



Marshalls

Transforming Britain's Landscapes

Marshalls Working in India

Importing natural stone from suppliers worldwide means that Marshalls has to take its corporate ethical responsibility very seriously. In order to fully uphold this commitment, Marshalls became the first company in the hard landscaping industry to join the Ethical Trading Initiative (ETI) – a unique organisation bringing together global companies, trade unions and NGOs, with the focus on developing practical solutions to ethical trade that deliver concrete benefits for workers.

A member of the ETI since 2007, Marshalls has committed to improving the lives of workers who make its products and informing consumers of the origins of the stone products they purchase for their garden, patio or driveway.

Whilst Marshalls works with different overseas suppliers, its relationship with sole Indian supplier Stoneshippers India has pioneered ethical supply chain management.

The partnership is based on the ETI base code and builds on Marshalls' sustainable approach, resulting in challenges and successes that are inevitable when organisations wish to stand by every aspect of their supply chain.



Fresh water supply to anyone in Kota

Primarily, the approach to ethics focuses on:

- ETI membership and use of the ETI base code as a minimum
- Accreditation to international standards for management systems
- Independent auditing
- NGO funding

The Challenges

Since working with Stoneshippers India, Marshalls has found that:

- When the client and the supplier share the goals, the improvements become self-sustaining.
- Focus on quality delivers ethical benefits.
- Focus on productivity drives mechanisation, which drives ethical benefits.
- Cultural or endemic issues should not be an excuse to do nothing.
- Research shows that consumers will pay for 'ethical' products but they need educating and informing.

Leading the way for other supplier relationships, Marshalls is working with Stoneshippers on several projects including:

- Providing advice on quarry restoration.
- Helping to maintain Stoneshippers India's accreditation to internationally recognised standards.
- Funding local health and education camps through a specialist NGO – Hadoti Hast Shlip Sansthan.
- Raising awareness of human rights issues, such as child labour and bonded labour.



Children working on spoil heaps – not a Marshalls quarry

“The relationship with Stoneshippers India just goes from strength to strength. It’s a true partnership. Year on year, Stoneshippers continues to meet the ETI Base Code and together, we’re working on some great projects. Over the years, we’ve implemented rain water harvesting, energy conservation programmes as well as recycling and water processing systems. Last year, we started an environmental management and land restoration project, and we’re now providing schooling for the children of migrant labourers.”

Chris Harrop, Marshalls Marketing Director, August 2008

Challenges in India

Marshalls understood from early on that working with Indian quarries would bring a set of issues that are endemic to the country, including:

- Widespread use of child labour – ‘Across the world, 218 million children aged 5–17 are working as child labourers; of those children, 126 million are involved in hazardous work.’ *The Small Hands of Slavery – Modern day child slavery: a report by Save the Children UK (2007).*
- Environmental damage caused by quarrying.
- Illegal practice of bonded labour – ‘In India, an estimated 15 million children could be working to pay off someone else’s debt.’ *The Small Hands of Slavery – Modern day child slavery: a report by Save the Children UK (2007)*
- Exploitation of migrant workers.
- Breach of health and safety regulations.
- Non-living wages and excessive working hours.

The UK market for Indian sandstone

Indian Sandstone is very popular in the UK – in 2007, over 2 million m² sandstone was imported into the UK from India though Marshalls estimates that this is only 1% of local production. And not all the imported stone is manufactured to ethical, or even basic, standards.

Working with the ETI highlighted the need for more informed buying choices and the need for consumers to be aware of the social issues behind their garden designs. This led Marshalls to its transparent stance on the Indian supply chain – it may cost a little more than its competitors because of its quality, calibration process for guaranteed thickness, continuity of colour and year-round availability of supply, but one that can hand on heart show that no human rights were breached in its manufacture.

Recognition for Marshalls’ Achievements

In 2008, Marshalls picked up the Sustain Award for Community and a Big Tick from the Business in the Community Awards for Excellence in the Supply Chain category. Marshalls was also Highly Commended at national level, behind Sainsbury’s.



Stephen Howard, Chief Executive of Business in the Community, said: “Those who achieve the Big Tick are leading companies, ones that run their businesses aware that they depend above all on the talent, innovation and loyalty of their people. They know that they cannot build a successful sustainable business without constantly showing their commitment to being a better business. I congratulate Marshalls on winning a Big Tick for the John Lewis & Waitrose Supply Chain Award. Their programme, which looked at the implications of importing Indian Sandstone, demonstrates great innovation and impact in working with suppliers.”

Real Results Means Working On-the-Ground

Since February 2007, Marshalls' investment in Indian NGO Hadoti Hast Shlip Sansthan has already made a substantial impact. The clinics have offered routine check-ups, free medicines and vaccinations amongst other general medical assistance. Diseases like TB, asthma, malaria and skin conditions rife amongst workers have been identified and treated by the clinics. Previously these services were either completely unavailable or far too expensive for the workers.

So far, the clinics have reached over 500 workers and their families. Hadoti has now expanded the clinics' reach with door-to-door visits and the recruitment of nursing staff.



Hadoti's work extends to providing financial security to the migrant labourers and their families, many of whom are disabled or killed working toiling in quarries that do not provide any kind of safety equipment. Since 2007, Marshalls has enabled Hadoti to provide insurance to over 200 workers and they are currently identifying hundreds of others who they can help.

