



# Marshall's

*Creating Better Landscapes*

UNITED NATIONS GLOBAL COMPACT  
COMMUNICATION ON PROGRESS 2013





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. Marshall's 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 Millennium Development Goals.

This is the Company's fifth Communication on Progress and outlines how Marshall's is aligned with the ten principles and how, throughout 2014, the plc intends to develop its activities in support of the framework laid out by the UNGC.



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 by Martin Coffey, Marshalls CEO                                    | 6  |
| Statement by UNGC Chairman, Chris Harrop   | 7  |
| Foreword and Focus for 2014 by Chris Harrop, Group Marketing Director Responsible for Sustainability | 8  |
| Mega Trends  | 12 |
| Scope of Operations  | 16 |
| Achievement Indicators   | 18 |
| Third Party Assurances   | 19 |
| Marshalls’ Brand Manifesto   | 19 |
| Marshalls the Superbrand   | 20 |
| Product Innovation   | 22 |
| Leadership Blueprint   | 34 |
| Millennium Development Goals; how Marshalls is contributing  | 40 |
| Business, the Post 2015 Agenda and the Sustainable Development Goals                                 | 41 |
| Fairstone & UNICEF   | 44 |
| Human Rights   | 48 |
| Labour   | 56 |
| Environment  | 60 |
| Anti-Corruption  | 68 |
| Third Party Recognition & Awards   | 72 |
| COP Feedback   | 73 |
| GRI Performance Indicators   | 74 |



Martyn Coffey, Marshalls CEO  
Driving business growth  
through Sustainability

“Marshalls’ long-term commitment in aligning the values of business with those of society is exemplary and I’m proud to be taking up the reigns of an organisation which has been part of the UNGC since 2009 and which is so actively engaged in all areas; from our work on human rights, children’s rights and business principles, engagement with global authority UNICEF, upholding and promoting labour rights and working against corruption.

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Critically, Marshalls approach to sustainability is rooted in demonstrating the deep seated values of the business across the sustainability agenda and as a result driving tangible commercial business benefits.

The UNGC’s growth to over 12,000 participants is a clear indication that an increasing number of companies are building sustainability into the fabric of their organisations. I concur with the findings of the most recent UN Global Compact CEO Study 2013 ‘... that business and society are interdependent, and sustainable development priorities are closely linked with long-term business goals.’ \*

Business leaders across the globe, including myself and my team here at Marshalls, have to think long term, not just from one quarter to the next, and in order to do that sustainability and all of its complexities comes sharply into focus.

For Marshalls, I can see that the UNGC acts as both a framework and driver for sustainability performance. For us society-based and market-based drivers are aligned which has created a virtuous circle and strengthened the already robust business case for corporate sustainability.

As we see what we believe to be the shoots of economic recovery pushing through, Marshalls is well placed to capitalise upon the benefits of its sustainability activity. I look forward to working alongside my colleagues to this end and to supporting the organisation in its sustainable development journey guided by the UNGC framework and principles.

\* Source: UN Global Compact CEO Study 2013  
<http://www.accenture.com/microsites/ungc-ceo-study/Pages/home.aspx>



Chris Harrop, Marshalls’ Group Marketing Director, (Responsible for Sustainability), UNGC UK Network Chair, ETI Non-executive Director



“The Global Compact has helped generate a major shift in corporate mindset in just one decade. Enlightened leaders are making sustainability a core part of business strategy. Today, I ask you to be architects of a better world. What was once a call to the founding members of the United Nations is now a rallying cry to business and civil society leaders everywhere. Help us to respond to the urgency of our global challenges and build a better tomorrow”.

- H.E. Ban Ki-Moon, United Nations Secretary-General

Attending the United Nations Global Compact Leaders Summit 2013: Architects of a Better World, held in New York on 19-20 September, I was among 1200 participants including business leaders, leaders from civil society, Government and the United Nations to witness the unveiling of the Business Engagement Architecture which aims to align and scale up business action in support of sustainable development priorities.

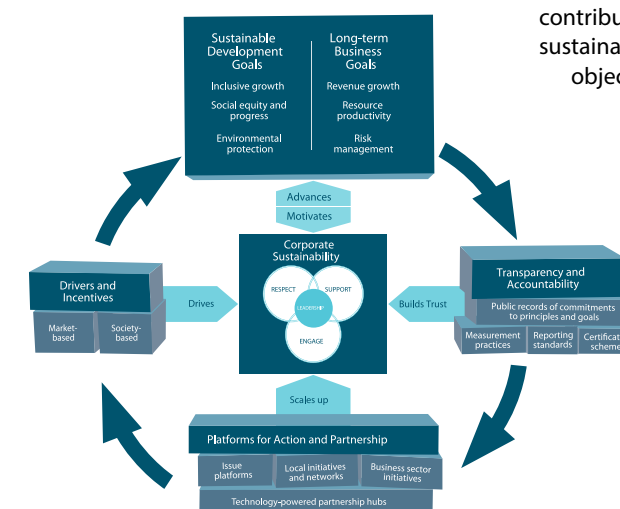
The approaching Millennium Development Goals 2015 deadline provided an acute focus and through the lens of commerce we looked to the vision and aspirations of the first United Nations members in 1945, as they set out to be “architects of a better world”. There was consensus that the post 2015 period presents a historic opportunity for the international business community to contribute to the attainment of worldwide sustainability and development objectives.

I have no doubt that by aligning and scaling up corporate sustainability efforts, the Business Engagement Architecture will help business to contribute to global priorities – such as climate change, water, food, women’s empowerment, children’s rights, decent jobs and

education – at unprecedented levels. It is with renewed vigour that I begin the second year of my tenure as Chair of the UNGC UK Network and a firm belief that that corporates will continue to lead the way regarding sustainability. With the support of the secretariat and the energy of the active network members we will continue to;

- Focus upon increasing the number of organisations engaging with the UNGC framework and the UK network;
- Seek to forge links with other UN entities & initiatives which have the potential to support corporates in the effective delivery of UNGC principles;
- Focus network educational activities on the key issues of; women empowerment, children’s rights & business principles, water, climate change & biodiversity.

I look forward to 2014 and to serving the UNGC UK Network to the best of my ability and demonstrating, through Marshalls plc, how organisations can contribute to sustainable development and reap the rewards.



The Business Engagement Architecture





Chris Harrop, Marshalls' Group Marketing Director, Responsible for Sustainability, UNGC UK Network Advisory Committee, ETI Non-executive Director



*"We are delighted to be able to recognise some of the brightest stars in corporate responsibility through our Game Changers award. As a campaigning membership organisation we are dependent on individuals from business to help us drive the agenda. Without the energy and passion of Game Changers like Chris I doubt very much if the UK responsible business movement would be quite so mature. They truly deserve this recognition which I hope will act as an inspiration to others."*

Stephen Howard,  
Chief Executive at BITC,  
December 2012

Welcome to all readers of Marshalls' fifth Communication on Progress (COP). We share with you here details of the exciting work that we have done throughout 2013, lessons that we have learned and applied, and the advances that we plan to make during 2014 and beyond.

Marshalls became a UNGC signatory in 2009 and during that time under my guidance, as UNGC UK Network Chair, the UNGC UK Network continues to deliver high level networking, discussion, dialogue and peer support, excellent educational opportunities, specialised work streams and working groups and frank and honest lines of communication directly the the UNGC office in New York. All-in-all the UK Network continues to be an important resource for Marshalls as we carefully engineer our business to face the on-going challenges and to take advantage of the emerging opportunities. As I have said before, and will continue to reiterate, the UNGC framework is a fundamental part of Marshalls' long-term business strategy.

Through a steady process of communication, the engagement of individuals and department in various projects and programmes, and also key strategic partnerships, such as the one launched in January 2014 with UNICEF, the majority of employees are now aware

of Marshalls' involvement in the UNGC and the businesses absolute commitment not only to sustainable business practice but also to demonstrating sustainability leadership.

Understanding of how sustainability relates to all areas of the business and why this is so important, especially as the Leadership Blueprint continues to be rolled out across all operations and divisions, continues to grow and I see on a daily basis members of our team engaging with enthusiasm and understanding.

Work towards our sustainability goals has continued this year with some of the highlights including: a programme supporting the Groups' Timber & Paper policy which involved the reduction of impact upon timber; 20% of employees undertaking Marshalls new anti-bribery e-learning training module; the launch of a collaborative programme between local and international stakeholders in India to improve standards and welfare for workers in the quarrying industry; a new partnership with the Woodland Trust Carbon project; and the launch of an education programme with World Association of Girl Guides & Girl Scouts in India to develop life and work skills for girls and young women.

Our newly appoint Chief Executive Martin Coffee, takes up the mantle of engaging with and championing Marshalls' strategic approach to issues of sustainability.

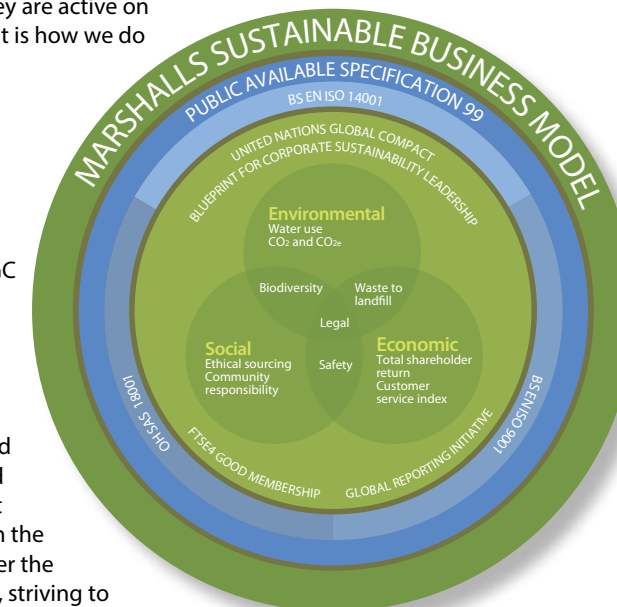
Previous readers of our COP's will be familiar with our sustainability model which incorporates our membership of the UNGC and FTSE4GOOD, and our continued commitment to Integrated Management Systems. It also continues to reflect our active engage in and response to the Blueprint for Corporate Sustainability Leadership framework laid out by the UNGC.

Driven by myself, Group Marketing Director, responsible for sustainability, and embraced by all employees, I'm proud to be able to say that sustainability is now simply part of Marshalls' corporate DNA. Our approach is a demonstration of how Marshalls' values of trust, honesty and integrity are part of the fabric of our

organisation and how they are active on a daily basis. Simply put it is how we do business.

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 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.



All Marshalls employees work alongside those with special responsibilities including; Group Head of Sustainability David Morrell and Group Procurement Director Jon Isherwood.

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.

We continue to work closely with Indira Saxena regarding social issues in India and Sterling Smith of Just Solutions Ltd. Our on-going programme of Human Rights Impact Assessments also provides invaluable information and insights.

GRI is the preferred reporting methodology for UNGC participants and will allow Marshalls to chart its progress and benchmark against other international organisations.

Employees throughout the business continue to be actively involved: In alphabetical order:



Andy Ackroyd  
Commercial  
Controller



Richard Capper  
Energy  
Management  
Engineer



Gemma Chappell,  
Head of Domestic  
Marketing



Jon Isherwood  
Group Procurement  
Director



Claire Edwards  
Head of PR



David Morrell  
Group Head of  
Sustainability



Chris Frankland  
International  
Product Manager



Graham Holden  
Chief Executive  
Officer 2013



Kevin Hull  
Human Resources  
Director



Steve Reddington,  
Head of Commercial  
Marketing



David Sarti  
Chief Operating  
Officer



Pete Stevens  
Group Carbon &  
Energy Manager

It will also provide even greater transparency regarding the Company's activities.

I'm delighted to be able to report that during 2013 Marshalls again retained its Superbrand status for the fourth year running; a feat which we are particularly proud of given the challenging climate.

Throughout this, our fifth Communication on Progress, we want to share with you the endeavours that we have made to uphold the UNGC principles during 2013 and our enduring commitment to these principles as we move throughout 2014.





David Bull, Executive Director  
of UNICEF UK

### Marshalls Partnership with UNICEF

I'm delighted to tell you that towards the end of 2013 Marshalls agreed a long-term strategic partnership with UNICEF to eliminate child labour in India's stone quarrying sector. This is the first such partnership in the sector and builds upon the work that Marshalls has been doing since 2005. The partnership will launch in the spring of 2014. The details of this exciting partnership are documented later in this report.

*"I am pleased that we are partnering with Marshalls to tackle the shameful practice of child labour in the quarrying sector in India. This new partnership will enable us to work together for change, so that children in Rajasthan can be helped to leave behind a life of hard and hazardous work and focus on their educational prospects."*

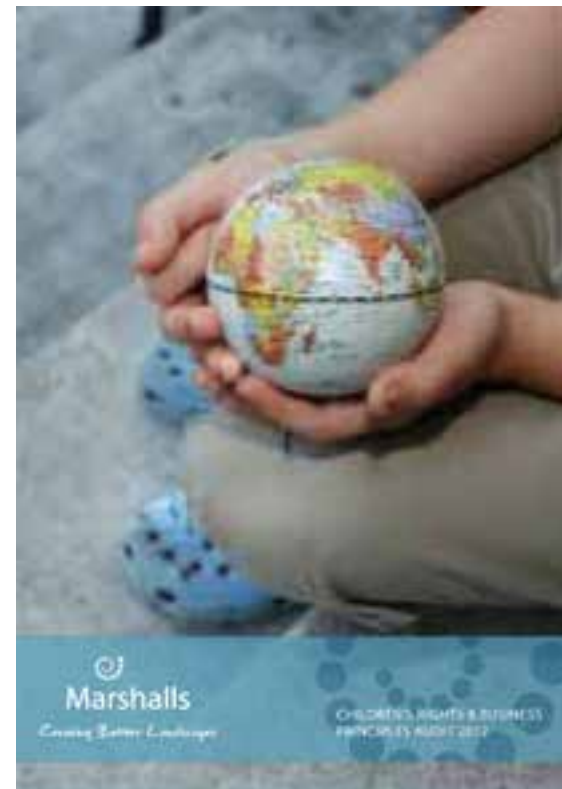
David Bull, Executive Director of UNICEF UK



### Children's Rights & Business Principles (CRBP)

Deepening our commitment to Children's Rights & Business Principles following our involvement in UNICEF's pilot programme during 2013 Marshalls undertook its first CRBP audit report against the CRBP framework; one of the first organisations to go through this process.

We also attended a CRBP conference in New York which took place during the Leaders Summit. This gave us the opportunity to hear from other leading organisations and to discuss the challenges and successes that are being experienced more widely in the implementation of the framework.

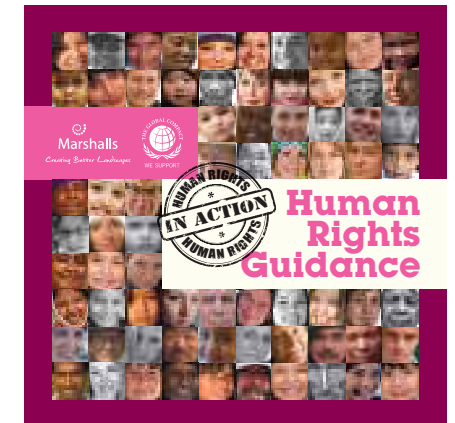


*"There is much work for us to do in terms of ensuring children's rights within the marketplace, workplace, community & environment. But we can safely say that this work is well underway and that we are focused upon key areas of activity as a result of our initial audit report process."*

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

### Human Rights within Marshalls Operations

A plethora of work was undertaken during 2013 building upon our commitment to human rights and our ongoing Human Rights Impact Assessment process. A series of educational and informational booklets has been developed which clarifies for all of our stakeholders our position and what is expected of our employees, suppliers and wider supply chain.



Please read on and find out more about the details of our sustainability drive and how this is helping to build competitive advantage for our business.

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



In our 2012 COP we looked in detail at global megatrends, what they are, why they are important and why Marshalls' tracks them. (You can access this information at [http://www.marshalls.co.uk/sustainability/publications/pdfs/32821%20COP\\_FINAL-4.9.pdf](http://www.marshalls.co.uk/sustainability/publications/pdfs/32821%20COP_FINAL-4.9.pdf))

In business foresight involves crafting evidence based narratives about the future in order to help us make wiser choices.

We know that Megatrends are connected and intertwined, like an 'eco-system', and that it is important for us to monitor and track these in order to: identify new market places, maximise growth opportunities, exploit opportunities, identify new business models, sustain a continuous flow of innovative new ideas, build contingency plans, be aware of new competition from non-traditional sources, and to identify future customers.



### Rapid Changes Require Rapid Response

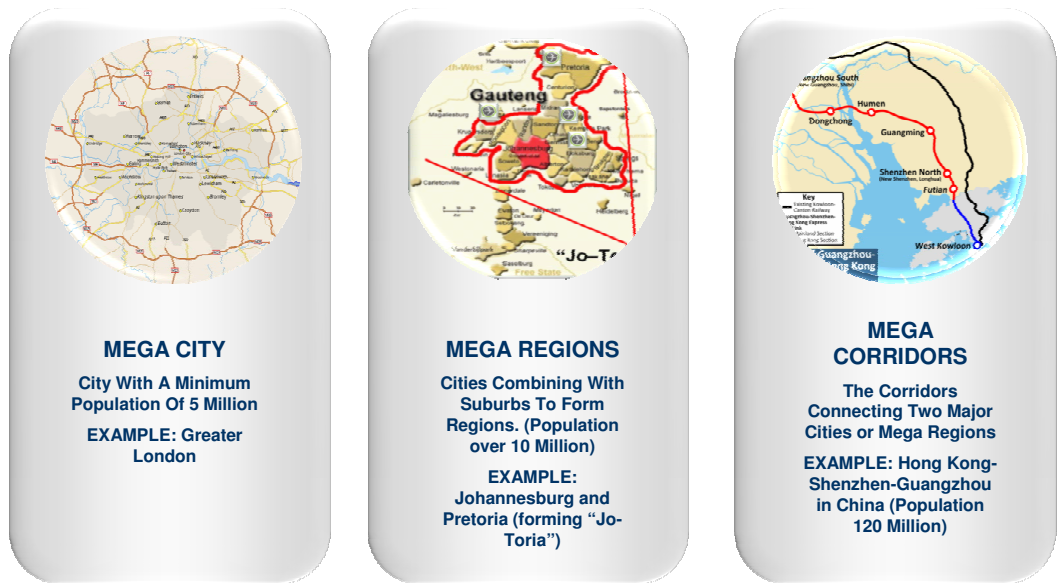
It is important for us to understand the eco-system of these, and other, megatrend and the elements of the value chain which offer most profitability. The forces inherent within these trends and megatrends are changing more rapidly than ever and bringing new competencies into play at half the life-cycle speed of the past decade.

Megatrends are global and therefore have global ramifications which offer scalable opportunities. In order to best exploit

these opportunities Marshalls now has a team of 'Mega Trend' champions within the organisation working to best exploit the opportunities.

Trends including the development of mega cities, mega regions and mega corridors, smart cities and innovating to zero are all of great interest, and opportunity to Marshalls.

