



Marshalls

Transforming Britain's Landscapes

SUSTAINABILITY: CUSTOMER SERVICE

Marshalls Plc is committed to the highest standards of customer service and continuously strives to improve performance in all sectors of the business towards the achievement for a world class service.

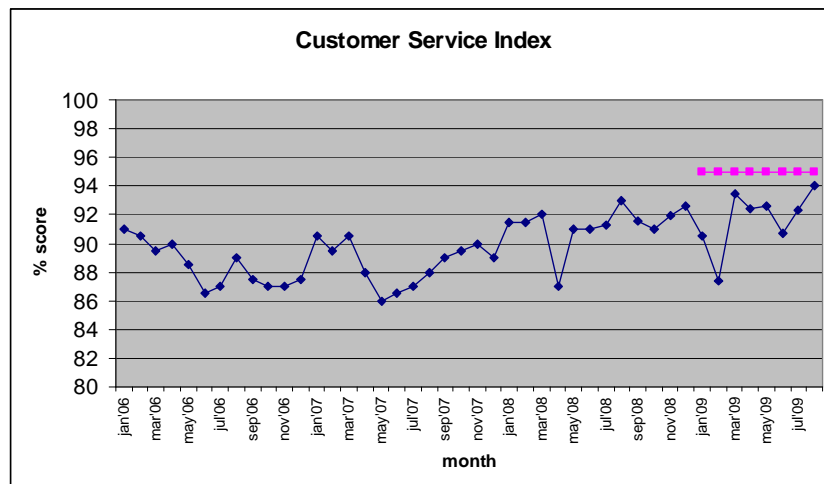
Customer Service is at the forefront of the business and all divisions/departments work together in a coherent fashion analysing our input against current and future market demands.

The Marshalls Landscaping Product brand also publish a monthly Customer Service Performance Report, in order that our employees can engage in a wider understanding of where our performance needs to be to meet the aspirations of our customer base in order that we can service the market effectively.

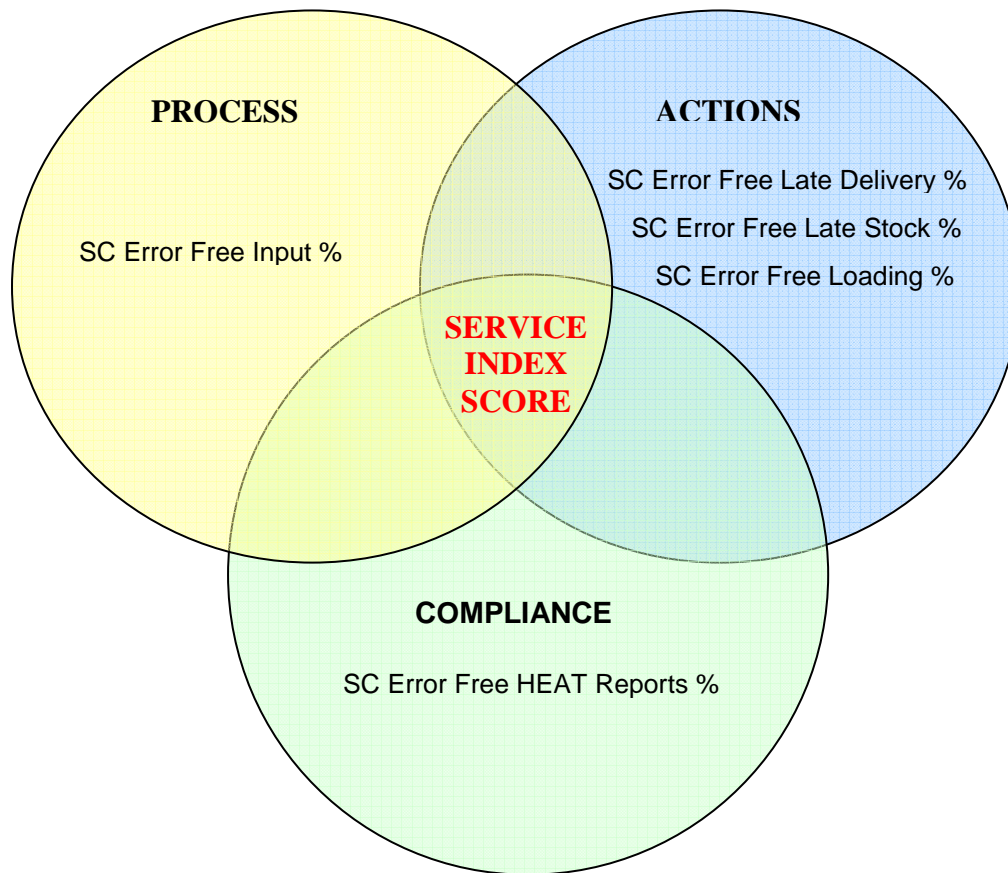
The Customer Service Index is measured by analysing three main areas involved in meeting the market-place aspirations.

- a) Analysis of how accurately we process customer enquiries/orders.
- b) Actions required to deliver the customer requirements.
- c) Our ability to perform within the boundaries of our current offer, which is a maximum 72 hours ability to deliver from order placement.

These three areas are measured together to produce an overall Customer Service Index denoting our Offer Compliance, with a target of 95%.



Customer Service KPI



As a company, we also continue to survey our customers and indeed the market-place, in general, on an annual basis, taking the feedback from that analysis and building in the identified areas for improvement in our future offer. Customer engagement enables us to understand from outside our business how the market-place dynamics have moved on and where we need to change our performance/offer in general to meet those demands.

Below is a sample of the customer feedback attained in these annual market audits.

“Marshalls always makes the customer feel valued”

“Always happy with the products & service we receive”

“Drivers are brilliant, but complaints can take too long to resolve”

“Always get our deliveries on time; drivers are brilliant using the crane”

“Need to stock more commercial items in the service centres, can’t always wait 5 days for stock to be transferred”

“Marshalls are easy to deal with and our preferred supplier, I would highly recommend Marshalls”

“Return to work charges are too high when we make mistakes”

“Deal with Marshalls all the time, totally satisfied”

It is, therefore, the understanding within our business that market dynamics change on a constant basis and in order to sustain our business now and into the future we must recognise the changes which must evolve within our divisions/departments to meet those challenges. To this end, we have a robust system of performance analysis and market analysis allowing us to achieve those goals.