS 2018

Work to deliver the new 2020 ETI strategy thereby upholding the ETI Basecode throughout our operations

Further improve and develop the reporting process for social auditors and any associated corrective action plans.

Further develop our human rights monitoring and evaluation programme in conjunction with our anti-slavery partner, Hope for Justice.

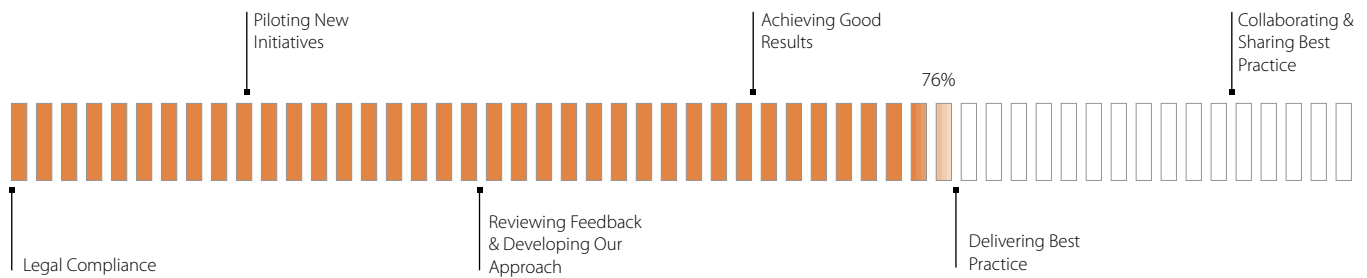
Development of our ethical auditing and Modern Slavery Risk Assessment processes and procedures

Further work on the process of embedding human rights within the organisation; working closely with human resources and procurement teams; modern slavery ambassadors and delivering the appropriate internal training regarding human rights & business, especially in relation to modern slavery.

Complete our CRBP Audit and revise as appropriate our CRBP top ten priorities  
Continue to implement our CRBP top 10 priorities.

Deliver our third Modern Slavery Act Disclosure Statement and continue to work with 'critical friends' to further develop our KPIs.

# Labour



Marshalls' ETI Strategic Plan 2018 – 2020 now firmly sits within the broader context of the organisations' commitments as a UNGC signatory and within the businesses overall marketing strategy. As such our new ETI strategic commitments and the progress made each year will be documented here within Marshalls annual UNGC Communication of Progress Report. In addition we will also report back to the ETI via the online strategic reporting platform.

Objectives have been developed to support, strengthen and maximise Marshalls existing business & human rights programme and the commitments made in the organisations Modern Slavery Disclosure Statement. They honour Marshalls' commitment to ETI Base Code implementation, take inspiration from the ETI's Human Rights Due Diligence Framework, and will ultimately further embed and integrate ethical trade into business activities and decision making, and seek to improve conditions for workers, their families and communities.

There are four objectives which Marshalls will seek to deliver between 2018 and 2020:

1/

Develop and embed internal processes and procedures which allow Marshalls to effectively assess actual and potential human rights risks and the effectiveness of ETI Base Code implementation in its business operations and global supply chain.

2/

Collaborate with suppliers, agents, ILO, IPEC, anti-slavery partners, the Anti-Slavery Commissioners Office, governments and other actors to identify, prevent and mitigate human rights abuses in Marshalls own business operations and supply chains, and in the wider construction sector.

3/

Develop and implement a forced labour/modern slavery identification and remediation processes in Marshalls UK business operations, and in supply chains in India, Vietnam & Europe.

4/

Develop and implement human rights monitoring, reviewing and reporting processes; report transparently on all efforts to respects human rights and prevent forced labour/modern slavery and utilise to inform business decision making, due diligence processes and improve conditions for workers.

## Implementing the ETI Base Code

Implementing the ETI Base Code across all of our global supply chain operations is managed and overseen by our Head of Sustainability, David Morrell and Natural Stone Director, Rory Kendrick. Working closely with our in-country social auditors, our independent auditors, Business & Human Rights Lead, Elaine Mitchel-Hill and our Head of Procurement, Richard Beale, the organisation works hard to ensure that customer demands do not impact negatively upon workers.

### ETI BASE CODE

*The ETI Base Code covers the major areas of human rights risk for workers in global supply chains:*



© See also Annex 3: Sector-specific risks.