### Three Main Trends in Urbanization: Development of Mega Cities, Mega Regions and Mega Corridors

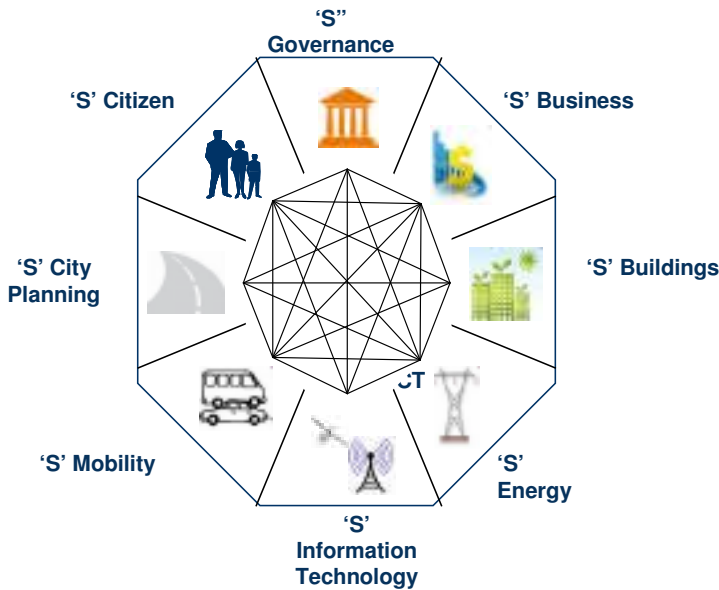


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### Smart Cities – “Green” Replaced by “SMART” Concepts

#### Smart Diamond to define Smart city



Source: Frost & Sullivan

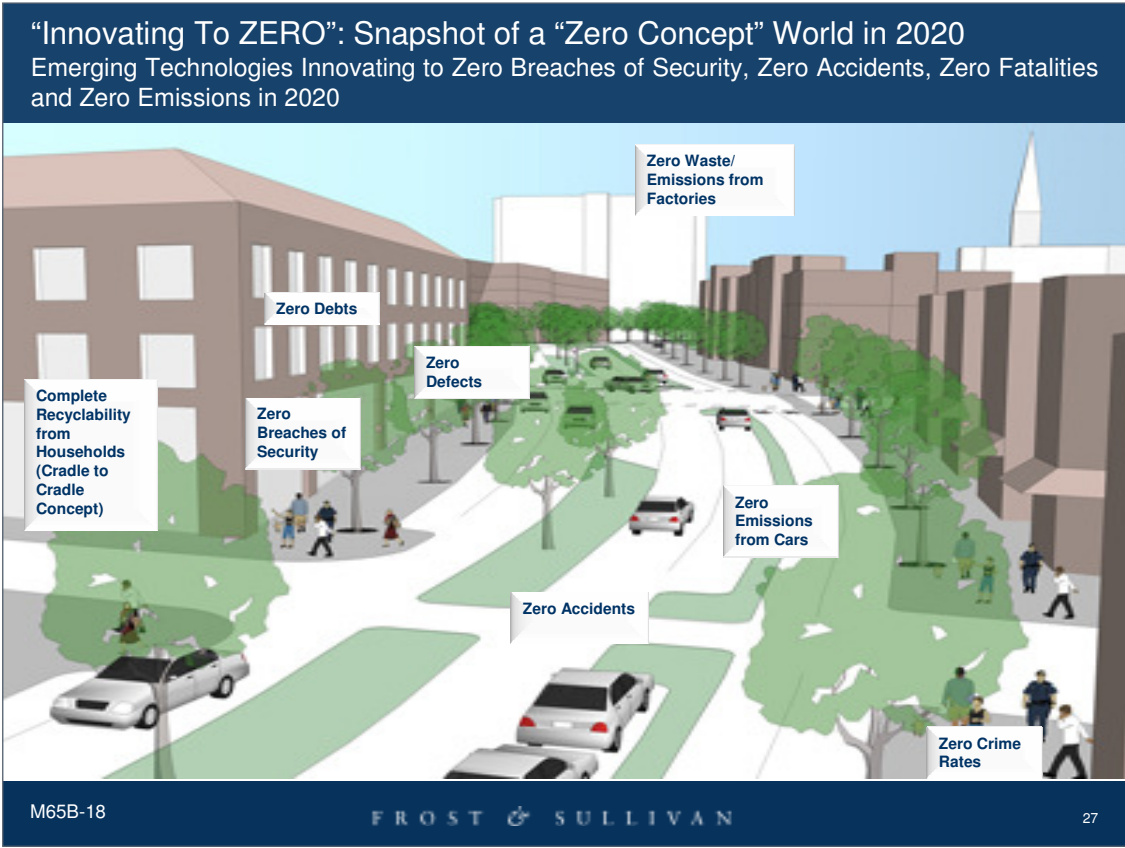
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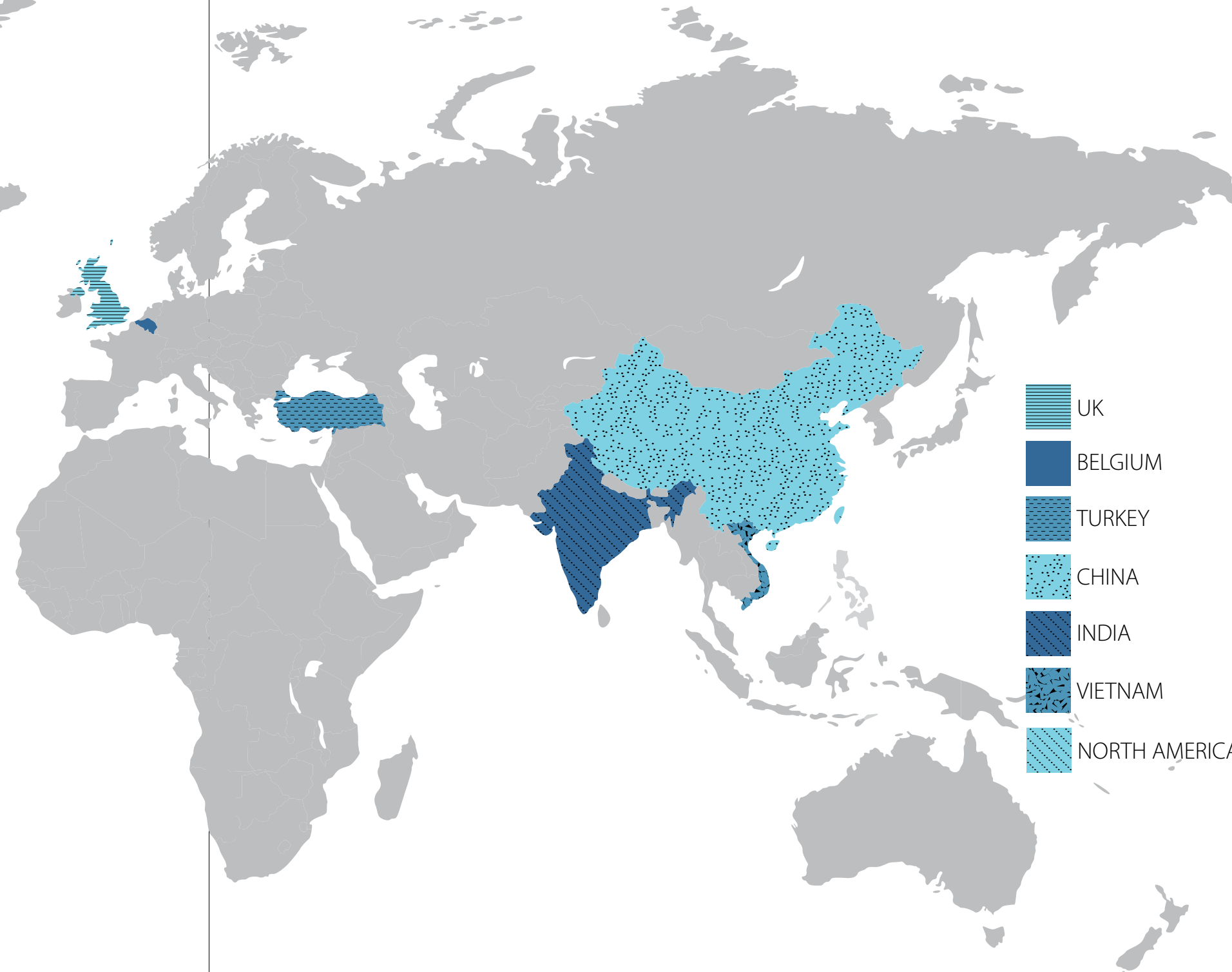
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| Overview of Next Top 10 Trends |  |                   |   |
|--------------------------------|--|-------------------|---|
| SOCIAL                         |  | <b>GENERATION</b> | Women Empowerment and Women CEOs<br>Power to the Middle Class<br>Reverse Brain Drain and CXO Positions in Developing Economies  |
|                                |  |                   |   |
| ECONOMY                        |  |                   | Beyond BRIC: The Next Game Changers<br>New Shores: Emerging Outsourcing Hotspots<br>Future Global 500 Companies by Region<br>New Trade Zones                                    |
|                                |  |                   |   |
| TECHNOLOGY                     |  |                   | SMART Clouds: The Next in Cloud Computing<br>Future of Consumer Electronics<br>Wireless Intelligence<br>Future Broadband Applications<br>Innovative Technologies of the Future: |
|                                |  |                   |   |
| ENERGY                         |  |                   | Global Power Generation Trends  |
|                                |  |                   |   |
| INFRASTRUCTURE                 |  |                   | Future Investment in Infrastructure : Power, Water and Transport  |
|                                |  |                   |   |
| BUSINESS                       |  |                   | New Business Models   |
|                                |  |                   |   |
| HEALTH & WELLNESS              |  |                   | From Fat to Fit: Health, Wellness and Well Being  |
|                                |  |                   |   |
| SMART FACTORY                  |  |                   | Factory of the Future: SMART and GREEN  |
|                                |  |                   |   |
| INDUSTRY                       |  |                   | Healthcare, Chemicals, Energy Environment, Automotive Aerospace and Defence<br>ICT, Building Technologies<br>Measurement and Instrumentation<br>Electronics and Security        |
|                                |  |                   |   |

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- UK
- BELGIUM
- TURKEY
- CHINA
- INDIA
- VIETNAM
- NORTH AMERICA



- // Collaborating & Sharing Best Practice
- // Delivering Best Practice
- // Achieving Good Results
- // Reviewing Feedback & Developing
- // Piloting New Initiatives
- // Legal Compliance

Throughout this and all other Marshalls Communication on Progress you will find a self assessment indication 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. Whilst it is Marshalls intention to introduce GRI methodology in subsequent COP reports it has left its own indicators in place for this 2013 report.

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.

### Global Reporting Initiative (GRI)



The GRI is a framework for reporting on an organisations economic, environmental and social performance.

The goal of sustainable development is to 'meet the needs of the present without compromising the ability of future generations to meet their own needs.' (1)

As key forces in society, organisations of all kinds have an important role to play in achieving this goal.

*'The urgency and magnitude of the risks and threats to our collective sustainability, alongside increasing choice and opportunities, will make transparency about economic, environmental, and social impacts a fundamental component in effective stakeholder relations, investment decision, and other market relations. To support this expectation, and to communicate clearly and openly about sustainability, a globally shared*

framework of concepts, consistent language, and metrics is required. It is the GRI's mission to fulfil this need by providing a trusted and credible framework for sustainability reporting that can be used by organisations of any size, sector, or location'. (2)

Key executives, managers and individuals have undergone GRI accredited training and have formed a working party responsible for the delivery of GRI monitoring and reporting moving forward. Marshalls 2014 COP will contain further GRI disclosure regarding economic, environmental, social – labour practices and decent work – human rights, society and product responsibility.

- (1) World Commission on Environment and Development. Our Common Future. Oxford: Oxford University Press, 1987, p.43
- (2) GRI Sustainability Reporting Guidelines, 2011, p.2

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.

As indicated in the 2010 COP Marshalls has sought to extend stakeholders 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. Details of where to give feedback via a dedicated survey can be found at the end of this report.

### 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 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 can not 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 2014 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 ANNUAL 2014

MARSHALLS



the UK, ensures high standards of training and installation, giving homeowners the peace of mind they need.

The new patented Marshalls Drivesys range offers domestic customers a realistic, antique cobbled look, but is quicker and easier to install making it a more affordable option for homeowners wanting a premium and unique look for their driveway.

Other products launched by the Marshalls domestic team in 2013 include additions to the Fairstone range of ethically sourced natural stone products and Weatherpoint 365, a jointing compound which can be laid all year round, in any weather.

#### Achievements

Sustainability remains at the heart of everything Marshalls does. As the first company in the hard landscaping industry to belong to the Ethical Trading Initiative (ETI), Marshalls is committed to the implementation of the ETI Base Code, pioneering the ethical sourcing of natural stone paving from India and China. Marshalls' Fairstone range of ethically sourced natural stone continues to be popular with its domestic customers.

Following its acceptance in 2009, Marshalls remains a signatory of the United Nations Global Compact (UNGC), a framework for businesses that are committed to aligning their operations and strategies with the 10 universally accepted principles in the areas of human rights, labour, the environment and anti-corruption.

The UNGC is firmly established as the international standard for corporate responsibility and sustainability, and as



such Marshalls is committed to Global Reporting Initiative (GRI) monitoring and reporting. This is the UNGC's preferred reporting methodology which covers economic, environmental, social, human rights, society and product responsibility. In 2013, Marshalls' Group Marketing Director was appointed as Chair of the UNGC UK network.

In addition, The Carbon Trust has reaccredited Marshalls three times. Since 2009, Marshalls has reduced its relative carbon footprint by almost 16 per cent and has made a commitment to reduce its carbon emissions by 3.1 per cent per year until 2020.

Marshalls remains the only organisation in the world to have carbon labelled its entire domestic range. It continues to be a constituent member of the FTSE4Good UK Index and an active member of Business in the Community (BITC).

#### Recent Developments

In September 2013, Marshalls announced a three-year partnership with UNICEF UK. With funding from Marshalls, UNICEF will, in particular, carry out research into quarrying in the Indian state of Rajasthan and will use the findings to develop long-term interventions to tackle child labour within the stone quarrying industry. Other work will see Marshalls funding UNICEF activities in China and Vietnam.

#### Promotion

Marshalls' marketing campaigns focus on the company's mission to create better landscapes for all.

Best known as an external product supplier, in 2013 Marshalls launched a stunning range of internal stone flooring products aimed at the commercial market.

In 2013, Marshalls used Ecobuild to showcase the company's Ferrocast street furniture range. As the largest event in the world for sustainable construction, it was the ideal platform for promoting this product, which is Marshalls' own brand of corrosion-resistant, impact resistant, abrasion resistant, lightweight and highly durable polyurethane street furniture material.

For the fourth year Marshalls was the official sponsor of the Sustain Awards for Sustainability, Business and the Built Environment, which celebrate the hard work and commitment of all those achieving distinction and success in the field of sustainability.

Marshalls has also continued to invest in its online presence with a focus on social media activity through Twitter, Facebook, YouTube and Pinterest. In 2013, Marshalls' Group Marketing Director was listed in the world's top 250 Tweeters on #sustainability.

#### Brand Values

Marshalls believes 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. Its core brand values are based on trust, honesty and integrity. Marshalls aims to be the supplier of choice for every landscape architect, contractor and consumer, and for the brand to remain synonymous with quality, innovation and superior customer service.

#### Brand History

- 1890 → ... Solomon Marshall starts to quarry in Southowram, Halifax and, in 1904, establishes S. Marshall & Sons Ltd in West Yorkshire.
- 1947 → ... A second production site is opened, manufacturing lintels, steps and fence posts. In 1948 an engineering division is established.
- 1964 → ... Marshalls becomes a plc with shares quoted on the London Stock Exchange.
- 1972 → ... New product development sees the introduction of block paving and the famous 'Beany Block', which combines drain and kerb.
- 1988 → ... Brick manufacturer George Armitage & Sons is acquired, becoming Marshalls Clay Products.
- 2004 → ... Marshalls acquires Woodhouse, expanding its product offering to include design-led street furniture, lighting and signage.
- 2009 → ... More than 2,000 of Marshalls' commercial products now have a Carbon Trust Carbon Reduction Label.
- 2011 → ... Marshalls announces a European venture, Marshalls NV.
- 2012 → ... Marshalls is an official supplier to the London 2012 Olympic Park. An office opens in Xiamen, China to service the Asian market.
- 2013 → ... Marshalls opens an office in North America and announces a three-year partnership with UNICEF.

The UK's leading hard landscaping manufacturer, Marshalls has been supplying some of the most prestigious landmarks in the UK with landscaping solutions since the 1890s. Marshalls prides itself on conducting sustainable business, demonstrating a high degree of social and environmental responsibility whilst maintaining and developing its market position. Marshalls believes that the better our environment, the better we can be, and strives to create products that improve landscapes and create happier and healthier communities.

#### Market

Marshalls is the market-leading supplier of hard landscaping products to both the domestic and commercial markets.

For its commercial customers – ranging from local authorities to the construction market and landscape architects – Marshalls offers products and services that create fully integrated landscapes. These include superior natural stone, innovative concrete hard landscaping products, street furniture, water management solutions, anti-terrorist products, design services and logistics.

Marshalls' domestic customers range from DIY enthusiasts to professional landscapers, driveway installers and garden designers.

Following moves into Northern Europe and Asia, in 2013 Marshalls continued its international expansion with the opening of an office in North America.



#### Product

Marshalls is committed to producing new products that better any existing market offering; to make them from the best materials it can source and to care about the impact on society and the environment.

In the public sector and commercial end market, Marshalls satisfies the needs of a diverse customer base that spans local authorities, commercial architects, specifiers, contractors and house builders.

Marshalls offers a range of anti-terrorist products, which demonstrate that it is possible to have street furniture that protects people and buildings, and is also beautiful. In 2013, Marshalls' commercial team also launched a range of new products, including Metrolinia block paving and Celestia flag paving.

For homeowners, Marshalls offers the inspiration and product ranges to create gardens and driveways that integrate effortlessly with people's lifestyles. The Marshalls Register of Approved Landscapers and Driveway Installers, with over 1,700 teams of professionals across

**DID YOU KNOW?**  
Since 2009, Marshalls has reduced its relative carbon footprint by almost 16 per cent.



IN 2012, ENOUGH RAINFALL PASSED THROUGH MARSHALLS' PRIORA PERMEABLE PAVEMENT SYSTEMS TO FILL

3,744 OLYMPIC SIZED SWIMMING POOLS.



# Marshalls Response to Water Challenges

## What's the issue?

Many developed areas across the world are now entering a state of 'water stress' – not because there's less water available, but because we're mismanaging this essential resource.

As we continue to develop over green land, we are fundamentally altering the way rainwater maintains our landscapes. Increased levels of impermeable hard standing areas (such as roads, roofs and paved surfaces) intercept and redirect surface water run-off before it has a chance to infiltrate naturally into the ground. This creates a number of problems, which are likely to get worse as global development continues.

Of the 57,000 homes affected in the 2007 summer floods, over two thirds were the result of surface water run-off - not swollen rivers.

### 💧 Flooding

In the UK, surface water run-off is typically diverted into piped networks. The consequence of this is that when heavy rainstorms create high peak flow rates and high volumes of run-off, the piped networks become overloaded and at risk of creating an external flood.

Climate change means that the UK's weather patterns are changing; we now encounter more frequent bursts of much heavier rainfall than ever before. The increased severity of these events, combined with inadequate piped drainage infrastructure, only serve to compound the levels of flooding now experienced.



### 💧 Drought

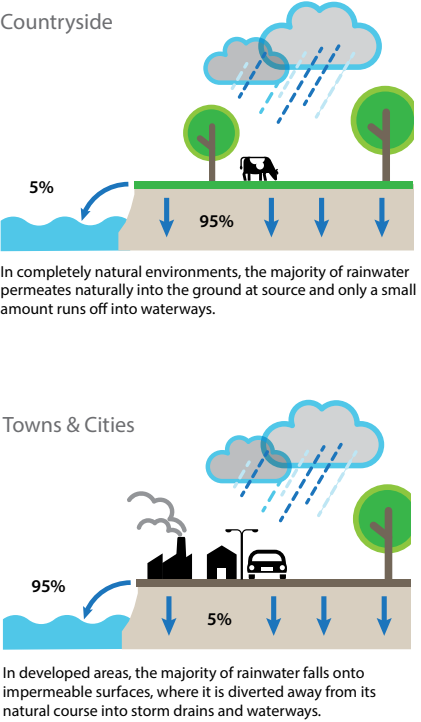
An additional and often overlooked problem created by our increased urban development is that of increased drought risk. By diverting water away from its intended course, it is prevented from entering the water table ('deep infiltration'). Even after a heavy and prolonged period of rain, water is quickly channelled away from its natural path and prevented from soaking deep into the ground where it would naturally have maintained our aquifers, artificially creating a drought situation. This has the effect of choking our natural landscape by reducing the amount of groundwater available to maintain the lush, green spaces which would normally provide us with a wide variety of biodiversity benefits.



### 💧 Pollution

In addition to the risk of flooding, large volumes of surface water run-off can cause water quality problems. Surface water run-off from impermeable urban surfaces can potentially transport pollutants resulting in contamination of surrounding watercourses. Pollutants such as hydrocarbons, nitrates, phosphates and heavy metals can be contained within urban run-off.

The increased frequency and cost of rainfall related external flooding events, has rightly focussed public and government attention on the development of policies and associated guidance documents promoting the use of sustainable water management methodologies.

