



Marshalls

Transforming Britain's Landscapes

Employment and Training

Values and Principles

All Marshalls employees are encouraged and expected to adhere to the Group's Statement of Values and Principles. The statement includes guidance on business practice, employee relations and equality of opportunity and is subject to regular review to ensure that it continues to set stretching standards in terms of excellence, leadership, ownership, trust, honesty and integrity.

The people at Marshalls are key to the success of the organisation, and Marshalls recognises and appreciates diversity within its workforce and the wider community. It is through the enthusiasm and true commitment of all its employees that Marshalls remains a market leader and community player. Marshalls is committed to promoting and maintaining a working environment where people are treated with respect and where individual talent is recognised and valued, and to providing training designed to raise levels of awareness and sensitivity to matters of quality and dignity at work.

In 2008, Marshalls worked in partnership with Fair Care, a leading provider of employee benefits through salary arrangements. Staff with parental responsibilities have, for the first time, the opportunity to participate in the Childcare Voucher Scheme, while those who wish to cycle to work can sign up to the Cycle to Work Scheme.

Training

The development of our people is key for Marshalls. Our marketplace is fast paced and we need skilled and talented people at the forefront of our operations – at every level.

Investment in training and personal development continues across the Group with initiatives in place designed to identify and nurture potential, reinforce the application of consistently good management practices and provide opportunities for succession into more senior roles.

During 2008, Marshalls continued to work with ***Ashridge Business School***, an international leader in tailored executive education for organisations around the globe.

Ashridge's leadership development programme gives senior managers the chance to participate in innovative and thought-provoking development training through a mix of lectures, live case studies and real world business projects, designed to expand their appreciation and knowledge of business strategy, team working and self awareness.

We encourage our sites throughout the country to engage in developing people and working with the community. One of our sites has signed up to ***The Employer Pledge to Basic Skills in the Workplace*** which provides a framework to promote and deliver learning opportunities to everyone.

Many of our sites are training their people with ***NVQs in Performing Manufacturing Operations and Business Improvement Techniques***. The uptake has been increasingly popular and the result is a motivated and expert team of Marshalls people.

Another team has invested in problem solving tools and techniques, ***Lean Six Sigma***, to remove wasteful practices from its operations. Already, there have been significant financial savings as a result of their first projects as well as great opportunities for team working and environmental benefits – including the elimination of waste process water, reduced damage of finished goods and elimination of losses of wooden pallets.

Best of all for our sites is the amount of external accolades and awards they continue to win for their efforts in community development, special projects, health and safety, and quality improvement. Most recently, two of our people were voted ***CARES Volunteers of the Year*** by Business in the Community for the outstanding work they had done in their own community.