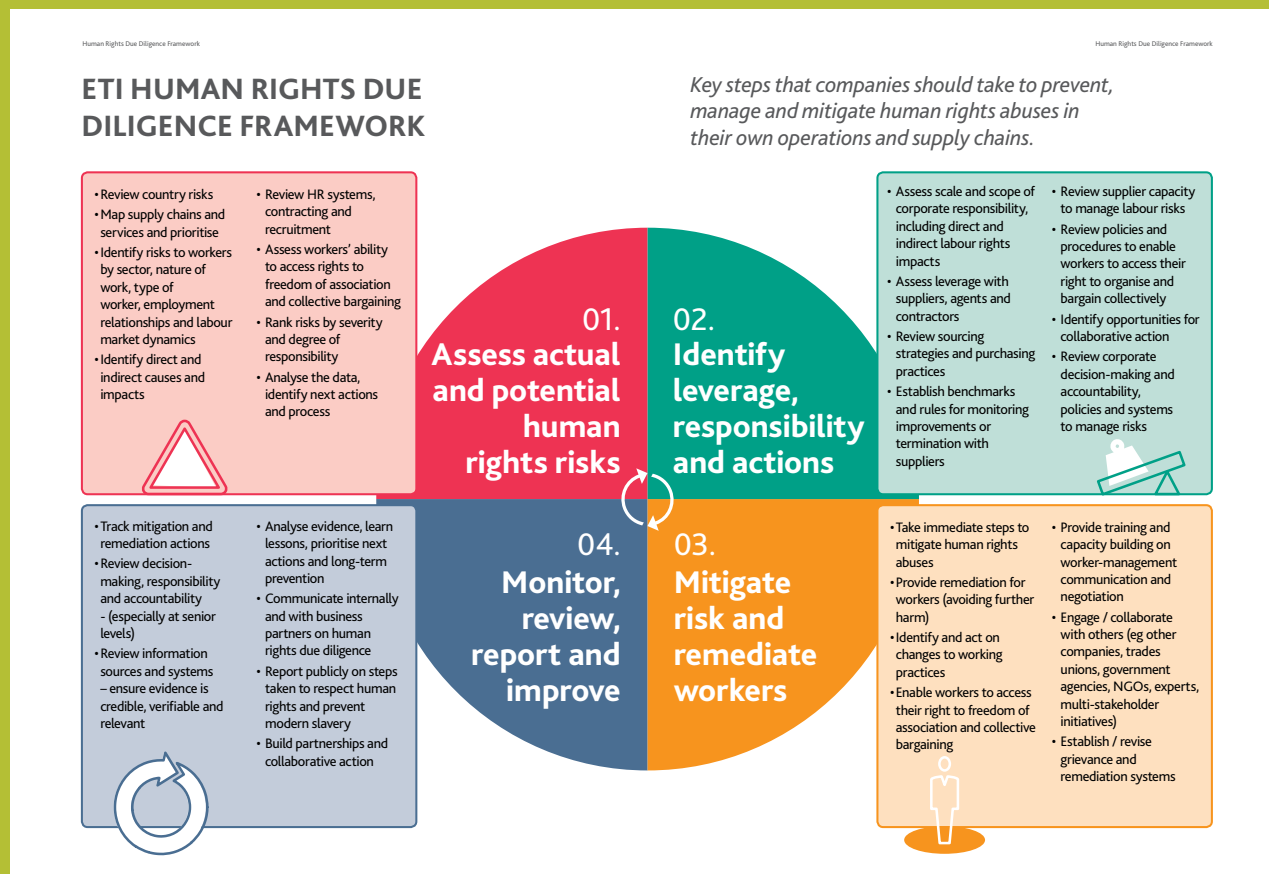
# Human Rights Due Diligence Framework

Human rights due diligence is the action taken by a company to both identify and act upon actual and potential risks for workers in its operations, supply chains and the services it uses.

Moving forward Marshalls will use the ETI's approach to human rights due diligence which is based on multi-stakeholder engagement and processes that include:

- Assessment of actual and potential human rights risks
- Mitigation of risk and remediation for workers impacted by human rights violations
- Identification of corporate leverage and responsibility, decision-making and actions needed
- Monitoring, review, reporting and continuous improvement

ETI's experience has demonstrated that this is the most effective form of due diligence and the most likely way to bring about lasting change.





# Labour: Living Wage

Marshalls was awarded the Living Wage Employers Accreditation in 2014. This is only available in the UK. In India, Marshalls works with NGOs and others to calculate a living wage which is paid to those working in its supply chain there.

## 1/

### ACCREDITATION

Offers accreditation to employers that pay the Living Wage, or those committed to an agreed timetable of implementation, by awarding the Living Wage Employer Mark.

Offers a Service Provider Recognition Scheme for third party contractors who pay their own staff the Living Wage and always offer a Living Wage option when submitting tenders.

## 2/

### INTELLIGENCE

Provides advice and support to employers and service providers implementing the Living Wage including best practice guides; case studies from leading employers; model procurement frameworks and access to specialist legal and HR advice. We coordinate the announcement of the new Living Wage rates each November.

## 3/

### INFLUENCE

Provides a forum for leading employers and service providers to publicly back the Living Wage. Work with Principal Partners who bring financial and strategic support to our work. The Foundations coordinates Living Wage Week each November, a UK wide celebration of the Living Wage.

## What is it?

- An hourly rate set independently and updated annually
- The Living Wage is calculated according to the basic cost of living in the UK
- The current UK Living Wage is £7.85 an hour
- The current London Living Wage is £9.15 an hour
- Employers choose to pay the Living Wage on a voluntary basis
- The Living Wage enjoys cross party support, with public backing from the Prime Minister and the Leader of the Opposition
- Paying the Living Wage is good for business, good for the individual and good for society
- The Living Wage Employer Mark and Service Provider Recognition Scheme provide an ethical badge for responsible pay



# Labour: Living Wage



## What are the benefits?

### > Good for Business

An independent study examining the business benefits of implementing a Living Wage policy in London found that more than 80% of employers believe that the Living Wage had enhanced the quality of the work of their staff, while absenteeism had fallen by approximately 25%.

Two thirds of employers reported a significant impact on recruitment and retention within their organisation. 70% of employers felt that the Living Wage had increased consumer awareness of their organisation's commitment to be an ethical employer.

Following the adoption of the Living Wage PwC found turnover of contractors fell from 4% to 1%.

### > Good for Families

The Living Wage affords people the opportunity to provide for themselves and their families.

75% of employees reported increases in work quality as a result of receiving the Living Wage.

50% of employees felt that the Living Wage had made them more willing to implement changes in their working practices; enabled them to require fewer concessions to effect change; and made them more likely to adopt changes more quickly.

### > Good for Society

The Living Wage campaign was launched in 2001 by parents in East London, who were frustrated that working two minimum wage jobs left no time for family life.

The causes of poverty are complex and in order to improve lives, there should be a package of solutions across policy areas. The Living Wage can be part of the solution.

"50% of employees felt that the Living Wage had made them more willing to implement changes in their working practices"

"75% of employees reported increases in work quality as a result of receiving the Living Wage."

# Labour: Targets



## ACHIEVEMENTS 2017

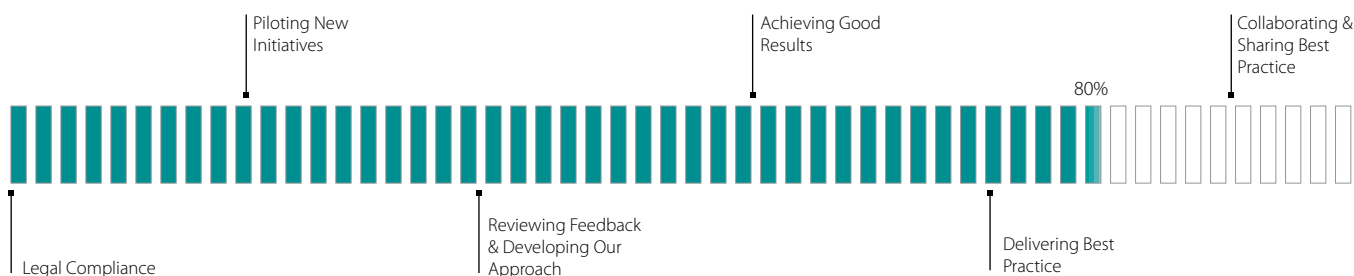
Maintain accreditation to IMS.
Maintain accreditation to BRE ELS 6002.
Maintain information gathering regarding labour laws throughout our supply chain.
Maintain a programme of auditing against the ETI Base Code
Work to further improve the social auditor reporting process; and any associated correct action plan processes and procedures.
Continue to implement the recommendations resulting from the UNICEF research.
Work with procurement team to communicate Marshalls Supplier Code of Conduct.
Work with the procurement and human resources team to further develop systems and procedures which help to ensure that no modern slavery takes place within our operations.
Maintain Living Wage accreditation.
Work with ILO IPEC Child Labour Platform to contribute further to the eradication of child labour.