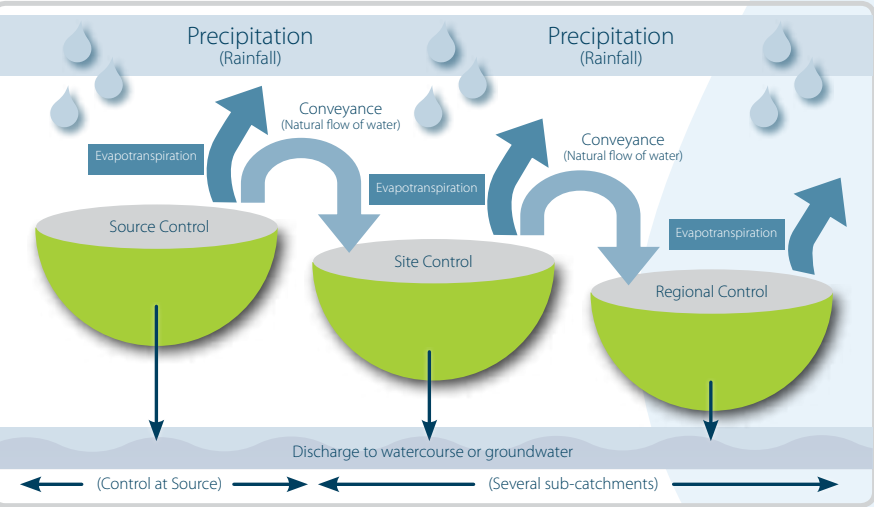


# What's the Solution?

Sustainable Urban Drainage Systems (SUDs) provide an alternative approach to traditional piped systems. This approach mitigates many of the adverse impacts of storm water run-off on the environment in terms of both volume and pollutants. The

SUDs treatment train follows a sequence of SUDs measures ensuring potentially contaminated surface water run-off passes through an appropriate series of SUDs measures before being discharged into the receiving watercourse.

## SuDS Treatment Train



# Sustainable Urban Drainage Systems

SUDs stands for Sustainable Urban Drainage Systems. Essentially, the term refers to a combination of drainage techniques which deal with surface water run-off in an environmentally friendly way. SUDs provide an alternative approach to traditional piped systems. The SUDs philosophy is known as the SUDs Triangle and addresses three areas of concern:

- 💧 Water Quantity
- 💧 Water Quality
- 💧 Biodiversity

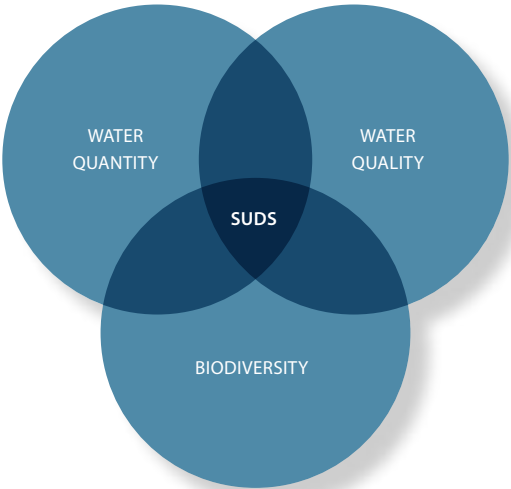
A successful SUDs design mimics natural processes to deal with excess water, providing control at (or adjacent to) the source:

- It should deal with Quantity by keeping surfaces clear of standing water, and releasing it into the ground or into traditional systems at a controlled rate.

- It should improve Quality by filtering pollutants from the water that flows through it.
- It should provide Biodiversity benefits by maintaining the local water table, helping to maintain lush, green spaces which encourage the growth of flora and fauna.

By considering these three factors during the design stage of a project, it is possible to create drainage systems that provide natural water quality treatment, encourage infiltration, reduce the impact of peak flows and minimise impact

## The SUDs Triangle





## Examples of SUDS Techniques

Utilising green areas to provide natural filtration is known as 'soft SUDs'. Using man-made materials to achieve the same result is referred to as 'hard SUDs'.

The following are examples of both hard and soft SUDs techniques:

- ◆ **Filter strips** – wide gently sloping area of grass or dense vegetation that filters storm water run-off from impermeable areas.
- ◆ **Swales** – wide shallow grass lines channels intended to transport or store storm water run-off and allow infiltration
- ◆ **Infiltration Basin** – surface depressions in the landscape intended to store storm water and allow infiltration
- ◆ **Wet Ponds** – used to store storm water run-off and are permanently wet and provide amenity features
- ◆ **Detention Basins** – used to store storm water run-off but are only wet following a storm event
- ◆ **Wetlands** – shallow ponds with vegetation intended to reduce pollutants in storm water run-off
- ◆ **Filter Drains** – trenches filled with permeable material
- ◆ **Soakaways** – buried storage point for storm water run-off where it will infiltrate into the ground
- ◆ **Green Roofs** – planted roofs which slow and reduce the amount of run-off whilst also providing a host of biodiversity benefits
- ◆ **Rills** – open surface channels which transport water cleanly and safely from one point to another.
- ◆ **Permeable Paving** – hard surfaced areas which allow water to permeate through the surface and into the ground at source



Marshall's linear drainage directed to a tree pit



Marshall's linear drainage into open drainage canal

Adopting wider use of these features will make a marked difference to our landscapes, improving habitats for wildlife and flora and reducing the risk of flooding. However, we cannot ignore the growing need for hardstanding. People need to drive and park vehicles, ride bikes, and push prams and wheelchairs comfortably and easily. We all enjoy aesthetically appealing public spaces which retain their

clean, sleek looks with the minimum of maintenance. Even taking into account the growing awareness of green issues, we have to accept that we all want to go about our modern lives with the least amount of mess and difficulty; hard standing is here to stay. So, the question is: how do we satisfy these modern requirements whilst mitigating the effects of water stress?



Marshall's linear channel into an attenuation pond



Marshall's permeable paving



Marshall's Beany combined kerb and drainage into a swale



## Traditional Pavements vs Permeable Pavements

Permeable paving is not a new concept, but has started to gain wide acceptance with the construction industry only in recent years. It marries the requirement of durable and attractive hardstanding with all three elements of the SUDs triangle.

**Traditional Paving** A traditional pavement construction includes integral cross falls which direct surface water into a drainage system, such as a road gully or linear drainage channel. This ensures that during a storm, rainwater is removed swiftly and efficiently – preventing unsafe, unhygienic and potentially damaging standing water from ponding on the surface. The problem with this type of drainage is what happens next. Rainwater continues to flow through the system into the main sewers, culverts and eventually streams and rivers. The time it takes for this journey is relatively short, and as the area

of impermeable surfacing is increasing the extra burden placed on the river systems can have disastrous consequences. In other circumstances, where there is no opportunity to outfall to a water course, the storm water is frequently directed to a combined sewer where it will be treated (at great expense and environmental impact) despite it being fresh water.

**Permeable Paving** Combines hardstanding with SUDs and works in a very different way to a traditional pavement. It is designed to allow rainfall to percolate immediately through the surface

near to where the raindrop lands – so surface ponding is completely eradicated without the need for an additional channel drainage system. The water flows into a specially prepared sub-base, where the voids between the stones which make up the structure act as a temporary reservoir. During a rainstorm, the water is collected in the sub-base ('attenuated') before it is released slowly either by natural infiltration into the ground beneath the pavement, into the main sewer at a controlled rate via a flow restrictor, or a combination of both.

Most importantly, to the untrained eye, there is no discernable difference between a traditional concrete block paved surface and a permeable pavement!



Marshalls Tegula Concrete Block Paving (CBP), Huddersfield University



Marshalls Mistral Paving, Woodberry Down, London

## Benefits of a Concrete Block Permeable Paved System

**Quantity** – Helps to reduce the impact of storm water on the river systems by attenuation and infiltration thus reducing the risk of downstream flash flooding.

**Simplicity** – A form of source control - ie deals with the water where it lands. Source control is the preferred method of treatment from the SUDs hierarchy.

**Quantity** – Improves the quality of the water in two ways:

- The stones within the sub-base act as a filter medium which remove heavy particles such as silt and heavy metals.
- Over time microbial organisms begin to cultivate in the pavement which break down hydrocarbon leaks such as exhaust fumes and sump oil drips.

**Legislation** – Complies with current SUDs legislation and planning regulations.

**Cost** – Frequently less expensive than equivalent conventional impermeable surfaces plus drainage and storage.

**Practicality** – A low land take option. All new developments will require some form of hard landscaping; permeable paving combines hard landscaping with a SUDs drainage solution.

## PERMEABLE PAVING: THE FACTS.

### Is Permeable Paving expensive to install? ... NO!

Compared to alternative surfacing (eg - asphalt plus an associated drainage system) Marshalls can demonstrate that the combined catchment, storage and drainage facilities of a Piora permeable system costs

virtually the same – and in many examples, is actually less expensive. In conjunction with our new rationalised sub-base designs, this can also result in a smaller carbon footprint and less time spent on your job!

#### Residential Driveway



Vs



#### Car Park



Vs



\* assuming a Type A system, adequate linear drainage, and a 5% CBR.

#### PLUS you get all of these benefits:

- Water storage – a residential permeable pavement stores 48 litres of rainwater per square metre!
- SUDs compliance – permeable paving improves water QUALITY as well as removing volume.
- Permeable systems are quicker, simpler and easier to design and install than linear systems.
- No standing water means cleaner, safer surfaces that stay looking good for years.
- Save time and money by eliminating linear drainage.

**Don't believe our figures? Speak to your Marshalls contact to see how we put the numbers together!**

### Is permeable paving difficult to maintain? ... NO!

Independent tests have demonstrated that over a 10 year period, even with zero maintenance, a permeable pavement will still be porous enough to cope with any rainfall event that's likely to occur in the UK. A simple annual process of agitating or hoovering the jointing aggregate is, in most situations, all that's required to maintain a Piora system at the peak of its efficiency.

Compare this to rodding, cleaning and maintaining a point drainage system and the decision is clear.

### Are Local Authorities reluctant to adopt Permeable Pavements? ... NOT ANY MORE!

10 years ago permeable paving was still considered to be "new" technology, and as such some Local Authorities (LAs) were concerned that it wouldn't perform structurally. However, now that the technology has been tested and proven over more than 10 years on a vast range of installations, many LAs now agree that permeable paving is the most effective method of marrying an effective SUDs measure with durable, attractive hard standing. For those LAs who have yet to widely adopt CBPP, we can provide an excellent portfolio of case studies featuring permeable pavements of every scale that have been installed for many years and still perform both structurally and hydraulically.

### Is permeable only suitable for light loading? ... NO!

Following Marshalls in depth study with Professor John Knapton in 2012, we can now create permeable paving designs for ANY loading requirement, from domestic driveways to ports and docks. Find out more at [www.marshalls.co.uk/wm](http://www.marshalls.co.uk/wm)



...in addition to the existing benefits of a standard Concrete Block Pavement, including:

**Aesthetics** – The varied combinations of texture, form and colour provide rich visual appeal to a huge range of landscape projects.

**Strength** – In addition to the inherent strength of each unit, the interlocking design of the pavement dissipates loads evenly over the surface.

**Durability** – Resistant to frost damage and most chemicals, fuels and oils, CBP forms a hardwearing surface

with an exceptionally long lifespan.

**Slip-Skid resistance** – Excellent performance for pedestrian and vehicular traffic alike, due to the joint profile and surface finish.

**Reinstatement** – Underlying surfaces can be accessed by the removal of a small number of blocks, which can be easily replaced for immediate trafficking with no visible effect. drainage system. The water flows into a specially

prepared sub-base, where the voids between the stones which make up the structure act as a temporary reservoir. During a rainstorm, the water is collected in the sub-base ('attenuated') before it is released slowly either by natural infiltration into the ground beneath the pavement, into the main sewer at a controlled rate via a flow restrictor, or a combination of both.



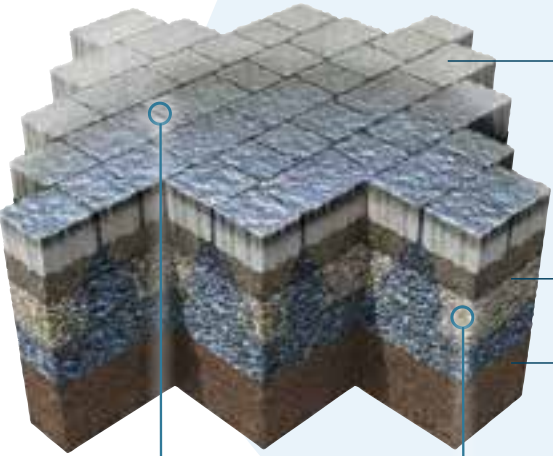
# Marshalls Priora – Permeable Paving Made Easy

Marshalls Priora, the best selling permeable paving system in the UK, is an ideal SUDs solution. The designs of both the sub-base and the block itself have been continually developed over the past 10 years to provide a solution which delivers on all

levels in terms of cost, performance and aesthetics. It is important to acknowledge that a permeable pavement is a system and not just a paving block; the design of the sub-base is essential to the system's performance, and allows the pavement

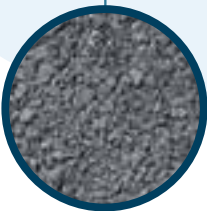
to perform structurally (by supporting the load on the pavement) and hydraulically (by storing the required amount of run-off water).

Rainwater falls onto the surface...  
Where it seeps immediately through the specially created voids between the blocks...  
Into the specially designed sub-base...  
Where it is stored...  
Until it permeates into the ground...  
...or is released into water courses at a controlled rate.



Marshalls Priora deals with water Quantity issues by eliminating pooling.  
The system improves water Quality by filtering the water as it falls through the sub-base.  
It also provides Biodiversity benefits by replenishing the water table at source, which will maximise ecosystem services in the area.

Each block features a series of six patented Priora nibs around its edge, which interlock on eight separate faces in three different directions. These nibs also create the voids through which water run-off percolates into the sub-base.



The sub-base is composed of two different grades of aggregate. These are specially selected to provide maximum internal friction (offering enhanced stability) whilst also providing a void ratio of over 32% (offering adequate water storage).

## A Patented Nib Design for Superior Interlock

A key factor in the way a block paved surface behaves is the way in which each block interlocks with its neighbours. Interlock helps to spread the load evenly across the area of the paved surface, improving surface stiffness and reducing pressure on the laying course immediately beneath the blocks.

There are three different kinds of interlock: horizontal, vertical and rotational.



Vertical interlock refers to the ability of each block to move against its neighbours on a vertical plane. If the sub-base has been designed and installed to our specifications, it is unlikely that this will be a factor in a Priora surface.

However, the unique patented Priora nib improves vertical interlock by increasing the amount of 'brick to brick' contact. The 6mm aggregate between the blocks further improves vertical interlock by bridging the gap between blocks.



Horizontal interlock refers to the ability to move against its neighbours on a horizontal plane. In all CBP installations, horizontal interlock is maximised by the geometric shape of the block. The interlocking nature of the Priora nib reduces the ability of a block to move horizontally against its neighbours. This feature can also be enhanced by the laying pattern. A herringbone laying pattern has been proven to provide the best possible horizontal interlock which makes it the recommended style for heavy laying applications.



Rotational interlock refers to the ability of each block to rotate against its neighbours on a horizontal plane. This is where the unique patented Priora nib has a proven advantage; in laboratory tests at Newcastle's Rolling Load Facility (NUROLF), Professor John Knapton discovered that the Priora nib maximises rotational interlock between blocks, and can therefore reduce pressure on the laying course by up to 40% compared to other surfacing options.

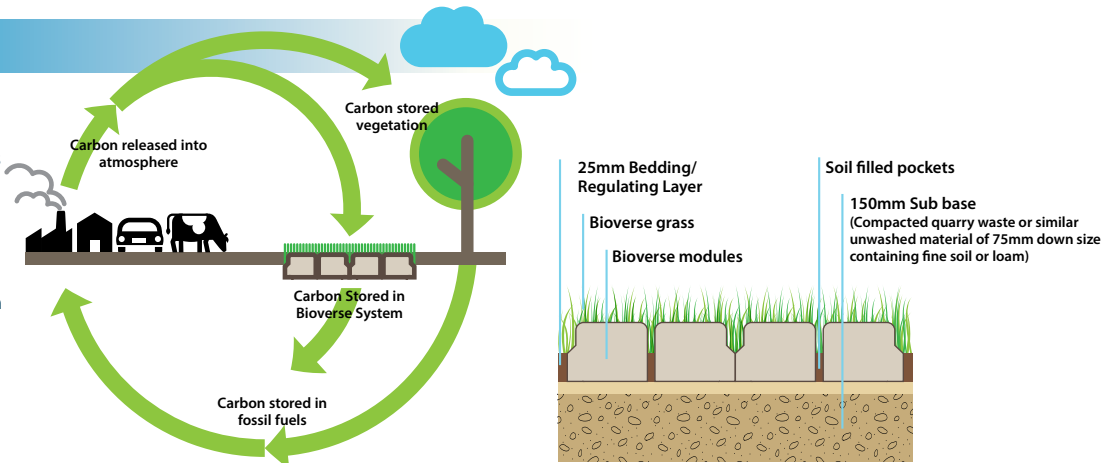
# Marshalls Bioverse®

Marshalls Bioverse® is the world's first carbon neutral paving system. Special Marshalls grass seed mix sequesters additional CO2 over normal grasses equal to the carbon footprint of the paving.

## How does it work?

The Bioverse system consists of reduced-carbon concrete modules, specially formulated Bioverse Grass Seed and a carefully designed sub base. The elements of the system together create a hardstanding area which is not only attractive and hardwearing, but is also a Biosphere which takes carbon from the atmosphere.

The Bioverse Paving System becomes carbon neutral over the life of the driveway, providing the grass is maintained.



## The Bioverse System

### Bioverse: Interlocking Modules

- Interlocking Bioverse modules allow water to travel between the blocks whilst ensuring structural stability.
- Each pack contains two different pebble designs, allowing a wide variety of laying possibilities.
- The modules can be used for a wide variety of applications from driveways and additional car parking areas to pathways and soak away areas.

### Bioverse: Optimised Grass Seed

Bioverse seed mixtures are designed to create a dense, attractive appearance and are individually matched to different growing conditions throughout the UK. All mixtures have the ability to absorb CO2 helping you create a landscape which becomes carbon neutral over the life of your driveway.

### Bioverse Seed mixtures are;

- Environmentally responsible, with high CO2 lock up.
- Are low growing, reducing surface wear and making them ideal for Bioverse driveways.
- Have a slow growth pattern so that the grass requires less cutting.
- Have a high plant density, to restrict invasion of weeds and alien grasses.



| Area of UK | Seed type   |
|------------|-------------|
| North      | Bioverse GN |
| South      | Bioverse GS |
| East       | Bioverse GE |
| West       | Bioverse GW |



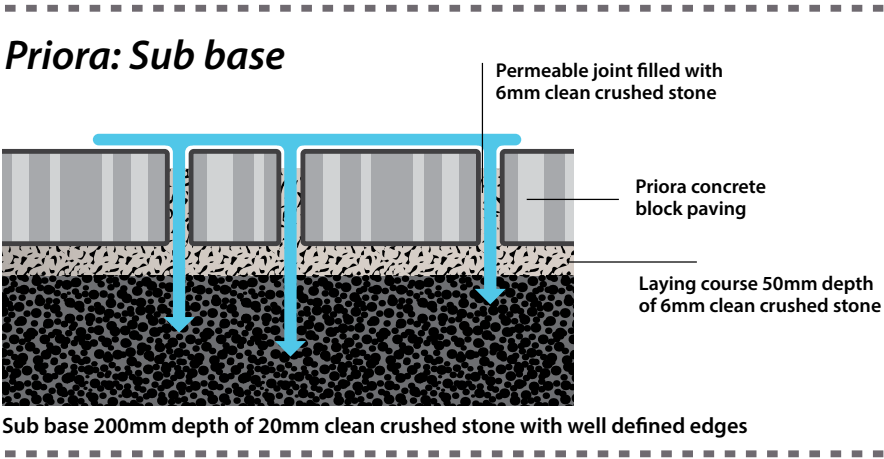
# Priora System

Priora has a specific design methodology and sub-base specification. Priora Machine Lay allows surface water to be controlled at source. Water can be drained directly into the ground, recharging the ground water whilst also controlling the surface water runoff at source.

## The Priora System

### Priora: Permeable Paving

- Manages rain water run-off on hardstanding areas without adding to local drainage problems or gaining planning permission.
- Can help recharge the water table by rehydrating the ground in areas which are prone to droughts.
- No need for linear drainage, tanking systems or membranes.



# The Bioverse System

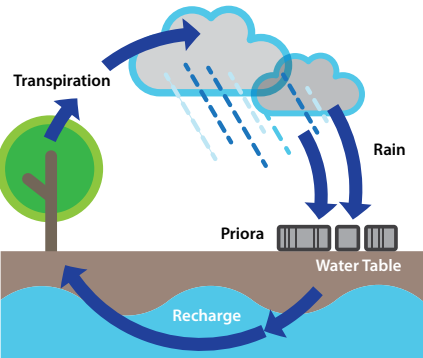
## Priora Sustainable Urban Drainage Systems

Marshalls Priora permeable paving solutions allow infiltration of rainfall into the sub soil where it can drain harmlessly away.