Leading the Industry

As a market leader, Marshalls has dared to go beyond accepted industry standards and anticipate its customers', employees' and suppliers' concerns. By making a positive, proactive contribution to the communities in which it operates, it is not only fulfilling its economic objectives, but is also making a long term investment in the stability and quality of its entire marketplace.



Computers for schools in India

Within 10 years, Indian Sandstone is expected to make up 20% of the UK market for domestic paving. Using Marshalls' investment, Hadoti has opened schools for children of migrant labourers and made education universal for children. In particular, Hadoti focuses on training, employment and development plans for women. Longer term, Hadoti is helping rural people implement sustainable development programmes by providing rural technology, bank credit and support for micro-enterprises.

As market leader, Marshalls has set the sustainability agenda in the industry. Since joining the ETI, Marshalls has seen only three other hard landscaping company committing to the ETI Base Code. The supply chain has become a significant part of Marshalls' ethical approach and a real beacon for good corporate behaviour.

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 following International Labour Organisations conventions:

- No-one should be forced to work
- Workers should be able to join and form trade unions
- Working conditions should be safe and healthy
- Child labour shall not be used
- Working hours should not be excessive
- Wages should be enough to live on and provide some discretionary income
- Workers should be treated equally, regardless of their sex, ethnic group, religion or political opinions
- Where possible, workers should be provided with regular employment
- Workers should not be verbally, physically or sexually abused or disciplined

In embedding the base code in the supply chain, Marshalls has put in several processes to ensure compliance and improvement.

Independent auditing

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, Just Solutions is 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. Also, a qualified Marshalls assessor goes out to India 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 that meet its own stringent requirements and those within the industry. With Marshalls' help, Stoneshippers India recently achieved the internationally recognised integrated management system that Marshalls has in the UK, incorporating ISO 9001, ISO 14001 and OHSAS 18001.

Real Achievements

The relationship between Marshalls and Stoneshippers has been one of collaboration and mutual benefit. In working with a company that is at the forefront of its industry with regards to environmental and social responsibility, Stoneshippers has had the opportunity to strive for improvement in every area of its business.

Chris Harrop, Group Marketing Director at Marshalls said: *"I was very pleased to see that Stoneshippers India is working with the ETI base code that Marshalls has committed to implementing in its supply chain. There are many areas that I have discussed with Stoneshippers India to improve things further but it must be recognised that they are far ahead of any other producer, either for export or local use."*



Stoneshippers India has also benefited from Marshalls' expertise in environmental as well as health and safety practices. At Stoneshippers India's new stone calibration factory, the plant is now equipped with a sophisticated water processing and recycling system to ensure that the waste material from the calibration process is managed carefully and not just allowed to run into the local water course. For all the water used in manufacturing bought by Marshalls for the UK market, there is a system of filter beds and a recycling system. The impact has been huge for Stoneshippers India as well as the local environment – without Marshalls' substantial investment, water would just continue to run into the local water course.

Biodiversity

With Marshalls' advice, Stoneshippers recently began a restoration project where a 50m by 50m area of a Kota quarry has now been restored up to original ground level and guavas have been planted, protected by a stone wall to keep grazing animals away.

Marshalls is currently working on a wider sustainability project undertaken with Bangor University who bring international expertise in forestry and education.



Health & Safety

As part of the work with Stoneshippers, Marshalls also provides advice and guidance in terms of health and safety and personal protective equipment (PPE).

Marshalls believes in an approach of continuous improvement when it comes to health and safety and providing PPE is just the start. The real work begins when educating workers of the benefits of PPE, bearing in mind the conditions (heat etc) and cultural mindset in India.



Workers wearing PPE in India

NGO Funding

Keen to work with local NGOs on community development, Marshalls funds the work of Hadoti Hast Shlip Sansthan which is helping to improve the lives of vulnerable families working in the quarries around Bhundi and Kota in Rajasthan.

Activities	2008	2009	2010
Health:	√	√	√
a) Camps	12	12	12
b) Door to door visit	96	96	96
c) Counseling	do	do	do
d) Medical distribution	do	do	do
e) Immunization	4	4	4
f) Camps for prevention from seasonal disease	3	3	3
Education:	√	√	√
a) Regular classes at the destination	12	12	12
b) Street schools			
Environment:	√	√	√
a) Plantation work	3 Months	3 Months	3 Months
b) Awareness through environmentalists	6 camps	6 camps	6 camps
Insurance	√	√	√
Gender issue:	√	√	√
a) Awareness generation through camps			

“Only one overseas company across the world is doing something about the workers’ terrible conditions. Only one! ... Marshalls”

Mrs Manjula Joshi – Hadoti Hast Shlip Sansthan

In raising awareness of child labour issues, Marshalls became aware of social issues affecting poor families in rural India where income is hard to come by and children go out to work from a young age. In 2009, Marshalls opened its fourth school in Rajasthan.

Marshalls is working with the local community to engage with the schooling system and encouraging children to attend school, rather than work in other non-Marshalls quarries.



Cheque presentation to Hadoti

The Year Ahead

The relationship between Marshalls, Stoneshippers and Hadoti is ongoing. Each year, budgets and timelines are set with quarterly reports produced by Hadoti on progress in India.

In 2009, targets include:

- Maintaining accreditation to integrated management systems
- Research into Indian social and environmental standards and requirements
- Monitoring environmental impact of quarrying on the water table
- Evaluating success of restoration planting project
- Identifying more restoration projects as part of a wider sustainability project undertaken with Bangor University who bring international expertise in forestry and education
- Continued funding for local NGO