## TARGETS 2018

Maintain accreditation to IMS.
Maintain accreditation to BRE ELS 6002.
Maintain a programme of auditing against the ETI Base Code
Work to further improve the social auditor reporting process; and any associated correct action plan processes and procedures.
Work with the procurement and human resources team to further develop systems and procedures which help to ensure that no modern slavery takes place within our operations.
Maintain Living Wage accreditation.
Work with ILO IPEC Child Labour Platform to contribute further to the eradication of child labour.
Work to deliver the new 2020 ETI strategy thereby upholding the ETI Basecode throughout our operations



# Environment



Due to Marshalls' status the environmental key performance indicators will be published alongside the annual report in April. This will be available online in due course.

At the heart of Marshalls' sustainable business model, shown earlier in this report, is an approach which combines key business issues and KPIs with third party verification, legislation and industry standards including ISO14001 for environmental management.

Key environmental targets and drivers for our business are determined by legislative requirement and also the Company's commitment to sustainability, cost efficiency and shareholder value.

Marshalls' environmental targets relate to strategic plans which are driven by board executives and implemented by a large internal resource. Systems, which represent a significant investment, are in place throughout the business and allow the real time monitoring of energy consumption and how this relates to carbon reduction measures.

Marshalls' Environment & Climate Change Policy documents the related key performance indicators.



## Environmental Policy Statement

Marshalls understands the potential impacts of our operations, products and services. The Group is committed to achieving the highest standards of environmental performance to protect the environment and prevent pollution from its operation and to minimise the environmental damage that occurs as a result of its activities. We operate to an established environmental management system ("EMS") to ensure that all our operations meet or exceed the requirements of legislation and applicable best practice as an integral part of our business strategy.

Marshalls is committed to monitoring, measuring and reporting of our environmental performance, using appropriate external guidelines wherever practicable. The Group assesses the environmental aspects, impacts, risks and opportunities of its activities setting appropriate objectives and targets.

This policy applies to all Marshalls businesses and requires Marshalls to:

- Determine, understand and implement relevant environmental legislation to satisfy our legal compliance obligations.
- Develop adaptation and mitigation strategies against internal and external factors which could have adverse impacts on the environment or the Group.
- Set Group wide targets appropriate to the nature and scale of our activities.
- Maintain and continually improve the EMS across the Group improving awareness and training in relation to environmental protection and performance.
- Continually improve environmental performance by monitoring and measuring improvement initiatives particularly in relation to water resources through recycling, capture and discharge and waste generated and that sent to landfill.
- To protect and enhance biodiversity and natural habitats both within our landholdings and the wider corridor where possible.
- To recognise the need for sympathetic restoration and after-use of quarry and other operational sites and consider the character of the local environment and the concerns of the local community and other stakeholders when planning such matters.
- To consider the environmental impacts associated with our products throughout their life cycle by efficient resource use.
- Consider, engage and communicate with all interested parties.
- Review the Group's targets and Policy annually against business objectives and commitments given to industry initiatives and wider stakeholders.

In conjunction with this policy there is a framework of supporting policies relevant to achieving Group Sustainability objectives.

Signed by:

Martyn Coffey, Chief Executive  
April 2017



## Energy and Climate Change Policy Statement

The use of energy is vital in the supply and manufacture of our products and represents a significant proportion of our operating costs. Volatile energy costs for us and in our supply chain, growing concerns over the security of supply and climate change mean that the importance of controlling our energy use has never been so high. This policy document is consistent with our sustainability strategy and supports our vision by helping us to operate our business, as market leaders, in a sustainable and responsible manner.

Sustainability is one of Marshalls' four key core values, balancing our environmental, social and economic impacts. In essence, achieving our goal of sustainability involves judging the long-term merits of our business against this triple bottom line.

Marshalls recognises that sound energy management is vital to the future of our business and it must be fully integrated into our management and operational procedures so that it is an everyday part of what we all do. Marshalls' commits to ensuring that appropriate energy management systems, are developed, maintained, and that sufficient resources are made available to achieve the objectives of this policy in a sustainable manner also that they are in line with continuous improvement principles. All UK operations are certified under BS EN 50001. This policy applies to all Marshalls' businesses and requires Marshalls to:

- Track, understand and implement all relevant legislation and other requirements related to energy use, consumption and efficiency.
- Set group wide KPI's and targets, appropriate to the nature and scale of our operations, for energy efficiency and emission reduction. Ensure all fuels are effectively monitored, measured and analysed to target energy efficiency opportunities.
- Conduct energy reviews to identify opportunities for efficiency improvements and implement appropriate action plans.
- Ensure energy efficiency is designed into capital projects that have a significant impact on energy consumption.
- Ensure contractors and suppliers that have a significant impact on energy support Marshalls' energy performance improvement. Ensure Marshalls' staff are trained and aware of their responsibilities in relation to energy efficiency.
- Develop on-site generation or direct connections to renewable power where financially and operationally viable.
- Develop adaptation and mitigation strategies for climate change and fossil fuel depletion.
- Report progress in relation to this policy to internal and external stakeholders.

This policy, will be reviewed annually as part of the management review process.

Signed by:

Martyn Coffey, Chief Executive  
April 2017

# Environmental Policy – Key Features

Target – To operate within the relevant legal frameworks and comply with appropriate legislation.

- The Group has a commitment to achieving the highest standards of environmental performance, preventing pollution and minimising the impact of its operations.
- All operations should meet or exceed the requirements of legislation and applicable best practice. Where no legislation exists, best practice will remain an integral part of Marshalls' business strategy.
- The Group is committed to considering the environmental impacts associated with its products throughout their life cycle.
- Policy is supported by monitoring and measuring environmental performance using appropriate external guidelines wherever practicable. Operating sites have assessed the environmental aspects of their activities, and objectives and targets aimed at improving the overall environmental impact of those activities have been set. These are reviewed on at least an annual basis.
- Marshalls will continue to raise environmental awareness within the Group through the development and training of its employees and will communicate openly and consult with customers, suppliers and other stakeholders on relevant environmental matters.
- Marshalls strives to protect and enhance biodiversity and natural habitats within its landholdings where possible. The Group also recognises the need for sympathetic restoration and after-use of quarry and other operational sites.
- Marshalls considers the character of the local environment and the concerns of the local community and other stakeholders in relation to its activities.