Featuring a patented nib design, Priora allows surface water to pass between blocks into a specially calculated sub base without compromising the structural performance of the driveway. Marshalls Priora is available in a wide variety of finishes and colours.

### How does it work?

Marshalls Priora allows rainfall to travel between the blocks, through the sub base and into the watercourse in a slow and measured way, as close as possible to the natural process of rain falling on undisturbed ground.



As an urban drainage solution the product benefits include;

- High load bearing capacity due to the unique interlocking characteristics. The system can withstand the dynamic stresses offered by vehicular trafficking and point loads.
- Large drainage openings allowing the efficient infiltration of surface water runoff.
- Lasting surface water infiltration capacity due to the unique layout of the interlocking spacer profiles.
- Conservation of space on the site, allowing the needs and requirements of both PPG3 and PPG25 to be achieved.
- Reduction of surface water runoff by as much as 100% for infiltration sites.
- Increased recharge of groundwater.
- Allowing new developments in areas restricted by current surface water drainage constraints.
- Reduced overall project development costs owing to a reduction in storm sewers and drainage accessories.
- The filtering and removal of metals and suspended solids in any surface water.
- The development of naturally occurring bacteriological breakdown.

# Linear Drainage

Marshalls' unique linear drainage systems combine the clear-cut advantages of linear drainage over traditional point drainage, with the benefits of a high quality, robust precast concrete product.

### Surface water interception

- More efficient at intercepting running water
- Ponding is reduced or eliminated as is streaming water across a site

### Shallow depth of construction

- Inherently shallow construction required
- Savings due to reduced excavation
- Reduces construction time, offering further savings
- Less conflict with existing underground services
- Reduced quantities of spoil to be disposed of

### Ease of design

- Performs more efficiently with just the use of concrete channels, grates, outfalls and reduced amounts of pipework.
- Only requires shallow depth construction
- Limited number of components required
- Does not require complex crossfalls to be incorporated
- Design of crossfalls and longitudinal falls of adjacent hard landscaping is straightforward
- Improved end user performance

### Ease of installation

- Channel line and level can be set out with ease
- Crossfalls are less complex to set out or construct compared with point drainage
- Expensive construction time saved due to shallow construction
- On-site errors are easier to avoid
- Unlike other options, Marshalls' systems do not require temporary ballast (e.g. Sand) during installation
- Inherently strong and robust precast concrete reduces on-site damage

### Significant cost savings by reducing carrier pipes

- Many schemes can utilise the inherent ability of a channel or combined kerb and drainage system to act not just as the traditional gully in point drainage, but also as the carrier pipe in storing and transporting surface water.
- Any carrier pipes will be at a shallower depth with resultant cost savings
- Fewer expensive manholes required
- Less spoil to be removed from site
- Improved health and safety on site through reduced need for deep excavation work

### Storage of surface water

- Linear drainage can utilise the storage capability of its channels to good effect where there are limitations placed on the total outflow of the scheme. This temporary storage facility has been utilised to:
- Attenuate peak flows
- Avoid or reduce costs of balancing ponds or reservoirs
- Reduce pipework sizes at outfalls

### Reduced maintenance

- Easier and less costly to maintain than other forms of surface water drainage systems
- Easy to access along the whole length of the linear drainage system via removable gratings or regular access points
- Blockages will not completely disrupt the whole system and can be dealt with easily
- Inherently strong and robust precast concrete systems resistant to the effects of freeze thaw and de-icing salts

### Aesthetics

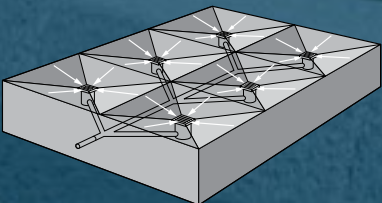
- Wide choice of decorative metal gratings or textured and coloured top blocks to enhance the aesthetics of a scheme
- Straight lines of linear drainage can be incorporated into the overall design

### Control of spillage

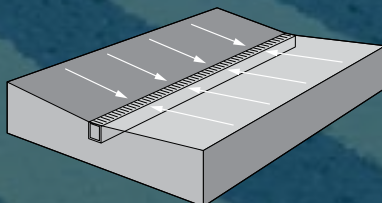
- Allows total control of unwanted liquids in an emergency

### End user comfort

- Eliminates false falls and consequent 'roller coaster' effect for vehicular traffic associated with point drainage
- Level surface offers greater comfort to pedestrians



Typical point drainage system, illustrating the need for complex crossfalls with attendant implications for design, installation and cost



Typical equivalent linear drainage system



## Smart Design Drives Down Cost

Marshalls recently undertook a major project with Professor John Knapton, one of the world's leading structural engineers, to develop & refine the high calibre design advice that we offer our customers.

### Benefits

The result is Marshalls' Nine New Design Models, ranging from light domestic to a heavy duty 'ports and docks' option, which eclipse the six offered by the British Standard.

♦ **Environmental:** Less energy used in excavation, less waste to dispose of and less imported aggregate all add up to reduce project carbon footprint.

♦ **Practical:** In areas where excavation is limited (to avoid services, for example), our new designs frequently make a Priora surface a preferred option.

♦ **Financial:** Crucially, our new design models combined with our rationalised sub-base designs drive cost from the Priora structure, making permeable paving a more cost effective option than ever before.

### British Standard Design\*



Build Up:  
80mm Block  
50mm Laying Course  
350mm Sub-base (OGCR)  
**Total Depth = 480mm**

### NEW Marshalls Design\* 31% shallower than the BS



Build Up:  
80mm Block **Same as BS**  
50mm Laying Course **Same as BS**  
200mm Sub-base (OGCR)  
**43% shallower than BS**  
**Total Depth = 330mm**

\*Example used: Cars & Light Vans (or equivalent), 5% CBR

## Priora Sub-Base Construction

The aggregate installed beneath a Marshalls Priora surface is an essential element of the Marshalls Priora system. The aggregate must provide sufficient porosity to store water in the voids between the granular elements. It must also be of sufficient structural strength to withstand the loads to which the structure will be subjected.

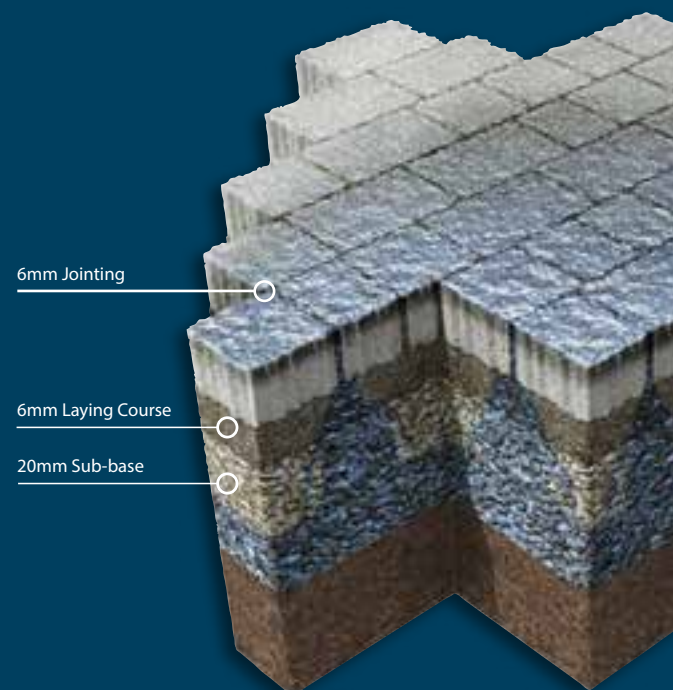


20mm Aggregate



6mm Aggregate

Full specification of suitable aggregate is set out in EN 13242: 2002



6mm Jointing

6mm Laying Course

20mm Sub-base

## Marshalls Priora Design Service



Marshalls fully qualified and experienced team utilises a proven system to provide comprehensive support for your project from concept

to installation. Our permeable paving designs consider both the structural and hydraulic requirements for the pavement during its intended design life using methodologies developed from a combination of laboratory testing, desktop analysis and market leading experience. Crucially, Marshalls' team never loses sight of the requirement to create the most welcoming, visually appealing open spaces imaginable. They will use the wide range of textures, colours and sizes from the Priora portfolio, along with the full suite of Marshalls landscaping product range, to create the perfect landscape for your project.

### Benefits:

- ♦ Project-specific structural design
- ♦ Project-specific hydraulic calculations
- ♦ Potential cost savings
- ♦ Schedule of components
- ♦ Installation advice.

## Marshalls Services

### Samples

Marshalls operate a comprehensive, free of charge samples service. Marshalls always recommend that samples are obtained to ascertain actual colours and textures; because our products are made with natural aggregates, slight variation from photographs should be anticipated. Where multiple colours are a feature of the product more than one sample will be sent. For larger units such as flags, kerbs and drainage channels, a section or slip may be supplied to meet guidelines regarding manual handling.



### Technical Support:

Marshalls dedicated Technical Hotline Team is available at the end of the phone for any technical queries. They will be able to supply: **Product Data Sheets, COSHH Data Sheets, Specification Clauses.**

They will also be happy to answer any questions you may have prior to or during installation of Marshalls Products.

To contact our Technical Support Team, please call 08704 112233 or visit our website to use our new 'live chat' online support system.

### Continuous Professional Development Seminars:

Marshalls provide a full range of CPD seminars, many of which are RIBA accredited, which cover a comprehensive range of landscaping topics. Our expert team share their knowledge and experience to ensure that our customers receive presentations featuring the most up to date thinking and the most respected opinion in the industry. These sessions can be delivered at your convenience in your offices.

To arrange a CPD, simply call 0845 302 3131 or book online.

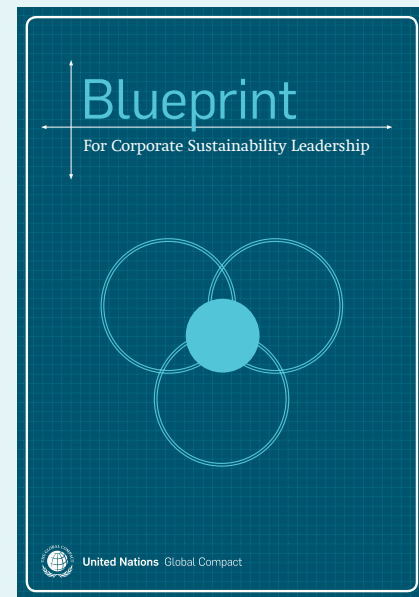
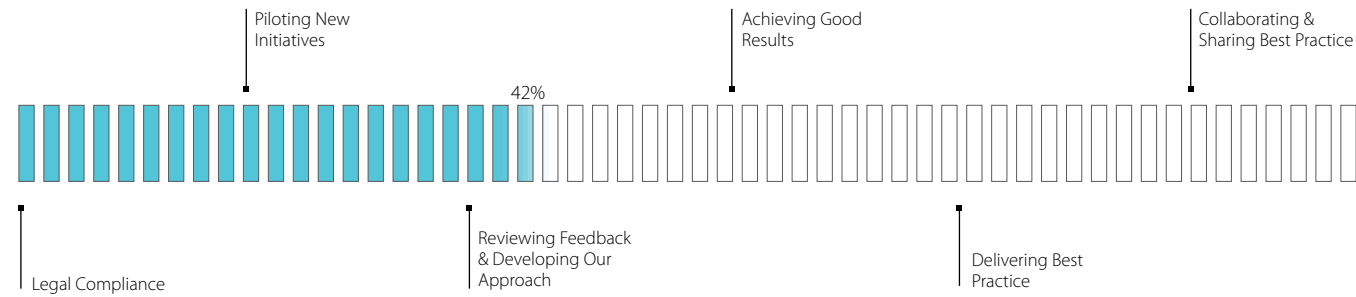
### Web Assistance:

Marshalls' website offers the best way to keep up to date with the full range of Marshalls products, services and research. It is an invaluable resource from which customers are free to download the following information:

- Product Information
- Technical Information
- Brochures
- NBS Plus Documents
- DWG Files
- Case Studies

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





The UNGC Blueprint for Corporate Sustainability Leadership document can be found at [http://www.unglobalcompact.org/docs/news\\_events/8.1/Blueprint.pdf](http://www.unglobalcompact.org/docs/news_events/8.1/Blueprint.pdf)

Marshalls continues to demonstrate that it is a leader in its field and stated in 2010 that it recognised that Blueprint for Corporate Sustainability Leadership offered a model for achieving even higher levels of performance and generating enhanced value through the UNGC.

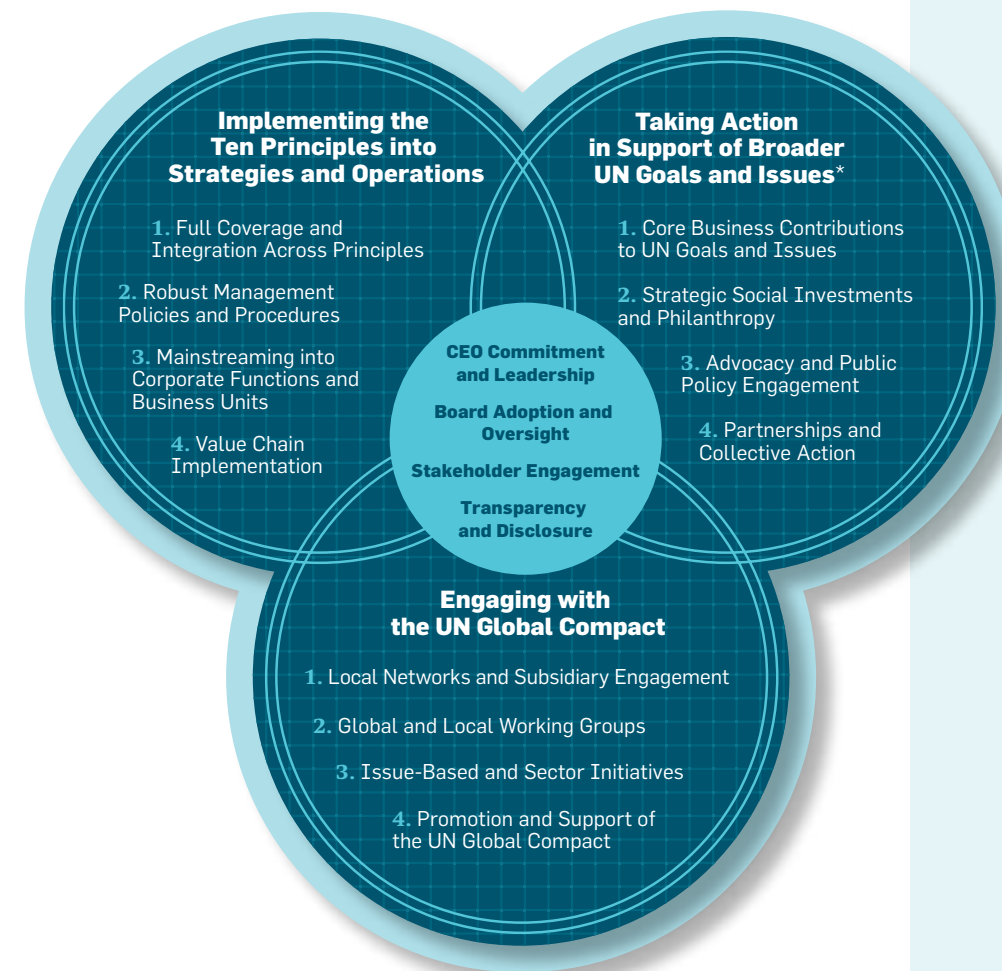
The 2010 COP detailed the elements of the Blueprint together with why and how Marshalls has engaged. You can view all of Marshalls previous COP reports at [www.marshalls.co.uk/sustainability/publications](http://www.marshalls.co.uk/sustainability/publications)

Engaging in the Blueprint process has allowed Marshalls to effectively assess progress with respect to its commitment, strategy, implementation and communications as the organisation ascends the learning performance curve.

The Blueprint has been developed:

- To challenge and inspire companies to achieve higher levels of sustainability performance within the UNGC; and
- To evolve the UNGC and its engagement opportunities to deliver more value to leading participants.

Marshalls will continue to work towards realising the elements within the Blueprint as identified in the targets for 2014. The organisation remains realistic that this will be a long term commitment.



Key Dimensions and Components of Leadership – taken from the UNGC Blueprint document.

Moving forward Marshalls will work towards realising elements within the Blueprint as identified in the targets for 2014.

In order that readers have a full understanding of this commitment we have reproduced on the following pages the Corporate Action Plan from within the UNGC Blueprint for Corporate Sustainability Leadership (to be found overleaf on pages 36 and 37).



Marshalls target position to 2020 and beyond demonstrates the long term nature of its commitment.



IMPLEMENTING THE TEN PRINCIPLES INTO STRATEGIES AND OPERATIONS

Full Coverage and Integration Across Principles

- Implement all the ten UN Global Compact principles into strategies and operations.
- Design corporate sustainability strategy to leverage synergies between and among issue areas and to deal adequately with trade-offs.
- Ensure that different corporate functions coordinate closely to maximize performance and avoid unintended negative impacts.

Robust Management Policies and Procedures

- Assess risks and opportunities on an ongoing basis at both enterprise and product level and undertake due diligence to ensure that the company identifies any negative impacts caused by its operations and activities.
- Develop strategies and policies specific to the company's operating context – as well as scenarios for the future - and establish measurable short, medium, and long term goals.
- Engage and educate employees through training activities, the development and adjustment of business processes, and sound incentive schemes.
- Implement a system to track and measure performance based on standardized performance metrics.

Mainstreaming into Corporate Functions and Business Units

- Place responsibility for execution of sustainability strategy in relevant corporate functions (procurement, government affairs, human resources, legal, etc.) and ensure that no function is operating in conflict with sustainability commitments and objectives of the company.

- Align strategies, goals and incentive structures of all business units and subsidiaries with corporate sustainability strategy.
- Assign responsibility for corporate sustainability implementation to an individual or group within each business unit and subsidiary.

Value Chain Implementation

- Analyze each segment of the value chain carefully, both upstream and downstream, when mapping risks, opportunities and impacts.
- Communicate policies and expectations to suppliers and other relevant business partners.
- Implement monitoring and assurance mechanisms within the company's sphere of influence.
- Undertake awareness-raising, training and other types of capability building with suppliers and other business partners.

TAKING ACTION IN SUPPORT OF BROADER UN GOALS AND ISSUES

Core Business Contributions to UN Goals and Issues

- Align core business strategy with one or more relevant UN goals / issues\*.
- Develop relevant products and services or design business models that contribute to UN goals / issues.
- Adopt and modify operating procedures to maximize contribution to UN goals / issues.

Strategic Social Investments and Philanthropy

- Pursue social investments and philanthropic contributions that tie in with the core competences or operating context of the company as an integrated part of its sustainability strategy.

- Coordinate efforts with other organizations and initiatives to amplify – and not negate or unnecessarily duplicate – the efforts of other contributors.
- Take responsibility for the intentional and unintentional effects of funding and have due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups.

Advocacy and Public Policy Engagement

- Publicly advocate the importance of action in relation to one or more UN goals / issues.
- Commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals / issues.

Partnerships and Collective Action

- Develop and implement partnership projects with public or private organizations (UN entities, government, NGOs, or other groups) on core business, social investments and/or advocacy.
- Join industry peers, UN entities and/ or other stakeholders in initiatives that contribute to solving common challenges and dilemmas at the global and/or local levels with an emphasis on initiatives that extend the company's positive impact on its value chain.

ENGAGING WITH THE UN GLOBAL COMPACT

Local Networks and Subsidiary Engagement

- Contribute to the building and operating of at least one UN Global Compact Local Network and help elevate performance of other companies through training, mentoring, COP peer review, etc.
- Encourage subsidiaries to engage with UN Global Compact Local Networks and to participate actively in events and activities.

- Publish sustainability information related to each individual subsidiary separately or reference it explicitly in the Communication on Progress of Corporate Headquarters.

Global and Local Working Groups

- Participate in relevant global or local working groups and share experiences, networks, tools and good practices with other UN Global Compact participants.
- Take active part in defining scope and objectives of new working groups when relevant.

Issue-Based and Sector Initiatives

- Join and help advance one or more existing UN Global Compact initiatives, e.g. Caring for Climate, CEO Water Mandate, Women's Empowerment Principles, and Global Business Initiative on Human Rights.
- Spearhead need-driven development of new issue-based or sector initiatives within the UN Global Compact and the wider United Nations.

Promotion and Support of the UN Global Compact

- Advocate the UN Global Compact to business partners, peers and the general public.
- Encourage suppliers and other business partners to join the UN Global Compact, and take on mentoring role on issues related to the initiative.
- Participate in activities to further develop and strengthen the UN Global Compact.

THE CROSS-CUTTING COMPONENTS

CEO Commitment and Leadership

- CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UN Global Compact.
- CEO promotes initiatives to enhance sustainability of the company's sector and leads development of industry standards.
- CEO leads executive management team in development of corporate sustainability strategy, defining goals and overseeing implementation.
- Make sustainability criteria and UN Global Compact principles part of goals and incentive schemes for CEO and executive management team.

Board Adoption and Oversight

- Board of Directors (or equivalent\*\*) assumes responsibility and oversight for long term corporate sustainability strategy and performance.
- Board establishes, where permissible, a committee or assigns an individual Board member with responsibility for corporate sustainability.
- Board (or committee), where permissible, approves formal reporting on corporate sustainability (Communication on Progress).

Stakeholder Engagement

- Publicly recognize responsibility for the company's impacts on internal and external stakeholders.
- Define sustainability strategies, goals and policies in consultation with key stakeholders.
- Consult stakeholders in dealing with implementation dilemmas and challenges and invite them to take active part in reviewing performance.

- Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect 'whistle-blowers'.

Transparency and Disclosure

- Share sustainability information with all interested parties and respond to stakeholder inquiries and concerns.
- Ensure that Communication on Progress covers all aspects of the Leadership Blueprint and utilize, where appropriate, the Global Reporting Initiative framework.
- Integrate Communication on Progress into annual financial report or publish them together.
- Secure external verification of Communication on Progress or seek other methods for legitimization by external stakeholders.

\*\* For companies without a formal Board, other governance or ownership body assumes these responsibilities

| Achievements 2013   | Targets 2014   |
|---|--|
| <b>Core Business Contribution to UN Goals and issues:</b><br>Aligning core business strategy with one or more relevant UN goals/issues.<br>Developing relevant products and services that contribute to UN goals/issues. ✓  | <b>Core Business Contribution to UN Goals and issues:</b><br>Continue to align core business strategy with one or more relevant UN goals/issues.<br>Continue to develop relevant products and services that contribute to UN goals/issues.<br>Adopt and modify operating procedures to maximize contributions to UN goals/issues..   |
| <b>Strategic Social Investments &amp; Philanthropy:</b><br>Pursuing social investments and philanthropic contributions that tie in with the core competencies or operating context of the company as an integrated part of its sustainability strategy.<br>Taking responsibility for the intentional and unintentional effects of funding and having due regard for local customs, traditions, religions, and priorities of pertinent individuals and groups. ✓             | <b>Strategic Social Investments &amp; Philanthropy:</b><br>Continue to pursue social investments and philanthropic contributions that tie in with the core competencies or operating context of the company as an integrated part of its sustainability strategy.<br>Continue to take responsibility for the intentional and unintentional effect for funding and having due regard for local customs, traditions, religions and priorities of pertinent in individuals or groups.<br>Co-ordinate efforts with other organisations and initiatives to amplify – and not negate or unnecessarily duplicate – the efforts of other contributors. |
| <b>Advocacy and Public Policy Engagement;</b><br>Publically advocating the importance of action in relation to one or more UN goals/issues.<br>Committing company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goal/issue. ✓  | <b>Advocacy and Public Policy Engagement;</b><br>Continue to publicly advocate the importance of action in relation to one or more of the UN goals/issues.<br>Continue to commit company leaders to participate in key summits, conferences, and other important public policy interactions in relation to one or more UN goals/issues.  |
| <b>Partnerships and Collective Action;</b><br>Developing and implementation partnership projects with public or private sector organisations on core business, social investments and/or advocacy.<br>Joining industry peers, UN entities and/or other stakeholders in initiatives that contribute to solving common challenges and dilemmas at the global and/or local levels with emphasis on initiatives that extend the company's positive impact on its value chain. ✓ | <b>Partnerships and Collective Action;</b><br>Continue to develop and implement partnership projects with public or private sector organisation on core business, social investments and/or advocacy.<br>Continue to join with industry peers, UN entities and/or the stakeholders in initiatives that contribute to solving common challenges and dilemmas at the global and/or local levels with emphasis on initiatives that extend the company's positive impact on its value chain.   |
| <b>Local Networks &amp; Subsidiary Engagement:</b><br>Active participation in events and activities.<br>Encourage subsidiary to engage with Un Global Compact Local Networks and to participate actively in events and initiatives.<br>Actively participate in events and activities ✓  | <b>Local Networks &amp; Subsidiary Engagement:</b><br>Active participation in events and activities.<br>Encourage subsidiary to engage with UNGC Local Networks and to participate in actively in events and initiatives.<br>Contribute to the building and operating of at least one local network and help elevate performance of other companies through training, mentoring, COP peer review, etc.   |

| Achievements 2013   | Targets 2014   |
|---|--|
| <b>Global &amp; Local Working Groups;</b><br>Participate in relevant global or local working groups and share experiences, networks, tools and good practice with other UNGC participants.<br>Take active part in defining scope and objectives of new working groups when relevant. ✓  | <b>Global &amp; Local Working Groups;</b><br>Continue to participate in relevant global or local working works and share experiences, networks, tools and good practice with other UNGC participants.<br>Continue to take active part in defining scope and objectives of new working groups when relevant.                      |
| <b>Issues-Based and Sector Initiatives;</b><br>Join and help advance one or more existing UNGC initiative; e.g. Caring for Climate, CEO Water Mandate, Women's Empowerment Principles, and Global Business Initiatives on Human Rights. ✓   | <b>Issues-Based and Sector Initiatives;</b><br>Advance one or more existing UNGC initiative – Children's Rights & Business Principles, Women's Empowerment Principles.   |
| <b>Promotion and Support of the UNGC;</b><br>Advocate the UNGC to business partners, peers and the general public.<br>Encourage suppliers and other business partners to join the UNGC, and take on mentoring role on issues related to the initiative.<br>Participate in activities to further develop and strengthen the UNGC. ✓  | <b>Promotion and Support of the UNGC;</b><br>Advocate the UNGC to business partners, peers and the general public.<br>Encourage suppliers and other business partners to join the UNGC, and take on mentoring role on issues related to the initiative.<br>Participate in activities to further develop and strengthen the UNGC. |
| <b>Stakeholder Engagement;</b><br>Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect whistle blowing. ✓   | <b>Stakeholder Engagement;</b><br>Establish channels to engage with employees and other stakeholders to hear their ideas and address their concerns, and protect whistle blowing.  |
| <b>Transparency and Disclosure;</b><br>Share sustainability information with all interested parties and respond to stakeholder inquiries and concerns.<br>Ensure that COP covers all aspects of the Leadership Blueprint and utilize, where appropriate, the Global Reporting Initiative framework.<br>Integrate the COP within the financial reporting or publish then together after consultaion with stakeholders. ✓ | <b>Transparency and Disclosure;</b><br>Integrate the COP within the financial reporting or publish them together.  |
| <b>CEO Commitment and Leadership:</b><br>CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UNGC. ✓   | <b>CEO Commitment and Leadership:</b><br>CEO publicly delivers explicit statements and demonstrates personal leadership on sustainability and commitment to the UNGC.  |
|   | <b>Board Adoptions and Oversight:</b><br>Board approves formal reporting on corporate sustainability.  |



How Marshalls is Contributing

The Millennium Development Goals are a set of time-bound targets, by which progress in reducing income poverty, hunger, disease, lack of adequate shelter and exclusion — while promoting gender equality, health, education and environmental sustainability — is being measured. They embody basic human rights — the rights of each person on the planet to health, education, shelter and security. The Goals are ambitious and together with the comprehensive United Nations development agenda, set the course for the world’s efforts to alleviate extreme poverty by 2015.

|   |
|---|
| <b>GOAL 1: Eradicate Extreme Poverty &amp; Hunger</b>   |
| <ul style="list-style-type: none"><li>Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day</li><li>Achieve full and productive employment and decent work for all, including women and young people</li><li>Halve, between 1990 and 2015, the proportion of people who suffer from hunger</li></ul> |
| <b>GOAL 2: Achieve Universal Primary Education</b>  |
| <ul style="list-style-type: none"><li>Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling</li></ul>  |
| <b>GOAL 3: Promote Gender Equality and Empower Women</b>  |
| <ul style="list-style-type: none"><li>Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015</li></ul>  |
| <b>GOAL 4: Reduce Child Mortality</b>   |
| <ul style="list-style-type: none"><li>Reduce by two thirds, between 1990 and 2015, the under-five mortality rate</li></ul>  |
| <b>GOAL 5: Improve Maternal Health</b>  |
| <ul style="list-style-type: none"><li>Reduce by three quarters the maternal mortality ratio</li><li>Achieve universal access to reproductive health</li></ul>   |
| <b>GOAL 6: Combat HIV/AIDS, Malaria and Other Diseases</b>  |
| <ul style="list-style-type: none"><li>Have halted by 2015 and begun to reverse the spread of HIV/AIDS</li><li>Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it</li><li>Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases</li></ul>                         |

|  |
|--|
| <b>GOAL 7: Ensure Environmental Sustainability</b>   |
| <ul style="list-style-type: none"><li>Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources</li><li>Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss</li><li>Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation</li><li>By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers</li></ul>  |
| <b>GOAL 8: Develop a Global Partnership for Development</b>  |
| <ul style="list-style-type: none"><li>Develop further an open, rule-based, predictable, non-discriminatory trading and financial system.</li><li>Address the special needs of least developed countries.</li><li>Address the special needs of landlocked developing countries and small island developing States.</li><li>Deal comprehensively with the debt problems of developing countries.</li><li>In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.</li><li>In cooperation with the private sector, make available benefits of new technologies, especially information and communications.</li></ul> |

Business, the Post 2015 Agenda and the Sustainable Development Goals

Emerging in the twenty-first century, and recognized implicitly in the year-2000 Millennium Declaration, is the historic convergence between incorporation of social and environmental dimensions into business models, and the enterprise-oriented development thinking of Governments and multilateral institutions. Engaged companies are taking part in the global development agenda through their business models and practices, and more Governments now advance corporate sustainability as a complementary solution.

(Source: Corporate Sustainability and United Nations Post-2015 Development Agenda [http://www.stakeholderforum.org/fileadmin/files/UNGC\\_Post2015\\_Report.pdf](http://www.stakeholderforum.org/fileadmin/files/UNGC_Post2015_Report.pdf))



The diagram above is a visualisation of recommendations by business on issue prioritisation, organised into four overarching areas: Poverty; Human Needs and Capacities; The Resource Triad; Enabling Environment.

At the apex is the overarching vision of moving away from poverty and toward

a level of worldwide prosperity. The next level addresses social and human-need factors that are also closely related to poverty and its eradication. Together, these four incorporate the heart of the current MDG programme. The resource triad expands on MDG 7, to include resource areas which are highly connected, meet primal human needs –

and all are integrally tied to the causes and effects of climate change. At the base of the pyramid, the issues include a broader array of enabling factors that set the foundation for successful action in the levels above; conversely, without a solid base, the entire structure will crumble.

Marshalls position is one of actively engaging and maximising benefit; both in terms of business performance, upholding the ten UNGC principles and supporting the delivery of the MDG’s. Marshalls is working in international partnerships in India, China and Vietnam to tackle issues of labour rights, human rights, child labour, child education, women’s empowerment and health. Marshalls will actively seek to make a positive contribution towards achieving the MDG’s operating within its areas of influence to maximise impact.

|  |
|--|
| <b>GOAL 1: Eradicate Extreme Poverty &amp; Hunger</b>  |
| <ul style="list-style-type: none"><li>Workers rights education in India.</li><li>Fairstone® product in India, China &amp; Vietnam.</li><li>Community school development in India.</li><li>Collaboration with quarry owners, local government and NGO’s in India regarding labour rights and fair pay</li></ul> |
| <b>GOAL 2: Achieve Universal Primary Education</b>   |
| <ul style="list-style-type: none"><li>Foundation and continued funding for schools in Kota region of Rajasthan.</li><li>Informal community education programme.</li><li>Women’s literacy programme.</li></ul>  |
| <b>GOAL 3: Promote Gender Equality and Empower Women</b>   |
| <ul style="list-style-type: none"><li>Girls education drive resulting in equal number of girls in education in Marshalls funded schools.</li><li>Women’s literacy programme.</li><li>Development of ‘Fit for Life; Fit for Work’ informal education programme.</li></ul>                                       |

|  |
|--|
| <b>GOAL 4: Reduce Child Mortality</b>  |
| <ul style="list-style-type: none"><li>Vaccination programmes for children in India.</li></ul>  |
| <b>GOAL 5: Improve Maternal Health</b>   |
| <ul style="list-style-type: none"><li>Maternal health camps in India.</li></ul>  |
| <b>GOAL 6: Combat HIV/AIDS, Malaria and Other Diseases</b>   |
| <ul style="list-style-type: none"><li>AIDS/HIV education programme as part of health camps in India.</li></ul>   |
| <b>GOAL 7: Ensure Environmental Sustainability</b>   |
| <ul style="list-style-type: none"><li>CEO Water Mandate.</li><li>Biodiversity benchmark activity.</li><li>Water management programme.</li></ul>                  |
| <b>GOAL 8: Develop a Global Partnership for Development</b>  |
| <ul style="list-style-type: none"><li>Product development</li><li>Extending Fairstone® to China and Vietnam.</li><li>Strategic partnership with UNICEF</li></ul> |

Urgency of Sustainability Challenges and Potential for Business Impact

In the 2012 UN Global Compact Annual Implementation Survey, companies were asked to identify which global priority issues they believe to be the most urgent, as well as which issues their company could have the greatest positive impact on in the future. 1,712 companies from over 100 countries responded to the survey.

Source: UN Global Compact Annual Implementation Survey 2012



The opportunities to develop new products services and business models that help solve global challenges are clear – particularly associated with green growth and “base of the pyramid” endeavours. As a result, there is enormous potential for the private sector to help advance sustainable development on a broad scale, in line with the post-2015 agenda. There are two fundamental ways by which companies contribute to sustainable development. One is by upholding respect for universal sustainability principles in their operations, thus making sure to do no harm. The other is through taking actions that support advances on sustainable development, such as new products, services and business models.

Marshalls will actively engage throughout 2014 through UNGC participation and the UNGC UK Network in activity regarding the setting of sustainable development goals.

**Goal 1: End poverty and increase prosperity via inclusive economic growth, targets include:**

- Eliminate extreme poverty (\$1.25/day per capita in 2005 real US dollars).
- Create jobs through decent work sufficient to keep unemployment below 5 per cent, including for women as a group, and below 10 per cent for youth.
- Eliminate child labour.
- Ensure full access to private finance, including basic savings, loans and growth capital products, on fair terms including for women and marginalized groups.
- Reduce by 30 per cent the Gini co-efficient rating in each country.

**Goal 2: Quality education for all, targets include:**

- Every child completes primary education with basic literacy and numeracy, in schools with grade divisions, books, light, meals and sanitation.
- All secondary schools to facilitate computing skills, and a 50 per cent availability of digital facilities among primary schools without them.
- Increase the percentage of young adults with the skills needed for work.
- Achieve parity in enrollment and educational opportunities at primary, secondary and tertiary levels for girls and women.
- Curricula at primary level and at all levels above to include sustainable development concepts, with special emphasis on business schools.

**Goal 3: Achieve women and girls’ empowerment, targets include:**

- Increase the proportion of leadership positions held by women in public and private sectors to 40 per cent or better.
- Universally recognized and enforced equal pay for equal work.
- Full and equal access of women to ownership, property rights and land titles.
- Reduce rates of violent acts committed against women and girls by at least 50 per cent.

**Goal 4: Universal health coverage, targets include:**

- Affordable access to quality (meets patient needs) treatment and care for all, or to 80 per cent where such access was less than half in 2010.
- Continue to reduce the reach of TB, malaria and HIV/AIDS, and contain the spread of new drug resistant strains.
- Halt the rise in non-communicable diseases.
- Universal reproductive health services including access to birth control and to a qualified attendant at birth.
- Cut maternal mortality rate by at least ¾.
- Reduce the under-five mortality rate by at least 2/3.

**Goal 5: Good nutrition for all through sustainable food and agricultural systems, targets include:**

- Eradicate calorie-deficient hunger and halt increase of rates of obesity and of malnutrition.
- Eliminate stunting of children under two years of age through appropriate micro-nutrients.
- Double the productivity of LDC agriculture.
- Stop and turn back annual increases in greenhouse gas emissions and deforestation resulting from farming and livestock production by 2020.
- Bring down the share of over exploited ocean fish stocks by 20 per cent.
- Reduce amount of food lost through poor storage and waste by 1/3.

**Goal 6: Water and sanitation for all, targets include:**

- Universal access to affordable fresh water.
- Universal access to basic sanitation facilities by 2020 and improved sanitation facilities by 2030.
- Fresh water use brought in line with supply.
- Ensure establishment and full implementation of national water effluent standards.

**Goal 7: Sustainable energy for all, targets include:**

- Universal access to modern energy services.
- Double the global rate of improvement in energy efficiency in production, distribution and consumption.
- Double the share of renewable sources in the energy mix.
- Reduce by at least 50 per cent the particulate concentration in urban air, not to exclude achievement of more stringent regional targets.

**Goal 8: Build peaceful and stable societies, targets include:**

- Improve access for diverse ethnic, religious and social groups to justice, services and economic opportunity.
- Improve mediation, dispute resolution and dialogue mechanisms to prevent and resolve conflict and to build peace
- Reduce incidence of violent deaths per 100,000 by at least 20 per cent.
- Prevent, combat and reduce the illicit trade in small arms, light weapons and ammunition.
- Reduce the reach and extent of organized crime, especially through the provisions of the United Nations Convention against Transnational Organized Crime.

**Goal 9: Modernize infrastructure and technology, targets include:**

- Deploy investment sufficient to meet requirements for “green” transport, energy and water systems in the developing world, and for upgrading or replacing old and “brown” infrastructure in the developed world.

- Universal and affordable access to the Internet and computing technology.
- Effective use of e-governance at national and state/provincial level in all countries, to increase managerial capacity as well as transparency.
- Double the share of the population with easy and affordable access to public transportation systems.
- Step up R&D in both public and private sectors.
- Reduce carbon emissions from the construction and operation of buildings.

**Goal 10: Good governance and realization of human rights, targets include:**

- Raise awareness and implementation of all UN human rights conventions and instruments among all people and at all levels of governance.
- Achieve competitive and transparent procurement processes through public advertising of all government procurement cases.
- Develop further an open, rule-based, nondiscriminatory international trading and financial system.
- Establish a climate supportive of business and investment at home and from overseas, including incentives in favour of sustainability.

Source: Global Compact LEAD consultations



Marshall's Fairstone® is an ethically sourced range of Natural Stone that has been quarried and produced in line with a clear set of ethical values and commitments.

FAIRSTONE®  
INDIA DEFINED

Marshall's knows where its quarried stone comes from. It knows how it is manufactured and that it has been produced in accordance with a clear and unequivocal set of ethical values and commitments. Specifically in the India supply chain:

- ✓ NO CHILD LABOUR IS USED
- ✓ INDIAN WORKERS RECEIVE LIVING WAGES
- ✓ HEALTH & SAFETY PRACTICES ARE IN PLACE

Marshall's employ a full time, field-based, Social Auditor in India who works with quarry owners and workers on a daily basis to ensure the ongoing implementation of the Ethical Trading Initiative Base Code and to monitor progress. Daily contact, weekly reporting, annual third party auditing and regular quarry inspections by Company employees allow Marshall's to ensure that Fairstone commitments are upheld.

Marshall's is committed to working in partnership with its sole supplier Stone Shippers India to achieve continuous improvement in supply chain conditions and to help deliver tangible benefits to all workers involved in stone production, their families and the wider community.

Since early 2007, and following community consultation, Marshall's has worked with local NGO Hadoti Hast Shilp Sansthan in partnership to:

- Develop and fund 6 Free Schools giving the children of migrant workers and local workers an education that they would not otherwise have had.
- Develop 6 free Health Centres and deliver monthly community health camps in the heart of the quarrying area in Bundhi. These services offer consultation, treatment, free medicines and referral pathways all of which would not otherwise be available.