# Environmental Management

Target – 95 per cent of Group production to be manufactured at sites operating an integrated management system in accordance with Publicly Available Specification 99:2006 (“PAS 99”) to be maintained to 2020.

Marshalls reviewed its Group target in 2013 and revised this to 95 per cent. During the year 42 (2014: 43) sites. The target was achieved in the year and the Group aims to maintain compliance to this target to 2020, however it recognises that any business churn may in the short term adversely affect its ability to do so.

During 2015 the Group had 47 operational\* sites (2014: 49). Of these sites:

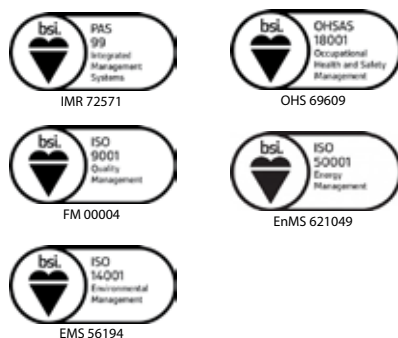
- 46 (2014: 47) had BS EN ISO 9001:2008 Quality Management Systems in place representing 99 per cent of the Group’s manufacturing output.
- 44 (2014: 45) had BS EN ISO 14001:2004 for environmental Management Systems in place representing 99 per cent of the Group’s manufacturing output.
- 44 (2014: 46) had BS OHSAS 18001:2007 for Health and Safety Management Systems in place representing 99 per cent of the Group’s manufacturing output.

In addition to these, the Group also had PAS 99-compliant management systems in place at its Group Laboratory, Marketing Support Department, Landscape House and a distribution site in the Midlands.

“ In 2015 Marshalls engaged Cedrec Information Systems to provide specialist legal services to support their assessment of legal requirements. Cedrec undertook compliance assessments at a selection of Marshalls’ sites on an annual basis, reviewing legal compliance, scale of environmental aspects and measures taken by Marshalls to minimise and reduce their impacts. Marshalls’ sites are well controlled, comply with necessary permit requirements and have a well-established programme of risk management including energy management (to ISO 50001), carbon footprinting, water and waste to landfill reduction. For the range of activities undertaken at their sites, Marshalls’ robust environmental management and engagement with legal compliance is delivering a low risk outcome in terms of environmental and pollution impacts.”

Richard Clarke, Senior Environment Health and Safety Consultant, Cedrec Information Systems

\* Operational is defined as a site in the UK with production output during the reporting year.



# Environmental Impact

The business is currently redefined its Sustainability Policies and Key Performance Indicators ("KPI") to align to its 2020 business strategy and to ensure they are relevant and appropriate to its stakeholders.

Marshalls is a signatory to the Sustainable Concrete Forum, a collaborative industry initiative, which published a new road map, with time-bound targets to 2020 aimed at reducing the environmental impacts of the industry. The latest performance report is the 8th Report on Progress which will be published in March 2016 and which can be found on the Marshalls website.

As a member of the Mineral Products Association British Precast Marshalls voluntarily participated in a Resource Efficiency Action Plan with other industries to identify and create an actionable strategy for improving resource efficiency within the supply chain.

The plan identifies the key challenges and actions that the sector and its associated supply chain need to address in order to make improvements in waste, water, carbon (energy usage and emissions), materials (primary raw materials and secondary/recycled materials) and biodiversity.

Marshalls does not operate processes that require the legislative monitoring of emissions to air of NOx and SOx and only one site that is permitted for VOCs in relation to the spray painting of street furniture items.





# Carbon

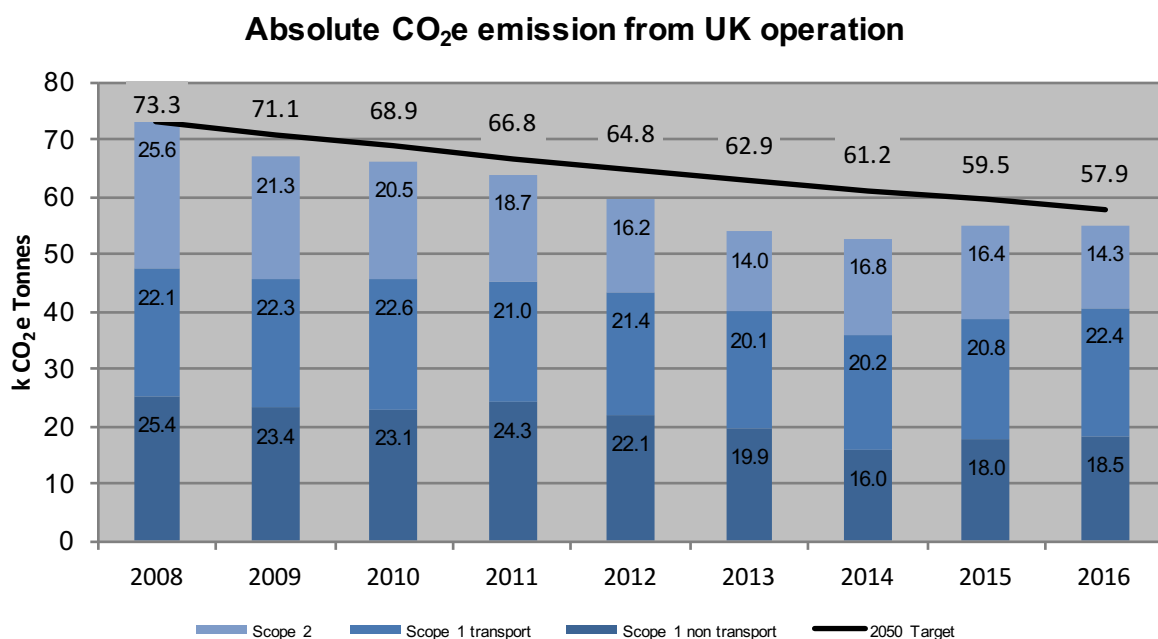
Target – to reduce our absolute CO<sub>2</sub>e consumption in line with UK Government targets (34 per cent by 2020 and 80 per cent by 2050 from a 1990 baseline).

Marshall's Energy and Climate Change Policy approved by the Board during the year confirms the Group's commitment to reducing the Energy and Carbon impact of its business activities. The current reduction is in line with the 2020 and 2050 targets.

The Group complied with its legal obligation in the Government's Carbon Reduction Commitment Energy Efficiency Scheme ("CRC") by submitting its Annual Report and surrender of Carbon allowances for the period April 2014 to March 2015 within the time limit imposed by the legislation. The Group is certified to the Carbon Trust Standard and is re-certified up to December 2016 demonstrating ongoing commitment to carbon reductions.



The chart below illustrates the Group's absolute CO<sub>2</sub>e emissions in tonnes, including transport activities, between 2008 and 2016.



# Water

Target – reduce use of water from mains and licensed boreholes to 0.05m<sup>3</sup> per tonne of production by 2015.

Marshalls understands the future value of water and is a signatory to the United Nations Global Compact CEO Water Mandate. The business has demonstrated a commitment to water harvesting and recycling on numerous sites and utilises quarry water where appropriate in its operations.

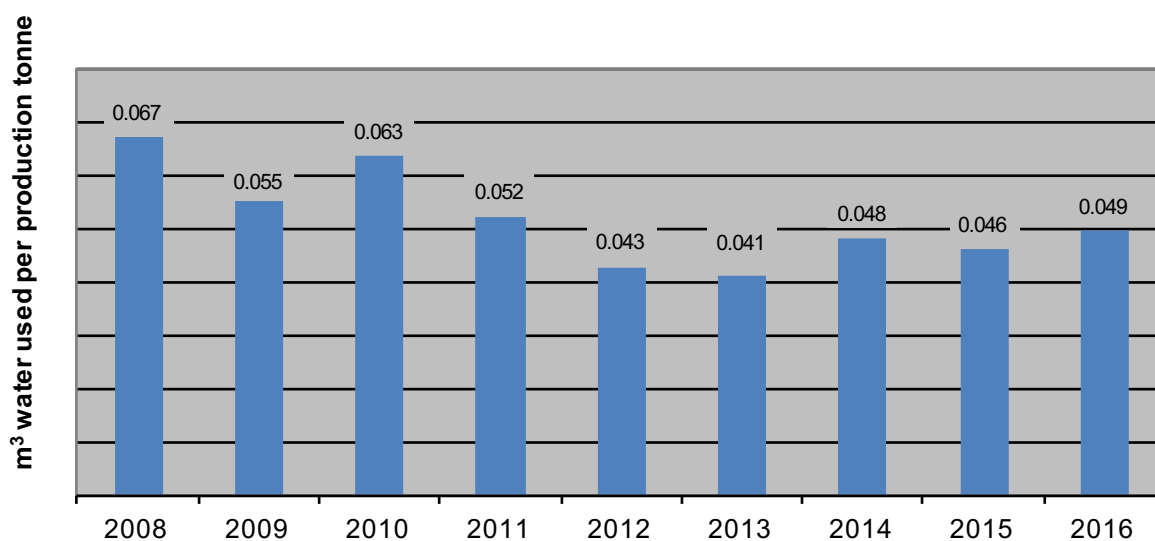
The Group particularly recognises the impacts and risk to the business in areas of “water stress”. Working to the Government’s 2013 classification, developed by the Environment Agency and Natural Resource Wales, two sites within the Group (Sandy ~ Anglian Water and Sittingbourne ~ Southern water) are located in areas of “serious stress”. As is practiced across the Group, recycling of water is employed on both of these sites and

harvesting is undertaken at Sittingbourne further reducing the burden on licensed water extraction in these areas. The Group does not abstract water in “serious stress” areas.

Marshalls has consents in place, issued by the relevant regulatory bodies, to discharge trade effluent. Previous investment in water harvesting and recycling of its process water helps to reduce the overall discharge volumes of trade effluent by enabling re-use in its products.

The chart below illustrates the Group’s water performance between 2008 and 2016

**Main & licensed water used per tonne of production output**



# Transport

Target – to meet the challenge of reducing emissions whilst striving to maintain and improve upon customer service.

Marshalls operates its own fleet of Large Goods Vehicles ("LGV") to service the majority of its deliveries to customers. As a consequence diesel fuel usage has a significant business impact on the Group's GHG emissions reporting.

The Group is a voluntary member of the Freight Transport Association led Logistic Carbon Reduction Scheme ("LCRS") which has a collective commitment to reduce the carbon dioxide emissions by eight per cent by 2015 (compared to 2010 levels). This initiative also demonstrates our commitment to recording, reporting and reducing carbon emissions while sharing best practice with like minded companies.

During the last three years the Group has invested in a new and increased fleet of 173 mechanical offload LGVs. This investment was partially justified by the fuel efficiency that might be achieved with the latest fuel efficient vehicles, these being a mix of Euro V and Euro VI compliant engines; initial results indicate an improvement in fuel usage of nearly 13 per cent on like for like vehicles.

Marshalls undertakes one-on-one driver training for its LGV fleet drivers, which has the added advantage of gaining a broader understanding of the problems being faced by the drivers, allowing management to address the issues. It is planned to double the resource on this agenda in 2016.

The Group uses rail for stock movement to reduce carbon emissions and will continue to look at different modes of transport whenever practicable.

The Group includes energy efficient cars on its car choice including hybrid and electric which together with personal taxation impacts has resulted in a average emission of 116 carbon dioxide grams per kilometre from its car fleet, a reduction from 120 in the last 12 months. An in-house automated report is available to all company car drivers to review their achieved efficiency (miles per gallon).



# Environment: Targets



## ACHIEVEMENTS 2017

95 per cent of Group production to be manufactured at sites operating an integrated management system in accordance with Publicly Available Specification 99: 2006 ("PAS 99") to be maintained to 2020.

Reduce our absolute CO<sub>2</sub>e consumption in line with UK Government targets (34 per cent by 2020 and 80 per cent by 2050 from a 1990 baseline).

Reduce use of water from mains and licensed boreholes to 0.05m<sup>3</sup> per tonne of production by 2015.

Implement biodiversity plans at selected sites.

Reduce by 3% the total waste-to-landfill per production output per annum on 3 year rolling average.

Reduce by 2% per tonne of production output per annum over a 3 year cycle to a level where pack and product safety is not compromised.

Meet the challenge of reducing emissions whilst striving to maintain and improve upon customer service.

## TARGETS 2018

95 per cent of Group production to be manufactured at sites operating an integrated management system in accordance with Publicly Available Specification 99: 2006 ("PAS 99") to be maintained to 2020.