FAIRSTONE®  
CHINA DEFINED

Marshall's knows where its quarried stone comes from. It knows how it is manufactured and that it has been produced in accordance with a clear and unequivocal set of ethical values and commitments:

Specifically in the Chinese supply chain;

- ✓ CHINESE WORKERS RECEIVE LIVING WAGES FOR A NORMAL WORKING PERIOD
- ✓ WORKING HOURS ARE NOT FORCED ECONOMICALLY OR PHYSICALLY
- ✓ HEALTH & SAFETY PRACTICES ARE IN PLACE

Through its local office in Xiamen Marshall's employees regularly visit quarries and factories to work alongside workers and managers to ensure that these three commitments are implemented. In addition a dedicated member of Marshall's Chinese team takes the lead on all ethical supply chain matters. Quality Controllers also play a critical role in improving worker conditions.

Marshall's is committed to working in partnership with its suppliers in China to achieve continuous improvement in supply chain conditions and to help deliver tangible benefits to all workers involved in stone production, their families and the wider community.

- Marshall's ensures that every quarry and factory in its supply chain has an appropriate first aid kit.
- Marshall's has also specifically funded the training of a nominated worker at each quarry and production facility in first aid practices.
- Marshall's funds regular cultural community events for workers, their families and the wider community.

FAIRSTONE®  
VIETNAM DEFINED

Marshall's Fairstone® is an ethically sourced range of Natural Stone.

Fairstone® means that Marshall's knows where its quarried Vietnamese stone comes from, how it is manufactured and that it has been produced in accordance with a clear and unequivocal set of ethical values and commitments based on the ETI Base Code and UNGC Principles;

- ✓ BONDED LABOUR IS NOT USED, I.E. PRISON LABOUR
- ✓ LIVING WAGES ARE PAID FOR A NORMAL WORKING PERIOD
- ✓ WORKING HOURS ARE NOT FORCED ECONOMICALLY OR PHYSICALLY
- ✓ NO CHILD LABOUR IS USED
- ✓ HEALTH & SAFETY PRACTICES ARE IN PLACE

The Fairstone® Manager takes the lead on all ethical supply chain matters and the co-ordination of the in-field Quality Controllers who play a critical role in monitoring and improving worker conditions.

Marshall's works with a small number of suppliers in Vietnam and is committed to building relationships which promote shared learning, best practice and the continuous improvement of conditions throughout the supply chain for workers.

Marshall's has ensured that every quarry and production facility in its supply chain has the appropriate first aid kit and has specifically funded the training of a nominated worker in first aid practices.

Fairstone UNICEF Partnership

We have entered into a strategic partnership with UNICEF to eliminate child labour in India's stone quarrying sector which is underpinned by the work that Marshall's had done to date regarding its Fairstone ethical standards and product range.

The partnership involves extensive research, action for systemic change and the promotion of education and will be funded through Fairstone sales across the globe.

Research will focus upon a comprehensive analysis of the sustainability of quarrying and scrutinise the situation of children

working in quarries in several regions in India and assess the best practice inventions to prevent and combat child labour. UNICEF will then use the study results to advocate with government, business and other relevant stakeholders to adapt policies and create a regulatory framework to ensure child labour is eliminated within the quarrying industry. The partnership will also see Marshall's and UNICEF supporting education interventions in Rajasthan, focusing on the key long-term preventative measure and essential components for the rehabilitation of children involved in child labour.



Chris Harrop, Marshall's' group marketing director and also children's rights ambassador within the organisation, said,

"This partnership builds upon the pioneering work that Marshall's has been doing since 2006 regarding child labour and more recently the extensive embedding of the Children's Rights & Business Principles across the business. Together UNICEF and Marshall's will work as strategic partners contributing to eliminating child labour in India's stone quarrying sector, promoting a more responsible business model across the entire industry. This activity further strengthens Marshall's' market leading approach to social responsibility within the Indian supply chain."

"We are delighted to be working in Partnership with Marshall's.

Marshall's is putting child rights at the forefront of its business practice and the Fairstone paving stone is a fantastic way of enabling their customers to play a part in tackling the reprehensible practice of children labouring in quarries.

By combining our skills, resources and expertise with those of Marshall's, UNICEF can create change for children in India."

David Bull, Executive Director, UNICEF UK





Marshall's has been actively working to eliminate child labour in the quarrying sector in Rajasthan since 2005; providing free primary education, advocating regarding children's rights and offering practical support in terms of fair pay, insurance, health care, literacy and workers' rights education all of which are factors involved in issues of child labour.

As a leader in its field with a proven commitment to protecting the rights of children and working on the ground to implement change, Marshall's was invited by UNICEF to take part in its global pilot programme through 2012/13 using and assessing a range of corporate social responsibility tools developed by the organisation to assist with the

implementation of the Children's Rights & Business Principles, launched in early 2012. The results of this pilot programme were shared at a UNICEF CRBP event in New York in September at the time of the UNGC Leaders Summit.

*"UNICEF's ability to bring together players, including the Government of India, to ensure the implementation of the study's recommendations produces long-term systemic change for children and their communities was fundamental for Marshall's."*

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



UNICEF has been working in India since 1949 and is the largest UN organisation in the country. UNICEF is fully committed to working with the Government of India to ensure that each child born in this vast and complex country gets the best start in life, thrives and develops to his or her full potential. The challenge is enormous but UNICEF is well placed to meet it. It uses quality research and data to understand

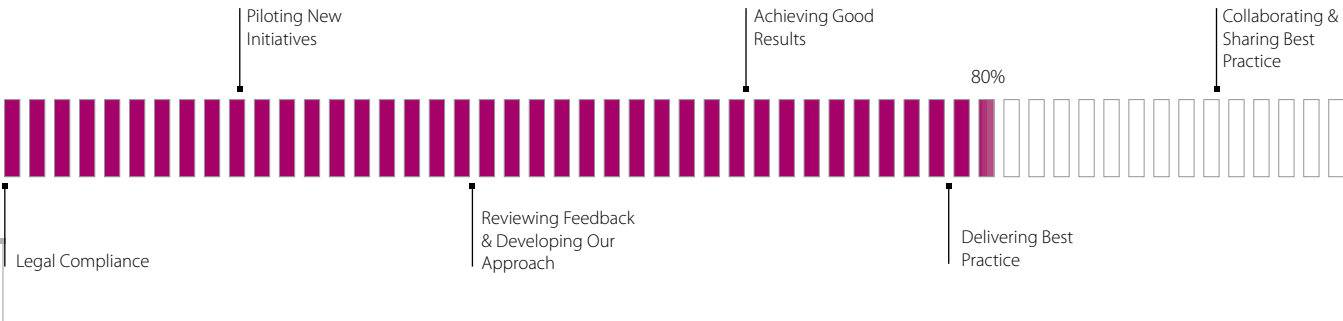
issues, implement new and innovative interventions that address the situation of children, and works with partners to bring those innovations to fruition.

Marshall's is excited by the scale and scope of the partnership and the opportunity to further engage and collaborate with other actors including the wider quarrying sector and to bring about positive and lasting change.

The results of the research will inform the approach to working with our suppliers, partners and the community in India, China and Vietnam and all activities will be driven through this partnership with UNICEF.







Marshall's is committed to human rights and to its Human Rights Impact Assessment (HRIA) programme. Marshall's made a commitment at the end of 2009 to undertake an initial four year programme of human rights impact assessments. This programme is on-track and has proved so valuable that it has now become an ongoing part of Marshall's human rights work. Efforts in 2010 were focused upon undertaking a HRIA in Kota in the state of Rajasthan, India. In 2011 Marshall's concentrated upon the manufacturing process in China. Year three saw Vietnam as the focus. During this year an assessment will be undertaken in the UK. In addition annual monitoring in relation to all existing HRIA's is undertaken together with the implementation of recommendations.



Human Rights Information and Education

During 2013 Marshall's produced a range of booklets to educate and inform its stakeholders - including employees, customers, suppliers, NGO partners - regarding its approach to human rights and its work in this area.

All of these publications are available in the publications section of the sustainability website and can be accessed at [www.marshall's.co.uk/sustainability/publications](http://www.marshall's.co.uk/sustainability/publications)

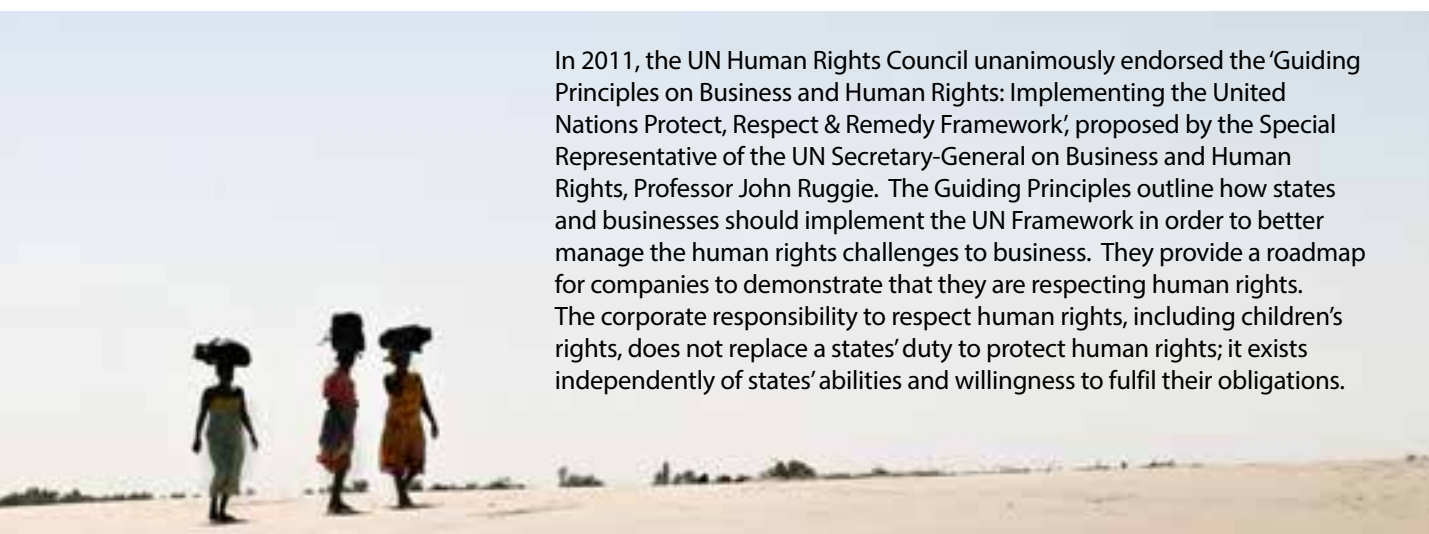




The process has been a challenging one and is very much a journey for Marshalls, building upon our social and environmental impact assessment process. In many ways the process has inspired as many questions as answers and has highlighted the need for the organisation's on-going commitment to undertake assessment of the risks in relation to human rights.

The Secretary General's Special Representative, Professor John Ruggie, presented his recommendations for the implementation of the Respect, Protect and Remedy Framework to the UN in April 2011. This process further assisted in Marshall's own development of the organisations approach to human rights.

Marshalls recognises that along with globalisation and instantaneous communications via the internet, opportunities come hand-in-hand with increased levels of threat and the potential for companies to find themselves caught up in situations of conflict and human rights violations. The HRIA process focuses the organisations attention on human rights issues.



In 2011, the UN Human Rights Council unanimously endorsed the 'Guiding Principles on Business and Human Rights: Implementing the United Nations Protect, Respect & Remedy Framework', proposed by the Special Representative of the UN Secretary-General on Business and Human Rights, Professor John Ruggie. The Guiding Principles outline how states and businesses should implement the UN Framework in order to better manage the human rights challenges to business. They provide a roadmap for companies to demonstrate that they are respecting human rights. The corporate responsibility to respect human rights, including children's rights, does not replace a states' duty to protect human rights; it exists independently of states' abilities and willingness to fulfil their obligations.

## Ruggie Protect, Respect and Remedy Framework

### Protect

The first pillar of the Framework is the states duty to protect against human rights abuses committed by third parties, including business, through appropriate policies, regulation and adjudication. It highlights that states have the primary role in preventing and addressing corporate related human rights abuses

### Respect

The corporate responsibility to respect human rights means acting with due diligence to avoid infringing on the rights of others, and addressing harms that do occur. The Framework is a global standard of expected conduct acknowledged in virtually every voluntary and soft-law instrument related to corporate responsibility, and now affirmed by the Human Rights Council itself.

A company's responsibility to respect applies across its business activities and through its relationships with third parties connected with those activities such as business partners, entities in its value chain, and other non-State actors and State agents. In addition, companies need to consider the country and local contexts for any particular challenges they may pose and how those might shape the human rights impacts of company activities and relationships.

### Remedy

Even where institutions operate optimally, adverse human rights impacts may still result from a company's activities and victims must be able to seek redress. Effective grievance mechanisms play an important role in both the state duty to protect and the corporate responsibility to respect.

As part of their duty to protect against business-related human rights abuse, states must take appropriate steps within their territory and/or jurisdiction to ensure that when such abuses occur, those affected have access to effective remedy through judicial, administrative, legislative or other appropriate means.

Source: <http://www.reports-and-materials.org/Ruggie-protect-respect-remedy-framework.pdf>



In order to meet their responsibilities to respect human rights, the Guiding Principles require business to have in place policies and processes appropriate to their size and circumstances. These include; a policy commitment, a human rights due diligence process to identify, prevent, mitigate and account for how they address their impact on human rights; and processes to enable the remediation of any adverse impacts they cause or to which they contribute (Guiding Principles 15).

In addition to the Guiding Principles and Marshalls programme of annual Human Rights Impact Assessments the Company also uses critical standards and guidance on corporate responsibility and sustainability

including: UNGC principles, Global Reporting Initiative Guidance (GRI), Ethical Trading Initiative (ETI) Base Code, Children's Rights & Business Principles (CRBP) and the Women's Empowerment Principles (WEPS).

Underlying these guidance standards for business are key international declarations and agreements that enjoy widespread consensus, such as the Universal Declaration of Human Rights, the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work, which covers child labour issues, the Rio Declaration on Environment and Development and the United Nations Convention Against Corruption.

Both ISO2600 and the Guiding Principles highlight the need for special attention to vulnerable groups, including women, people with disabilities, children, indigenous peoples and migrant workers. In relation to a company's impact on children, these guidelines highlight the need to actively address the full range of the company's impacts, rather than limiting its attention to just one issue. This approach is fully consistent with that of the Children's Rights & Business Principles (CRBP) and the Convention on the Rights of the Child (CRC).



## 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 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, 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.

December 2010



## Children's Rights & Business Principle Engagement

Recognising a need for explicit guidance about what it means to respect and support children's rights – and in response to the Ruggie Framework – a joint initiative by the UNGC, UNICEF and Save the Children developed a set of 10 principles on Children's Rights and Business Principles ('The Principles').

The Principles set the standards for child-friendly business everywhere and guide companies on a full range of actions to respect and support children's rights in the workplace, marketplace and community. The Principles are proactive, not reactive, and call upon business everywhere to respect and support children's rights.

As a leader in its field with a proven commitment to protecting the rights of children and working on the ground to implement change, Marshalls was invited by UNICEF to take part in its global pilot programme using and assessing a range of CRS tools developed by the organisation. During 2013 Marshalls undertook its first children's rights and business principles audit – and was one of the first globally to do this.

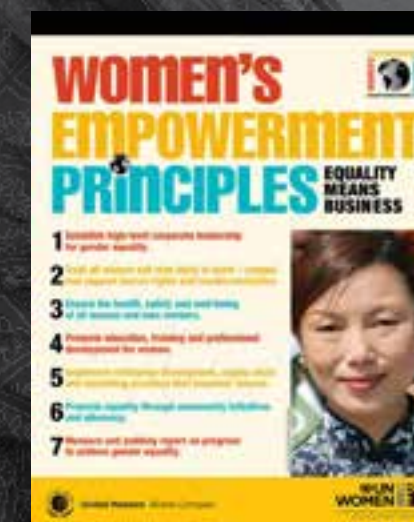
Marshall's is committed to being a child-friendly business. As such it complies with the law and seeks to respect and support children's rights wherever it operates. It also seeks to create value through its policies and operations, products and services, and initiatives and influences that promote the best interests of children. Marshalls recognised that by incorporating children's rights firmly within its sustainability agenda the organisation can work to achieve long-term positive outcomes for children through its core business activities, strategic social investments and public policy engagement.



## Women's Empowerment Principles Engagement

Marshall's understands that empowering women to participate fully in economic life across all sectors and throughout all levels of economic activity is essential to; build strong economies; establish more stable and just societies; achieve internationally agreed goals for development, sustainability and human rights; improve quality of life for women, men, families and communities; and propel business' operations and goals.

During this year Marshalls is undertaking its first audit report regarding women's empowerment using the Women's Empowerment Principles as its framework. The organisation will share an executive summary of its findings and will begin the process of implementing recommendations. Marshalls is engaged with UN Women UK National Committee and intends to become a WEPS signatory during 2014.





Strategic Human Rights Partnerships:

UNICEF Partnership: Market-leading Partnership Promoting Responsible Business Practices in the Indian Mining Sector.

This partnership aims to strengthen Marshalls’ market-leading approach to social responsibility within the Indian supply chain. Together, UNICEF and Marshalls will become strategic partners contributing to eliminating child labour in India’s mining sector, promoting a more responsible business model across the entire industry.

The partnership comprises of:

- Research Study: A comprehensive analysis of the sustainability of mining, scrutinise the situation of children working in mines in several regions in India and assess the best practice interventions to prevent and combat child labour;
- Systemic Change: UNICEF will use the study’s results to advocate with government, business and other relevant stakeholders to adopt policies and create a regulatory framework to ensure child labour is eliminated within the industry.
- Promoting Education: Marshalls will also support education interventions in Rajasthan, focussing on the key long-term preventive measures and essential components for the rehabilitation of children involved in child labour.

Worldwide Association of Girl Guides & Girl Scouts: Fit for Work/Fit for Life Youth Unemployment, Gender Inequality and Poverty.

There is a renewed interest in addressing youth unemployment in developing countries as a means to intensify the fight against extreme poverty, achieving the MDGs, and meeting equity and development goals.

In partnership with Marshalls WAGGGS is developing a ‘Fit for Work; Fit for Life’ training programme which will be delivered by Member Organisations on-the-ground in India.

The programme has the following elements:

- Entrepreneurship skills education
- Income generation activity exposure and micro-finance access
- Financial literacy education
- Employability skills training
- Self-Esteem
- Health and well-being education (including immunization)
- Optional introduction to Girl Guiding (for beneficiaries not already in membership)

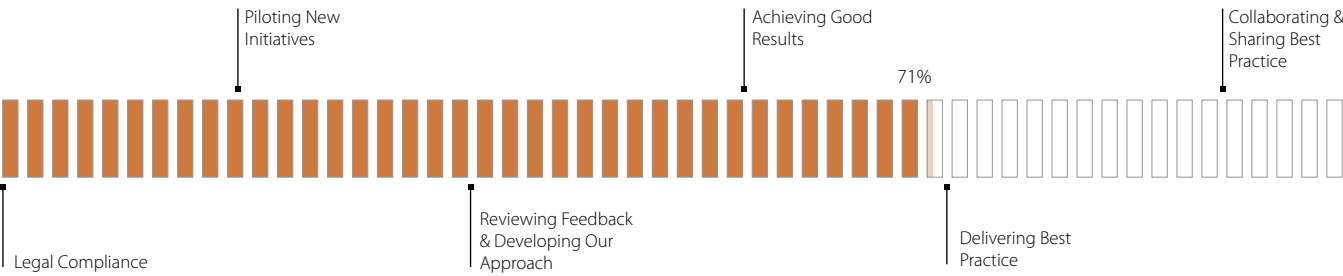
*The UNICEF report card on adolescents 2012 report states that adolescent girls in India who are married and have children at an early age fail to get education, employment or have an income generating activity and are at risk of poverty, exploitation, violence, and not fulfilling their potential. In addition they have fewer chances to be able to correctly take care of their babies once they are born therefore creating increased rates of child morbidity and mortality.*



| Targets 2013   | Targets 2014   |
|--|--|
| <ul style="list-style-type: none"><li>• Continue to ensure that ETI base code is adhered to and that no child is employed in the supply chain. ✓</li></ul>   | <ul style="list-style-type: none"><li>• Continue to ensure that ETI base code is adhered to and that no child is employed in the supply chain.</li></ul>   |
| <ul style="list-style-type: none"><li>• Continue to gather weekly reports from the social auditor in India.</li><li>• Develop, together with Chinese partners, a suitable reporting process which seeks to uphold human rights in the manufacturing context. ✓</li></ul> | <ul style="list-style-type: none"><li>• Develop the reporting process undertaken by the social auditor in India.</li><li>• Continue to receive social auditor reporting from China.</li><li>• Develop social auditor reporting in Vietnam.</li></ul>                       |
| <ul style="list-style-type: none"><li>• Continue to receive monthly reports from NGO in Kota. ✓</li></ul>  | <ul style="list-style-type: none"><li>• Develop the reporting and monitoring provided by the NGO in India.</li></ul>   |
| <ul style="list-style-type: none"><li>• Ongoing monitoring and evaluation of HR in India.</li><li>• Ongoing monitoring and evaluation of HR in China.</li><li>• Ongoing monitoring and evaluation of HR in Vietnam. ✓</li></ul>  | <ul style="list-style-type: none"><li>• Ongoing monitoring and evaluation of all HR activity.</li><li>• Annual review of HRIA in India, China and Vietnam.</li><li>• Undertake HRIA for ROW in relation to Marshalls activities.</li><li>• Undertake HRIA in UK.</li></ul> |
| <ul style="list-style-type: none"><li>• Process of embedding human rights within the organisation; achieving the goals set out within the HRGD. ✓</li></ul>  | <ul style="list-style-type: none"><li>• Further develop the process of embedding human rights within the organisations; achieving the goals set out within the HRGD.</li></ul>   |
| <ul style="list-style-type: none"><li>• Undertake a report which clarifies Chinese laws regarding employment, human rights and environmental rights. ✓</li></ul>   |  |
| <ul style="list-style-type: none"><li>• Engage with UN Women in preparation for WEPS audit ✓</li></ul>   | <ul style="list-style-type: none"><li>• Undertake WEPS audit.</li></ul>  |
| <ul style="list-style-type: none"><li>• Undertake CRBP audit. ✓</li></ul>  | <ul style="list-style-type: none"><li>• Implement priority aspects of CRBPrecommendations.</li><li>• Consult with young people</li><li>• Assess the impact of the WAGGGS programme.</li><li>• Monitor the impact of the UNICEF programme.</li></ul>                        |



Marshall's approach to labour rights continues to be driven by the Ethical Trading Initiative Base Code, the UNGC Labour principles and the organisations commitment to sustainable business.