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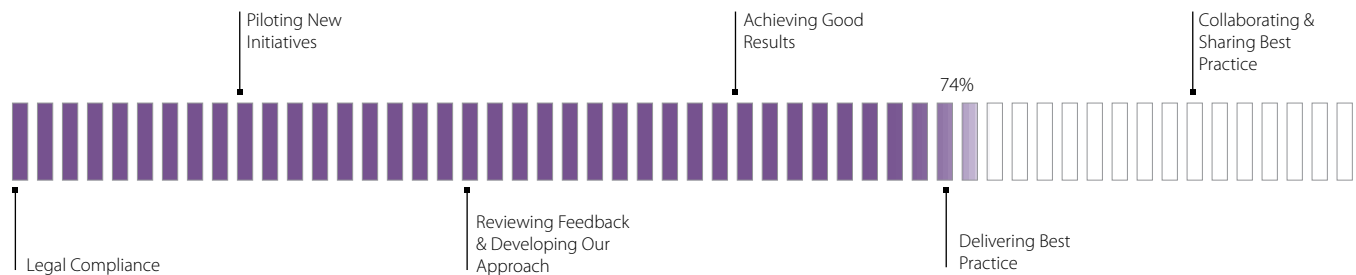
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Reduce by 2% per tonne of production output per annum over a 3 year cycle to a level where pack and product safety is not compromised.

Meet the challenge of reducing emissions whilst striving to maintain and improve upon customer service.



# Anti-Corruption



The UK Bribery Act 2010 came into force on 1st July 2011. It amends and reforms UK criminal law and provides a modern legal framework to combat bribery in the UK and internationally.

## The Bribery Act creates the following offences:

1#

### ACTIVE BRIBERY:

promising or giving a financial or other advantage.

2#

### ACTIVE BRIBERY:

Passive bribery: agreeing to receive or accepting a financial or other advantage.

3#

### ACTIVE BRIBERY:

Bribery of foreign public officials.

4#

### ACTIVE BRIBERY:

The failure of commercial organisations to prevent bribery by an associated person (corporate offence).

Throughout 2011 there was great focus by the UNGC UK Network on Anti-Corruption with a number of events and speakers attending education events open to UK Network members. Marshalls took advantage of these opportunities with a range of individuals from within the organisation attending and reporting back.

The UNGC tenth principle commits signatories not only to actively avoid bribery, extortion and other forms of corruption but to develop policies and concrete programmes to address corruption and related risks.

Marshalls understands that bribery is not a victimless crime and that it discourages developmentally effective trade and siphons off funds away from projects designed to help the most disadvantaged. It tarnishes reputations, drains corporate motivation and distorts competition.

**Marshalls' procurement policy can be viewed at:**  
[www.marshalls.co.uk/sustainability](http://www.marshalls.co.uk/sustainability)

# Anti-Corruption: Targets



## ACHIEVEMENTS 2017

Communicate Marshalls sustainability strategy which has anti-corruption measures woven throughout.

Publish and communicate our Supplier Code of Conduct giving clear anti-corruption and anti-bribery information using the new IT-based platform.

Ensure that this guidance is made publicly available for all stakeholders.

Continue to undertake a series of face-to-face briefing and workshops with key suppliers.

Continue to communicate Marshalls Anti-Bribery policy internally.

Continue to communicate Marshalls Anti-Bribery policy internally.

Continue to review and develop anti-bribery processes and procedures.

## TARGETS 2018

Communicate Marshalls sustainability strategy which has anti-corruption measures woven throughout.

Publish and communicate our Supplier Code of Conduct giving clear anti-corruption and anti-bribery information using the new IT-based platform.

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Continue to review and develop anti-bribery processes and procedures.

# Business in the Community



Business in the Community is the Prince of Wales' Responsible Business Network. Marshalls remains a members and works in support of tackling a wide range of issues that are essential to building a fairer society and a more sustainable future.



## Proud to be Fair Tax Accredited and Pay Our Fair Share of Tax

The Fair Tax Mark is the label for good taxpayers. Wherever you see the Fair Tax Mark you can be sure that a company is open and transparent about its tax affairs and seeks to pay the right amount of corporation tax at the right time in the right place. It sets a new standards in responsible tax practice.

Marshalls' CEO, Martyn Coffey, said, "In recent years, we've seen multinational corporations that have chosen to use tax havens and artificial structures to avoid paying millions in tax. The results of this are inflated profits, the destruction of a level playing field which erodes fair competition as well as a depleted public purse. But not all businesses seek to avoid paying the tax that they owe, and as a responsible business Marshalls is proud to make it known that it pays its fair share of tax."

According to an estimation of the UK's tax gap, around £12 billion is lost to the public purse each year via corporate tax avoidance. This is more than the entire Home Office budget and half of the UK's housing and environment budget. (1)

Chris Harrop, Marshalls Group Marketing Director, responsible for sustainability, added, "Recent research has shown that 1 in 4 consumers want to boycott tax dodgers. It's time to make clear which businesses people can trust and to help them spend their money where it counts."

Fair Tax Mark commented, "We welcome Marshalls engagement and eagerness to speak out about this issue. A fair and transparent tax system is at the heart of any society. A fair tax system is essential to a vibrant mixed economy that works for the benefit of all who live in a country. It is

also crucial to a healthy, functioning democracy. 'Fair' is a subjective term that is open to a wide range of interpretations. In our opinion when it comes to corporation tax 'fair tax' means that a business seeks to pay the right amount of tax, but no more, in the right place at the right time and can be held to account on its tax behaviour by the public based on the information it publishes."

Coffey, concluded by saying, "Marshalls has been a United Nations Global Compact signatory since 2009 and as such has made public commitments regarding human rights, labour environment and anti-corruption. The organisation is clear that adhering to the Fair Tax Mark criteria is all part-and-parcel of being a sustainable and responsible business."



## Long Service Award

Marshalls has once again celebrated the commitment and hard work of employees who have been with the company for 25 years, at a presentation which took place yesterday at Oulton Hall, Leeds.

The 15 employees have accumulated 375 years of service between them, and were presented with either a watch, gift vouchers or donation to a charity of their choice, as well as a certificate by Chief Executive Martyn Coffey.

The employees work at various Marshalls sites across the country, and are part of Marshalls' long and rich history. The company was founded in the late 1800s by Solomon Marshall who registered S. Marshalls & Sons Ltd in 1904 having seen that a living could be made from the quarrying business after working as a foreman at Pond Quarry, Brighouse.

Today Marshalls maintains a strong presence in West Yorkshire, including its head office in Elland, as well as having a number of sites across England, Scotland, and Wales.

Marshalls Chief Executive, Martyn Coffey said: "The Long Service Awards is a fantastic event which celebrates the commitment of Marshalls employees, and gives me the opportunity to personally thank those who have contributed so much to Marshalls' success over the last 25 years.

"It's important to celebrate our colleague's loyalty, dedication and hard work as we believe our people are truly our biggest asset. A huge thank you to everyone who attended today's event."





# Employees

## Equality and diversity

The ability to recruit, retain and develop the right people is fundamental to the future success of the business. The Company believes that attracting a suitably diverse range of individuals with the appropriate skills and experience will help us to achieve its goals.

As such, the Group has policies that promote equality and diversity and is committed to providing equal opportunities to employees and potential employees irrespective of gender, ethnicity, age, sexual orientation, disability or religious beliefs. The Company opposes all forms of discrimination and reinforces this through communication, awareness training and policy.

## Employees

The Company continues to be a “Living Wage Employer”, underscoring its commitment to fairness and integrity towards our employees. Our recruitment policies are geared towards giving full and fair consideration towards creating a more diverse workforce and it is clear that there is much to be done in making the Company more attractive to both younger people and females in what has been historically a highly male dominated sector and workplace. The Company will be considering pro-active ways to encourage the attraction and promotion of these groups as part of our wider diversity and inclusion policy.

We also welcome and give full and fair consideration to applications from persons with recognised disabilities, providing equal opportunities for promotion and development and making adjustments to ensure that such individuals are not disadvantaged in the workplace.

## Employee engagement and development

Improving employee engagement throughout the Group continues to be an important priority in order for the business to deliver on its strategy and objectives as well as providing a fulfilling and rewarding place of work for our people. Initiatives to improve this included various charitable events across the Group raising in total over £100,000 for our nominated charity, MIND. The business also used the “Best Companies” framework to conduct another employee survey across all of the Group during 2017, achieving a response rate of 70 per cent. This will have been the fifth survey of this type as we continue to strive to improve our working environments and capture the valuable feedback from our employees and devise improvement plans as a result. The Company operates Sharesave and share purchase plans to encourage employee participation in the Company’s success.

The engagement programme is supported by an annual Group-wide communication “roadshow” programme of senior management visits travelling around the business with the objective of meeting as many of our employees as possible face to face. This provides the Directors and senior management team with an unparalleled opportunity to explain to our employees how the business is performing, how our strategy is working, and what the priorities and objectives are, as well as providing information of concern to employees generally, taking soundings on employee views and answering questions in an open forum.

As a business, we are committed to investing in our employees. The ongoing training and development of our employees to develop our future managers and leaders is of major importance to the business. There is a range of online learning programmes accessible to all employees, and, in addition, to the management training programme for our first line managers, in which over 100 employees have now participated, we have added an additional 3 management development programmes. These programmes are geared towards emerging and middle management and facilitated through the University of Salford, Ashridge Business School and Cranfield School of Management.

# Health & Safety

The Group is committed to safeguarding the health and safety of every employee and all stakeholders who may be affected by our undertakings. Maintaining the highest standards of health and safety remains a cornerstone of the Group's culture and we are committed to the continual improvement in health and safety performance.

During 2017, there was a 35 per cent reduction in days lost from workplace incidents, which is comfortably ahead of the Group's headline target. The Group has continued to invest in health and safety awareness training for all managers and supervisory staff and we promote a culture in which all managers visibly demonstrate health and safety leadership.

Marshall's is committed to meeting the highest safety standards for all its employees, reinforcing and developing its safety processes, and developing a competent workforce with a view to achieving long-term improvement gains. This remains a key priority for the business.

The achievement of annual health and safety improvement targets is directly linked to the remuneration of the Executive Directors and senior management, as explained in the Remuneration Report on pages 50 to 63.

The headline target for 2017 was to maintain days lost resulting from workplace incidents at a figure no higher than the 2015 actual result.

The actual results achieved were:

- 46 per cent reduction in days lost resulting from all accidents frequency rate;
- 11 per cent reduction in all incident frequency rate;
- 20 per cent reduction in lost time incidents ("LTI's") frequency rate; and
- 12 per cent reduction in incidents reportable to the HSE under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations ("RIDDOR").

The primary target for 2018 will be to achieve an accident rate for the year no higher than the 2015 actual result. The table below shows the KPIs used by the Group to monitor performance, and progress against those KPIs over the last 5 years.

# Third Party Recognition & Awards

## Marshalls First in World to Achieve BRE Ethical Labour Standard 6002

BRE Global (the certification arm of BRE) has today announced at Eco-Build 2017 that Marshalls plc is the first organisation to achieve verification against its newly launched Ethical Labour Sourcing Standard (BES 6002).

Chris Harrop, Marshalls Marketing Director, responsible for sustainability, says "We are absolutely delighted not only to achieve BRE Global's Ethical Labour Sourcing (ELS) Standard, but to be the first to do so. This independent, third-party verification distinguishes our products and services from those of our 'competitors', some of whom make spurious and unsubstantiated claims about the ethics of their global supply chains. Our valued customers, suppliers, shareholders, employees and partners can continue to be rightly confident about our ongoing commitment to ethical labour standards and our day-to-day actions on the ground in pursuit of this."

Dr Shamir Ghumra, BRE's Director of Sustainable Products, presented the ELS verification certificate to Chris Harrop, saying, "I'm delighted to announce that Marshalls is the first organisation to achieve the new BRE Global Ethical Labour Sourcing verification Standard. The requirements of the Modern Slavery Act, underscored by the findings of the 2016 Global Slavery Index (1) which estimates that 45.8 million people are in some form of slavery in 167 countries, puts the onus on businesses to demonstrate exactly how they are taking positive action to eliminate modern slavery within their operations and global supply chains; none more so than within the construction sector. ELS verification provides organisations with a framework to verify their systems and processes in relation to the Modern Slavery Act and continuously improve their ethical labour sourcing practices. It is a credit to Marshalls that the organisation is leading the field in terms of ethical labour standards."

The ELS standard was developed throughout 2016 with a wide stakeholder group including clients, manufacturers, NGOs and contractors. The 150 strong stakeholder group helped to shape and scope the ELS standard to ensure that it would be relevant and drive positive change within industry. The verification approach will allow organisations to develop their ethical labour sourcing practices in a manner which is risk based and relevant to them. The ELS will support those who wish to demonstrate continual improvement.