The ETI Base Code states that:

1. Employment is freely chosen

- 1.1 There is no forced, bonded or involuntary prison labour.
- 1.2 Workers are not required to lodge "deposits" or their identity papers with their employer and are free to leave their employer after reasonable notice.

2. Freedom of association and the right to collective bargaining are respected.

- 2.1 Workers, without distinction, have the right to join or form trade unions of their own choosing and to bargain collectively.
- 2.2 The employer adopts an open attitude towards the activities of trade unions and their organisational activities.
- 2.3 Workers representatives are not discriminated against and have access to carry out their representative functions in the workplace.
- 2.4 Where the right to freedom of association and collective bargaining is restricted under law, the employer facilitates, and does not hinder, the development of parallel means for independent and free association and bargaining.

3. Working conditions are safe and hygienic.

- 3.1 A safe and hygienic working environment shall be provided, bearing in mind the prevailing knowledge of the industry and of any specific hazards. Adequate steps shall be taken to prevent accidents and injury to health arising out of, associated with, or occurring in the course of work, by minimising, so far as is reasonably practicable, the causes of hazards inherent in the working environment.
- 3.2 Workers shall receive regular and recorded health and safety training, and such training shall be repeated for new or reassigned workers.
- 3.3 Access to clean toilet facilities and to potable water, and, if appropriate, sanitary facilities for food storage shall be provided.
- 3.4 Accommodation, where provided, shall be clean, safe, and meet the basic needs of the workers.
- 3.5 The company observing the code shall assign responsibility for health and safety to a senior management representative.

4. Child labour shall not be used.

- 4.1 There shall be no new recruitment of child labour.
- 4.2 Companies shall develop or participate in and contribute to policies and programmes which provide for the transition of any child found to be performing child labour to enable her or him to attend and remain in quality education until no longer a child; "child" and "child labour" being defined in the appendices.
- 4.3 Children and young persons under 18 shall not be employed at night or in hazardous conditions.
- 4.4 These policies and procedures shall conform to the provisions of the relevant ILO standards.

5. Living wages are paid.

- 5.1 Wages and benefits paid for a standard working week meet, at a minimum, national legal standards or industry benchmark standards, whichever is higher. In any event wages should always be enough to meet basic needs and to provide some discretionary income.
- 5.2 All workers shall be provided with written and understandable information about their employment conditions in respect to wages before they enter employment and about the particulars of their wages for the pay period concerned each time that they are paid.
- 5.3 Deductions from wages as a disciplinary measure shall not be permitted nor shall any deductions from wages not provided for by national law be permitted without the expressed permission of the worker concerned. All disciplinary measures should be recorded.

6. Working hours are not excessive

- 6.1 Working hours comply with national laws and benchmark industry standards, whichever affords greater protection.
- 6.2 In any event, workers shall not on a regular basis be required to work in excess of 48 hours per week and shall be provided with at least one day off for every 7 day period on average. Overtime shall be voluntary, shall not exceed 12 hours per week, shall not be demanded on a regular basis and shall always be compensated at a premium rate.

7. No discrimination is practiced.

- 7.1 There is no discrimination in hiring, compensation, access to training, promotion, termination or retirement based on race, caste, national origin, religion, age, disability, gender, marital status, sexual orientation, union membership or political affiliation.

8. Regular employment is provided.

- 8.1 To every extent possible work performed must be on the basis of recognised employment relationship established through national law and practice.
- 8.2 Obligations to employees under labour or social security laws and regulations arising from the regular employment relationship shall not be avoided through the use of labour-only contracting, subcontracting, or home-working arrangements, or through apprenticeship schemes where there is no real intent to impart skills or provide regular employment, nor shall any such obligations be avoided through the excessive use of fixed-term contracts of employment.

9. No harsh or inhumane treatment is allowed

- 9.1 Physical abuse or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation shall be prohibited.

The provisions of this code constitute minimum and not maximum standards, and this code should not be used to prevent companies from exceeding these standards. Companies applying this code are expected to comply with national and other applicable law and, where the provisions of law and this Base Code address the same subject, to apply that provision which affords the greater protection.

Social Auditors

Central to ensuring that the ETI base code is implemented and embedded within its supply chain and operations are Marshall's social auditor in both India, China & Vietnam.

Social auditors works on a daily basis with quarry owners, factory owners, managers and workers to ensure the ongoing implementation of the ETI Base Code.

Marshall's head office has daily contact with the social auditors who provide weekly reporting on all aspects of the Base Code; for example the amount workers are paid, the hours that they work, the conditions they work in, health and safety measures that no child labour is used and that there is no harsh or inhumane treatment of workers.

Indira Saxena, monitoring social issues in India.



Stirling Smith, Just Solutions Ltd, auditing and verifying activity on the ground.



Satya and Hitesh in India, undertaking social audits.



Mr Que, Fairstone Manager in Vietnam.





Marshall's sole supplier in India is Stone Shippers Ltd. The long term relationship has enabled Marshall's to share its knowledge with the organisation and to work closely to embed sustainable practices, and to monitor these on an ongoing basis.



*"The development and co-ordination of the work to bring Marshall's Fairstone to market represents a great deal of work between the two organisations. It has meant a substantial commitment, not only in terms of money, but of time and effort. The progress made should be acknowledged as brave and forward looking. Marshall's pioneering work has often been met with resistance and disbelief by the sector both in India and the UK. However, the benefits to business are clear to see. Indian sandstone is among the best in the world and the fact that Fairstone can now be purchased with a clear conscience brings peace of mind to consumers in the UK and Europe who care enough to use their purchasing power to benefit communities across the globe."*

Rajiv Bazas, Managing Director,  
Stone Shippers Ltd



Stone Shippers undertakes social responsibility activity including:

- Safety education workshops for employees and subcontractors.
- Awareness raising about issues of child labour and establishing crèche facilities.
- Building schools and donating computers.
- Provision of uniforms, books and mid-day meals for children at local schools.
- Free medial health checks and visits by the Doctor.
- Supporting local hospitals by providing blankets, bed linen and air conditioning units.

| Targets 2013   | Targets 2014   |
|--|--|
| <ul style="list-style-type: none"><li>Maintain accreditation to Integrated Management Systems. ✓</li></ul>   | <ul style="list-style-type: none"><li>Maintain accreditation to IMS.</li></ul>   |
| <ul style="list-style-type: none"><li>Continue researching, reporting and embedding relevant information regarding labour laws and their implications; both in India, China and Vietnam. ✓</li></ul>   | <ul style="list-style-type: none"><li>Continue researching, reporting and embedding relevant information regarding labour laws and their implications; both in India, China and Vietnam.</li></ul> |
| <b>India</b> <ul style="list-style-type: none"><li>Maintain funding for NGO.</li><li>Develop the NGO monthly reporting process.</li><li>Continue schools programme and seek collaborative partners.</li><li>Continue workers rights education.</li><li>Seek partners for social security programme.</li><li>Continue the community health camps with a sharp focus on maternal health.</li><li>Pilot a women's empowerment project in Kota.</li><li>Seek engagement with UNICEF.</li><li>Annual review of HRIA.</li><li>Undertake research regarding slave/ bonded labour. ✓</li></ul> | <b>India</b> <ul style="list-style-type: none"><li>Continue the ETI/FCBO programme</li></ul>   |
| <b>China</b> <ul style="list-style-type: none"><li>Put in place a social auditing process in China ✓</li></ul>   | <b>China</b> <ul style="list-style-type: none"><li>Continue to embed social auditing.</li></ul>  |
|  | <b>Vietnam</b> <ul style="list-style-type: none"><li>Embed Fairstone programme.</li><li>Develop social auditing programme.</li></ul>   |





Due to Marshalls plc 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 part verification, legislation and industry

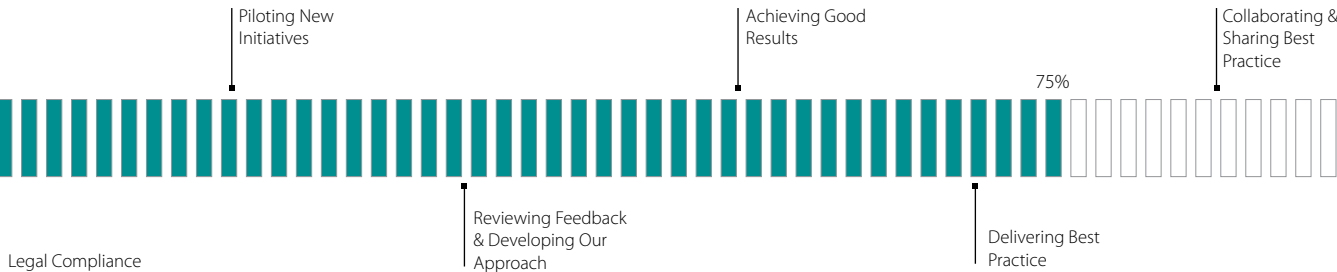
standards including ISO14001 for environmental management.


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 is committed to achieving the highest standards of environmental performance, preventing pollution and minimising the impact of our operations. The Group's aim is to minimise the environmental damage that occurs as a result of our activities and policies are being implemented to ensure that all our operations meet or exceed the requirements of legislation and applicable best practice.

Marshalls regards compliance with relevant environmental laws, and the adoption of responsible standards where no legislation exists, as an integral part of our business strategy and we are committed to considering the environmental impacts associated with our products throughout their life cycle. The Group aims to make most efficient use of raw materials and to maximise use of recycled and secondary raw materials, and production residues, where appropriate. The environmental stewardship of our major raw material suppliers is reviewed as part of the Group's ongoing commitment to Responsible Sourcing.

Marshalls is committed to monitoring and measuring our environmental performance, using appropriate external guidelines wherever practicable. We uphold the objectives defined by the Sustainable Concrete Forum. Each operating site has assessed the environmental aspects of its activities and objectives and targets have been set with a view to improving the overall environmental impact of those activities. These will be reviewed on at least an annual basis.


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

- Reduce the volume of mains and extracted borehole water to 0.05m<sup>3</sup> per tonne of production by 2015
- Manage Biodiversity where appropriate against site specific Action Plans
- Reduce the weight of packaging per tonne of production by 2% per annum over a 3 year cycle to a level where pack and product safety is not compromised
- Reduce the % of total waste to landfill per production output by 3% per annum on a 3 year rolling average


Marshalls will continue to raise environmental awareness within the Group through the development and training of our 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 our landholdings where possible. We also 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.

Signed by:



Martyn Coffey, Chief Executive  
January 2014



### 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. Rising energy costs for us and in our supply chain, growing concerns over the security of supply and of climate change mean that the importance of controlling our energy use and reducing our reliance on fossil fuels 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.

At Marshalls, we believe that sustainability must be at the heart of our business and it must balance 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 every day part of what we all do. Marshalls commits to ensuring that appropriate energy management systems are developed and maintained, and that sufficient resources are made available to achieve the objectives of this policy in a sustainable manner.

This policy applies to all Marshalls businesses and covers our direct and indirect emissions, including our supply chain. The policy requires Marshalls to:

- Reduce our corporate Green House Gas (GHG) emissions by at least 15% by 2012, 34% by 2020 and 80% by 2050. These reductions are measured against a 1990 baseline.
- Our target for absolute GHG emissions until 2020 requires an annual reduction of 3.1% in GHG emissions.
- Achieve a relative GHG emission target (excluding transport) of 7kgCO<sub>2</sub>/tonne of production by 2015 and then reduce by 3% pa thereafter.
- Develop renewable projects that ensure we use 20% renewable energy in our manufacturing operations by 2020.
- Develop an adaptation and mitigation strategy for Climate Change and fossil fuel depletion.
- Extend the coverage of the Energy Management System to include product carbon footprints, supply chain emissions and GHG gasses other than CO<sub>2</sub>.
- Comply with our legal obligation in the UK Government's mandatory GHG reporting for publicly listed Companies

Marshalls' Energy Strategy details group wide projects and investments; this includes a plan of actions, timescales and resources up to 2020 to help us achieve our goals. Every operational site has an energy action plan, which is maintained by the site and details a practical schedule of actions and investments.

Signed by:



Martyn Coffey, Chief Executive  
January 2014

# The key environmental issues for Marshalls are climate change, water and biodiversity.

These are particularly significant because Marshalls is aware of its contributions to man-made climate change (as detailed by the Inter-Government Panel on Climate Change) and as such is committed to helping reduce it.

Biodiversity is also key because of the activities Marshalls carries out – extracting material has an impact on the environment and it's only by working with the land that we can manage our impact on the land.

Water as a resource is becoming scarce and Marshalls has identified clean water shortage as one of the biggest challenges of the future.





Carbon Reduction

Marshall's has already demonstrated good energy management by achieving The Carbon Trust Standard and is now well equipped for the Government's Carbon Reduction Commitment Energy Efficiency Scheme (CRC), which was launched in April 2010.

Marshall's already voluntarily discloses information on its greenhouse gas emissions, risks, opportunities and plans via the Carbon Disclosure Project and The Prince's May Day Network. The company is also addressing alternatives such as renewables, as well as committing to reducing consumption through a number of energy management programmes.



Energy

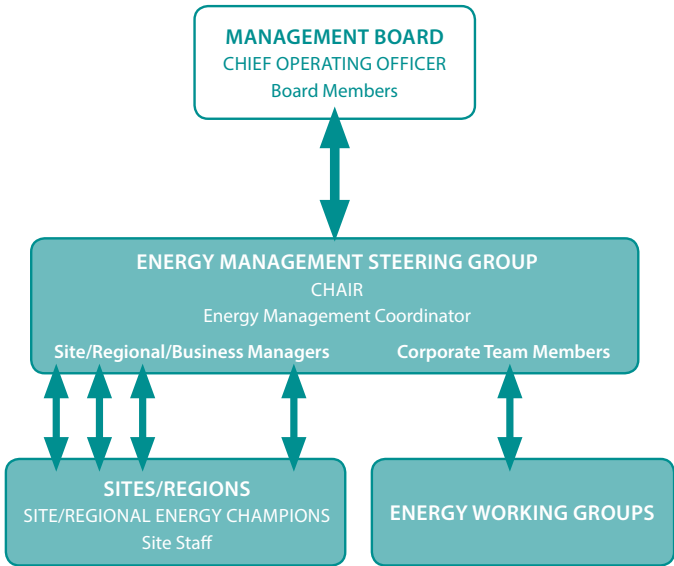
Climate change is one of Marshall's' KPIs from the sustainable business model. Marshall's has made a commitment to reduce emission of greenhouse gases by 80% by 2050 by employing energy management systems, reviewing processes and keeping abreast of new technologies, reporting progress, and developing carbon tools to allow our customers to measure their impact.

In 2009, Marshall's announced carbon footprints for all its commercial products, bringing the total carbon labelled products to over 2,000 commercial and domestic hard landscaping products – the most of any company in the world at the time. Since then, Marshall's has continued to work to reduce those product footprints

Now in its fifth year, the Energy Management Steering Group promotes Marshall's' carbon reduction policy throughout the organisation. Chaired by the Board Director who reports on sustainability, the group meets quarterly to:

- Identify current inefficiencies
- Advise on setting of company and site specific targets
- Oversee training practices relevant to energy
- Summarise progress for annual report and investors
- Review energy management procedures

From the group, ideas and projects get filtered through sites and corporate teams to a team of 60+ energy champions who are based on site.

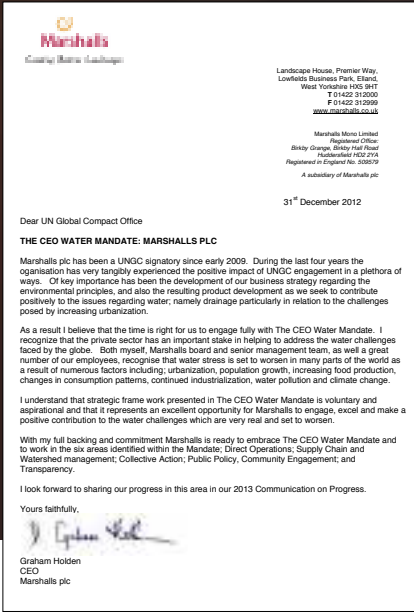


Water

Marshall's is on track to reduce its water consumption of 0.053m3 per tonne of product by 2012.

Marshall's has committed to The CEO Water Mandate, an initiative by business leaders in partnership with the international community. Its structure covers six key areas in a comprehensive approach to water management will develop Marshall's current water management approach to flooding, water quality and drought management.

1. Direct Operations
2. Supply Chain
3. Watershed Management
4. Collective Action
5. Public Policy
6. Community Engagement & Transparency



Biodiversity

Marshall's has drafted a biodiversity strategy, in consultation with external stakeholders, documenting a systematic approach to our legal, protection and enhancement commitment to the biodiversity on its sites. This strategy includes a priority approach to defining appropriate sites together with evaluation of the biodiversity ecosystem services delivered.

Waste Reduction & Packaging

During 2013 Marshall's continued to measure the amount of waste leaving site and is on track to achieve its aim of reducing waste by 3% per annum averaged over a three year period. The target for packaging is to reduce by 2% per annum over a three year period. The Company continues to carefully monitor the sourcing of timber by pallet suppliers having worked with them to achieve Forestry Stewardship Council accreditation at the end of 2009.



## Sustainable Procurement

Marshalls sustainable procurement approach and its procurement policy and procedures guard against the organisation procuring from suppliers that 'willfully and avoidably damage the environment'. Though its sustainable procurement journey Marshalls continues to engage and collaborate with suppliers on environmental issues, expectations, shared learning and the potential for innovation.

During 2013 Marshalls successfully retained its registration to the Responsible Sourcing framework standard BES6001 at a 'very good' level for all commercial concrete manufacturing sites. The BES6001 Framework Standards for the Responsible Sourcing of Construction Products, along with an associated independent third-party certification scheme, was developed by BRE Global to certify sustainable products and services. Marshalls achieved higher than average performance rating in each of the categories of organisational management, supply chain management and environmental & social issues.



## Marshalls achieves Carbon Trust Standard for third time!



Marshalls has been awarded the Carbon Trust Standard for the third time in a row, showing our ongoing

commitment to reducing carbon emissions.

We have good reason to be proud of this achievement. Marshalls as a business has reduced its total carbon emissions by 6.1% in just two years. Not only that but it scored an impressive 96% on the qualitative assessment which examines how we manage energy within the business.