Marshalls Business & Human Rights Lead, Elaine Mitchel-Hill, added, "This independent verification regarding ethical labour standards is an extremely important aspect in terms of delivering against our Modern Slavery Statement commitments. It's also a clear demonstration of how embedded within our organisation the issues of ethical labour, ethical supply chain and modern slavery are; it's part of our day-to-day work across our business whatever our job title or function. Organisational commitment to ethical sourcing is crystal clear and knowledge levels of modern slavery are high and growing still further. Early signs that businesses can have a positive impact are very encouraging and I look forward to reporting on the progress that Marshalls has made in our second Modern Slavery Statement in a few months' time. Marshalls will demonstrate how by fully engaging with an emerging business threat we can demonstrate best-practice as we drive towards transparent reporting. Increasingly it will be those organisations who continue to maintain that they remain untouched by the issues of modern slavery and who can offer no third party independent verification who will come under intense pressure to explain how this can possibly be the case in the light of this global issue."

The logo for BRE (Building Research Establishment) is displayed in a large, bold, lowercase sans-serif font. The letters are a bright yellow-green color.

bre

## Marshalls Shortlisted for 2017 Thomas Reuters Foundation Stop Slavery Award

Marshalls plc is delighted to announce it has been shortlisted for the 2017 Stop Slavery Award, to be conferred at the Thomson Reuters Foundation's annual Trust Conference, held this year on 15 November in London.

Monique Villa, Thomas Reuters Foundation CEO, said, "This year, we received many submissions from high-profile organizations representing 10 industries, ranging from retail to construction, all of whom are taking remarkable steps to limit the risk of slavery in their operations and supply chains."

Martyn Coffey, Marshalls CEO, commented, "We are working hard and smart to make sure that Marshalls' business operations and supply chains worldwide are as toxic as possible to the organised criminals who seek to exploit vulnerable individuals and corporations. To be shortlisted for the 2017 Stop Slavery Awards is extremely gratifying and motivating."

Elaine Mitchel-Hill, Business & Human Rights Lead at Marshalls, added, "The process of entering the Awards was rigorous, as you would expect, but also extremely thought provoking and has fed into our programme of work moving forward. To be shortlisted for such a prestigious award is extremely encouraging. It honours the victim-centred approach that we have taken and also the enthusiasm throughout the business to understand and eradicate modern slavery and human trafficking. It is this whole-hearted engagement from my colleagues which fires my belief that Marshalls has an important contribution to make in leading the sector and together with other like-minded organisation and individuals, finding ways to herd the criminals behind this exploitation into plain sight."

Group Marketing Director, Responsible for Sustainability, Chris Harrop concluded, "As a leader in our sector it is our job to be as informed as we can be. We are working hard to raise awareness within the construction sector and to ensure that we fully understand areas of risk in our own supply chains. Our desire is to make our business operations and supply chains as unattractive to criminals as possible, to support the anti-slavery commissioner and work in collaboration with law enforcement agencies locally, nationally and internationally. We are working creatively with our anti-slavery partner, Hope for Justice, and using everything that we have at our disposal to put victims at the centre of our response. In short, we are committed to doing whatever we can with whatever we have. Marshalls is delighted to be shortlisted and to have the good strides that we have made acknowledged."

## RIBA Award for Marshalls Project

Group Marketing Director, Responsible for Sustainability, Chris Harrop concluded, "As a leader in our sector it is our job to be as informed as we can be. We are working hard to raise awareness within the construction sector and to ensure that we fully understand areas of risk in our own supply chains. Our desire is to make our business operations and supply chains as unattractive to criminals as possible, to support the anti-slavery commissioner and work in collaboration with law enforcement agencies locally, nationally and internationally. We are working creatively with our anti-slavery partner, Hope for Justice, and using everything that we have at our disposal to put victims at the centre of our response. In short, we are committed to doing whatever we can with whatever we have. Marshalls is delighted to be shortlisted and to have the good strides that we have made acknowledged."



## Auditing

In the past, Marshalls has worked with generally recognised auditors for its work in India. Whilst working in India however, Marshalls found it really needed to work with auditors with specialist knowledge of trade unions and ILO (International Labour Organisation) standards. The auditing process for Marshalls is not just about hitting the baseline and doing the minimum, it's about going the extra mile and ensuring the process is as thorough and rigorous as possible. Marshalls' supply chain strategy follows the ETI Base Code, which is based on the International Labour Organisation's Conventions. In embedding the Base Code in the supply chain Marshalls has implemented processes to ensure compliance and improvement.

Marshalls employs full time social auditors in both India and China. Working on the ground alongside quarry & factory owners, managers, workers, unions and non-governmental organisations, the auditor ensures all areas of the ETI Base Code are upheld.

Marshalls works with Just Solutions in order to gain a consistent approach to auditing its supplier network and ensure supply chains remain ethical and best practice is shared where possible. Led by expert supply chain auditing specialist Stirling Smith, an SAI listed consultant who works to develop and extend the SA8000 standard and the ETI Base Code. The company relies upon the hard core of convinced companies to engage stakeholders and professionals together in an agreed programme.

Audits are carried out at least annually, by a two-person team over two days. A qualified Marshalls assessor goes to India and China five to six times a year to audit informally. If non-compliance is found, an action plan is agreed to ensure rectification takes place and this is followed up by an external audit.

## Accreditation

Marshalls only works with reputable and reliable suppliers in terms of accreditation.

## Ongoing Stakeholder Consultation

Marshalls would like to thank all of its stakeholders who had input into this ninth UNGC Communication on Progress, namely Marshalls' employees, customers, suppliers, partners and NGOs.

## 2017 COP Feedback Survey

As a valued stakeholder Marshalls would very much appreciate your feedback and comments on its 2016 Communication on Progress (COP.) You may be aware that Marshalls became a signatory of the UNGC in January 2009. Our commitment to the UNGC requires that we submit an annual COP to the UN office in New York. This and all other COPs can be found in at

[www.marshalls.co.uk/sustainability/publications](http://www.marshalls.co.uk/sustainability/publications)

Our 2009 COP received a 'notable' status from the UNGC, an acknowledgement made to only a small percentage of signatories. We will make this 2017 COP's available for UNGC UK Network peer review again this year. We are particularly keen to gain frank feedback from a range of our stakeholders as we further engage in a drive for corporate sustainability leadership throughout 2016 and beyond.

**If you wish to take part in our COP feedback survey please email:**

[elaine.mitchel-hill@marshalls.co.uk](mailto:elaine.mitchel-hill@marshalls.co.uk)