Pete Stevens, Group Carbon and Energy Manager, said; "I'm delighted that we've achieved this standard for the third time. The qualitative assessment score shows the massive effort made by the energy champions and teams on our manufacturing sites over the last two years. It is great to be recognised externally by the UK's number one carbon reduction award, and I'd like to thank everyone

involved in energy reduction across the company for doing what they do, if it weren't for them we would not have gained the award."

The assessor also stated "Marshalls leads the way in carbon management and energy reductions. The willingness to improve is perceptible at all levels and the expectations are high. Marshalls deserves to keep the standard."

The assessor also visited several sites and was impressed by staff culture, innovation, and a general "can do" attitude.

Pete Stevens concluded by saying; "Marshalls has continued to set challenging targets on energy reduction, so we remain competitive and tackle climate change. If we can continue to build on what we are already doing I'm confident we can meet our targets and score 100% next time."

## Paving the way to a better education

In September this year Marshalls Eaglescliffe undertook the huge job of creating essential dedicated access for the Eaglescliffe Forest School.

Opened in 2011, The Forest School is located in an area of woodland on the edge of our Eaglescliffe site. It is a very special facility which offers an innovative educational approach to outdoor play and learning and an inspirational process that offers children rich opportunities to promote their well-being and confidence in a natural environment.

The school is incredibly popular with children from mainstream schools as well as children with behavioural, emotional and learning difficulties as it provides an environment where they can succeed and develop at their own speed, increasing their skills and self-esteem.

Formally the only access to the school was via our site, which has obvious health and safety risks, and so it was decided that dedicated access was needed and this was created with help from Tarmac, Tinsley Special Products, Tyne Tees Demolition with help from Potters Plant Hire, Preston's Transport.

Maxine Reid, Forest School Practitioner and Manager, said: "The new road and entrance to Eaglescliffe Forest School has given us a safe, easy access to the forest without disturbing Marshalls Operations through the yard."

"The new entrance makes it easier for our visitors to get to forest school. All of our visitors since September have commented on the difference the road makes and Marshalls' generosity."

"Myself and the volunteers at Forest School are always very grateful for the continued support we receive from Marshalls, as a Not for Profit Making Organisation we value Marshalls support in helping us to be able to continue to offer forest school sessions for the local community."



Eaglescliffe Site Manager, Eddie Trainer, said: "I am constantly inspired by the work that takes place at Eaglescliffe Forest School and all of us at the site are incredibly proud to be able to help them out in any small way."



# Marshalls Falkirk are ECO Stars

The Marshalls Falkirk fleet has recently attained the top 5-Star rating for the ECO Stars fleet operating in and around the Falkirk Area.

The ECO Stars fleet recognition scheme gives recognition, guidance and advice to operators of goods vehicles and rates a fleet's overall transport operation using a star rating criteria to recognise levels of operation and environmental performance.

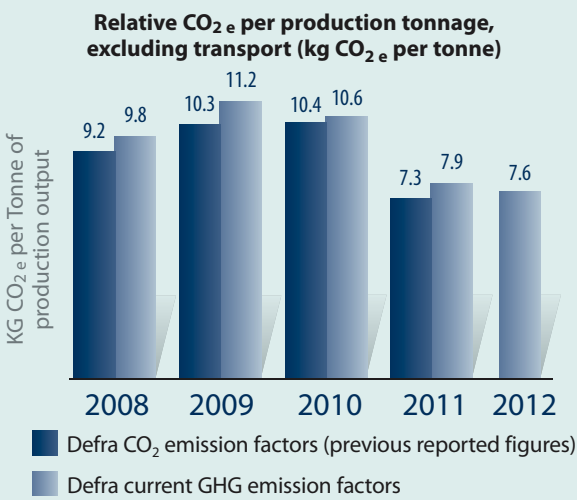
Marshalls carried out a major review of its transport operations with the aim of developing a more sustainable approach. The review has achieved substantial results through activities including investment in new cleaner and more efficient vehicles and realising a reduction in 4,000 journeys by better utilisation of vehicles and the use of larger payloads. Strategic alliances with other companies have provided back loads for some of our night trunking operations and the appointment of a full time Driver Trainer to enhance driver behaviour has shown that a further 10% improvement in fuel efficiency is possible.

It is through the implementation of these measures and others that has led to Falkirk achieving the top 5-Star rating. The ECO Stars auditors were impressed by the scope of the fuel management strategy implemented by Marshalls and the approach of target setting, measuring results and developing optimal performance measures.

*Ian Moir, Logistics Manager for Scotland, said: "We're extremely proud to have been awarded the 5-Star rating by ECO Stars. At Marshalls we take sustainability very seriously and we have invested a lot of time and energy into making our transport operations as efficient as possible, it is fantastic to receive recognition of this hard work."*



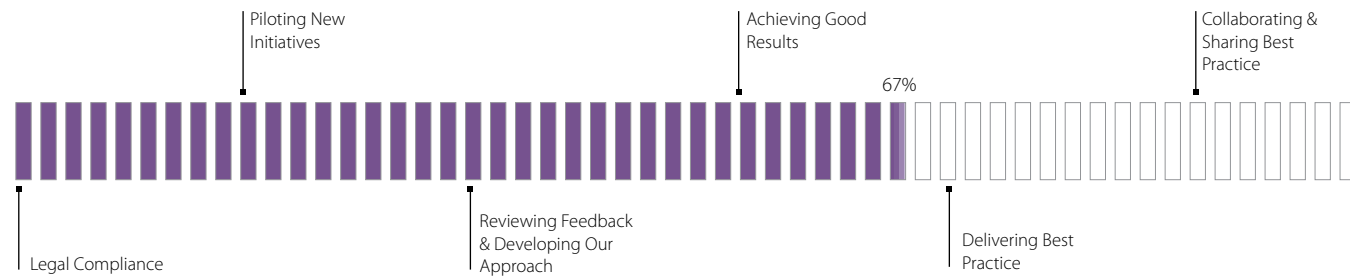
## 'Relative CO2 per production tonnage excluding transport'



| Targets 2013   | Targets 2014   |
|--|--|
| To reduce emissions of CO2 in line with Government targets; 80% by 2050 and 34% by 2020. ✓   | To reduce emissions of CO2 in line with Government targets; 80% by 2050 and 34% by 2020.   |
| Carbon footprinting of 500 consumer products and 1565 commercial paving products ✓   | Carbon footprinting of 500 consumer products and 1565 commercial paving products   |
| Uphold the BITC May Day Network pledges ✓  | Uphold the BITC May Day Network pledges  |
| Marshalls Energy Savings Week ✓  | Marshalls Energy Savings Week  |
| Reduce use of water from mains and licensed boreholes to 0.05m3 per tonne of production by 2015 ✓  | Reduce use of water from mains and licensed boreholes to 0.05m3 per tonne of production by 2015  |
| Develop biodiversity plans for all appropriate sites ✓   | 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. ✓ | 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. |







The UK Bribery Act 2010 came into force on the 1st of 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 **Passive bribery: agreeing to receive or accepting a financial or other advantage.**
- 3 **Bribery of foreign public officials.**
- 4 **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)

During 2013 Marshalls employees continued to undertake an online workshop focusing specifically on anti-corruption and anti-bribery





**1.** In this Code, "Marshalls" means Marshalls plc and its subsidiary companies.

**2.** Marshalls is committed to conducting its business with the utmost integrity and in accordance with the principles set out in the UK Bribery Act 2010.

Marshalls plc is a signatory of the UN Global Compact, which informs and governs the way in which we do business. Marshalls expects its employees and business partners to respect and support our core values of trust, honesty and integrity and to recognise and implement this Code.

**3.** Marshalls does not tolerate the offering, giving, requesting, receiving or acceptance of bribes in any form.

A bribe is a financial payment or other form of reward that is intended to induce or influence an individual, company or public body to perform their functions improperly. This may include showing partiality, acting in bad faith or acting in a way that is inconsistent with a position of trust.

Bribes, for the purpose of this Policy, include facilitation payments, kickbacks and any other reward, favour or payment designed to induce or influence the recipient to perform his or her functions improperly.

In the case of a foreign public official, it is not permitted to offer a payment or other reward to a foreign public official that may influence that official to give an advantage to our business, whether or not intended to induce improper performance.

Hospitality designed to improve business relations which is proportionate to the circumstances and which is not for an improper purpose is not usually regarded as a bribe. Further guidance can be found in the Procurement Policy Statement and the Hospitality Guidelines.

No employee, agent, consultant or business intermediary acting for Marshalls may offer, give, request, receive or accept any bribes, whether directly or indirectly.

**What does this mean for me?**

- Any alleged or suspected incident of bribery will result in a formal investigation, and may result in disciplinary action for

any employee involved. Any activity or behaviour by an employee that is unlawful or prohibited by this Code will constitute gross misconduct and may result in dismissal. Employees may be suspended while investigations are carried out.

- Employees who engage or do business with third parties who act on behalf of Marshalls or represent Marshalls should ensure that this Code is drawn to their attention. Marshalls expects such third parties to comply with this Code and with the applicable law relating to bribery.
- Marshalls reserves the right to terminate immediately any contract or business relationship with any agent, consultant, or other business intermediary where bribery has occurred.

**4. Our Policies and Procedures**

Marshalls has adopted policies and procedures intended to address the potential risk of bribery and corruption. These include:-

- The Group Procurement Policy Statement;
- The Code of Ethics;
- Guidance on hospitality and gifts, and the maintenance of a hospitality and gifts register;
- The Serious Concerns Policy.

These are regularly reviewed and updated, and should be read together with this Code. This Code and these policies can be accessed via the Marshalls intranet. The hospitality and gifts register is maintained at Birkby Grange (contact Gillian Harley/Jill Bedford).

Among our procedures to mitigate risk are the following:-

- Supplier and customer risk assessments;
- Training for employees and those working for Marshalls or representing Marshalls in a business capacity ;
- Written commitments from those we work with to engage with the principles in this Code.

**5.** Marshalls will work with its business partners worldwide to develop and improve good practice and to seek to eliminate

bribery and corruption. It will select business partners who have adopted similar policies and objectives and will avoid doing business with those who act unlawfully or in a way that is not consistent with ethical business principles.

**6. Monitoring and Compliance**

- The Board of Marshalls plc has approved this Anti-Bribery Code and will set standards in relation to its principles and their application across the Marshalls Group.
- The Audit Committee of the Board will review procedures across the Group and will monitor their effectiveness.
- Designated individuals within each business area, together with the Company Secretary (who oversees day to day compliance) have responsibility for the implementation and development of such procedures.
- All employees have an obligation to comply with this Code and support and promote its principles in their business function.

**7.** Any employee having a question or concern in relation to this Code, the administration of Marshalls policies and procedures designed to prevent bribery, or any issue where guidance is sought on a particular set of circumstances may raise it with their line manager or the Company Secretary (Cathy Baxandall, Birkby Grange, Birkby Hall Road, Huddersfield HD2 2YA: Tel: 01484 438930: email cathy.baxandall@marshalls.co.uk)

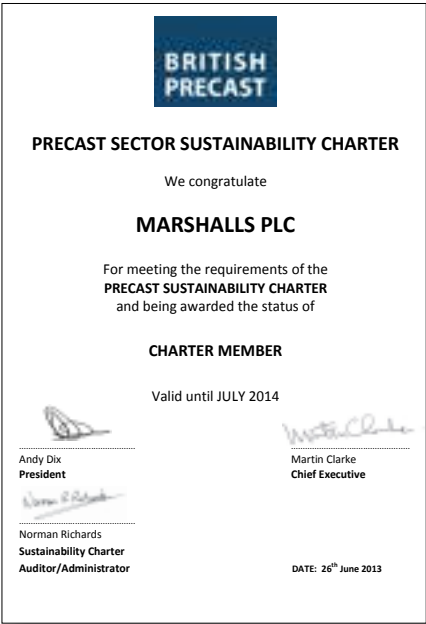
**8.** Any employee who suspects that bribery has occurred or that there has been any other breach of this Code should report it in accordance with the procedure in the Serious Concerns Policy so that it can be formally investigated.

Adopted by the Board on 5 October 2011.  
Graham Holden  
Chief Executive Chairman

| Targets 2013  | Targets 2014   |
|---|--|
| Make the Procurement Policy Statement available online ✓  | Develop procurement for sustainability strategy which has anti-corruption measures woven throughout. |
| Brief the procurement department on the UNGC and specifically the Anti-Corruption principles. ✓   | Develop and publish sustainable procurement guidance.  |
| Engage procurement personnel in UNGC activities. ✓  | Ensure that this guidance is circulated to all suppliers.  |
| Produce an Anti-Corruption Guidance Document for multiple stakeholders. ✓   | Ensure that this guidance is made publicly available for all stakeholders.                           |
| Make the Anti-Corruption Guidance Document available online. ✓  | Continue to undertake a series face-to-face briefing and workshops with key suppliers.               |
| Ensure the Anti-Corruption Guidance Document is part of the procurement policy process. ✓   | Communicate Marshalls Anti-bribery policy internally and externally.                                 |
| Communicate with all existing suppliers regarding the Anti-Corruption Guidance Document. ✓  | Continue to review and develop anti-bribery processes and procedures.                                |
| Identify key overseas partners/suppliers and undertake face-to-face briefing/working sessions to identify areas of risk and to develop appropriate plans. ✓ |  |
| Review and develop anti corruption processes and procedures ✓   |  |



Independent third party scrutiny and verification is a key component to Marshalls' approach to business, as is award recognition from external bodies. It is of great importance to Marshalls that the awards entered both showcase and challenge the company's pioneering approach.



British PreCast



BITC Environment Index



BITC CR Index

Marshalls Going for Gold

For the second year running Marshalls has achieved a Gold ranking in the BITC CR Index. The BITC CR Index is the UK's leading and most in-depth voluntary benchmark of corporate responsibility. Developed in consultation with business leaders the first CR Index survey was launched in 2002. In addition to it being a public exercise in transparency the Index was created as a robust tool to help companies systematically measure, manage and integrate responsible business practice. It was Marshalls' goal to attain a CR Index Gold by 2012 which was achieved a year early and it is a real achievement to maintain this high ranking



BES 6001 Responsible Sourcing



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 Organisations 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, Just Solutions, is an SAI listed consultant who works to develop and extend the SA8000 standard and the ETI BasenCode. 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 third UNGC Communication on Progress, namely Marshalls employees, customers, suppliers, partners, NGOs.

2013 COP Feedback Survey

As a valued stakeholder Marshalls would very much appreciate your feedback and comments on its 2013 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 COP's 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 2013 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 2014 and beyond.

If you wish to take part in our COP feedback survey please email: [elaine@marshalls.co.uk](mailto:elaine@marshalls.co.uk)



GRI Performance Indicators

| GRI Indicator | Indicator Description   |
|---------------|---|
| EC1           | Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. |
| EC3           | Coverage of the organisations defined benefits plan obligations.  |
| EN8           | Total water withdrawal by source.   |
| EN18          | Initiatives to reduce greenhouse gas emissions and reductions achieved.   |
| EN22          | Total weight of waste by type and disposal method.  |
| LA1           | Total workforce by employment type, employment contract, and region, broken down by gender.   |
| LA4           | Percentage of employees covered by collective bargaining agreements.  |
| HR6           | Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour.  |
| HR7           | Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour.           |
| HR10          | Percentage and total number of operations that have been subjected to human rights reviews and/or impact assessments.   |

UNGC Commitment Indicators

| GRI 3.1 Disclosure     |   | UNGC COP Element Addressed      |
|------------------------|---|---------------------------------|
| Strategy and Analysis  | Profile Disclosure 1.1 – Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy   | Statement of Continuing Support |
| Organisational Profile | Profile Disclosure 2.1 – Name of the organization<br>Profile Disclosure 2.2 – Primary brands, products, and/or services<br>Profile Disclosure 2.3 – Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures<br>Profile Disclosure 2.4 – Location of organization's headquarters<br>Profile Disclosure 2.5 – Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report<br>Profile Disclosure 2.6 – Nature of ownership and legal form<br>Profile Disclosure 2.7 – Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)<br>Profile Disclosure 2.8 – Scale of the reporting organization<br>Profile Disclosure 2.9 – Significant changes during the reporting period regarding size, structure, or ownership<br>Profile Disclosure 2.10 – Awards received in the reporting period  | No Specific COP Requirement     |
|                        | Profile Disclosure 3.1 – Reporting period (e.g., fiscal/calendar year) for information provided<br>Profile Disclosure 3.2 – Date of most recent previous report (if any)<br>Profile Disclosure 3.3 – Reporting cycle (annual, biennial, etc.)<br>Profile Disclosure 3.4 – Contact point for questions regarding the report or its contents<br>Profile Disclosure 3.5 – Process for defining report content<br>Profile Disclosure 3.6 – Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)<br>Profile Disclosure 3.7 – State any specific limitations on the scope or boundary of the report<br>Profile Disclosure 3.8 – Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations<br>Profile Disclosure 3.10 – Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement<br>Profile Disclosure 3.11 – Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report | No Specific COP Requirement     |

GRI Performance Indicators

| GRI 3.1 Disclosure                     |  | UNGC COP Element Addressed   |
|--|--|--|
| Governance, Commitments and Engagement | Profile Disclosure 4.1 – Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight<br>Profile Disclosure 4.2 – Indicate whether the Chair of the highest governance body is also an executive officer<br>Profile Disclosure 4.3 – For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members<br>Profile Disclosure 4.4 – Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body | Actions Taken to Implement Principles 1-10                         |
| Governance, Commitments and Engagement | Profile Disclosure 4.14 – List of stakeholder groups engaged by the organization<br>Profile Disclosure 4.15 – Basis for identification and selection of stakeholders with whom to engage   | Sharing the COP with the Company's Stakeholders                    |
| Economic                               | Disclosure on Management Approach – Economic<br>Provide a concise disclosure on the following Management Approach items: goals and performance; policy; additional contextual information.   | Actions Taken to Implement Principles 1, 4, 6 and 7                |
|  | EC1 – Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.  | No Specific COP Requirement  |
|  | EC3 – Coverage of the organization's defined benefit plan obligations  | No Specific COP Requirement  |
| Environmental                          | Disclosure on Management Approach – Environmental<br>Provide a concise disclosure on the following Management Approach items: goals and performance; policy; organizational responsibility; training and awareness; monitoring and follow-up; additional contextual information.   | Actions Taken to Implement Principles 7, 8 and 9                   |
|  | EN8 – Total water withdrawal by source   | Outcomes from Implementing Principle 8                             |
|  | EN18 – Initiatives to reduce greenhouse gas emissions and reductions achieved  | Actions Taken and Outcomes from Implementing Principles 7, 8 and 9 |
|  | EN22 – Total weight of waste by type and disposal method   | Outcomes from Implementing Principle 8                             |
| Labor Practices and Decent Work        | Disclosure on Management Approach – Labor Practices and Decent Work<br>Provide a concise disclosure on the following Management Approach items: goals and performance; policy; organizational responsibility; training and awareness; monitoring and follow-up; additional contextual information.   | Actions Taken to Implement Principles 1, 3 and 6                   |
|  | LA1 – Total workforce by employment type, employment contract, and region  | No Specific COP Requirement  |
|  | LA4 – Percentage of employees covered by collective bargaining agreements  | Outcomes from Implementing Principles 1 and 3                      |
| Human Rights                           | Disclosure on Management Approach – Human Rights<br>Provide a concise disclosure on the following Management Approach items: goals and performance; policy; organizational responsibility; training and awareness; monitoring and follow-up; additional contextual information.  | Actions Taken to Implement Principles 1, 2, 3, 4, 5 and 6          |
|  | HR6 – Operations identified as having significant risk for incidents of child labor and measures to contribute to eliminate child labor  | Actions Taken to Implement Principles 1, 2 and 5                   |
|  | HR7 – Operations identified as having significant risk for incidents of forced or compulsory labor and measures to contribute to the elimination of forced or compulsory labor   | Actions Taken to Implement Principles 1, 2 and 4                   |
|  | HR10 - Percentage and total number of operations that have been subjected to human rights reviews and/or impact assessments.   | Actions Taken to Implement Principles 1, 2, 4 and 5.               |

Marshall's has endeavoured to ensure that all images contained within this publication adhere to its CRBP Universal Marketing & Advertising Policy and Code of Conduct.





# Marshalls

*Creating Better Landscapes*

For more information on Marshalls, visit  
[www.marshalls.co.uk/sustainability](http://www.marshalls.co.uk/sustainability)

Marshalls plc, Birkby Grange, Birkby Hall Road, Birkby, Huddersfield, HD2 2YA  
Telephone: 01484 438900 [www.marshalls.co.uk](http://www.marshalls.co.uk)

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