

# Marshall's Mail

ISSUE NO. 4

SUMMER 1995

## Marshall's makes further progress

**Marshall's Plc's latest financial results are evidence of the company's continued progress, believes chairman, Mr Andrew Marshall.**

"The figures mark the second successive year that the firm has outperformed the profit levels of the early 1990's and I would like to thank all employees for the part they have played in this success," he said.

### Profits

In the year to 31 March 1995, the company achieved pre-tax profits of £28.5m, almost 40 per cent higher than the previous 12 month period.

Turnover was up 20 per cent to £229.5m and Marshall's improving position is being underpinned by a substantial investment in its existing businesses.

In the last financial year, the group's organic growth strategy was supported by a £20m capital expenditure programme. Subject to acceptable economic conditions and



Mr Andrew Marshall

financial returns remaining favourable, this sum will increase to around £25m for the current financial year to 31 March 1996.

### Confidence

Looking ahead, Mr Andrew Marshall is confident that the company can build on its performance of the last two years. "Each new financial year brings a fresh set of challenges and I believe we are well placed to meet them and go on to further success in the future," he concluded.

## Employees set to benefit

**To recognise your role in Marshall's Plc's progress over the last two years, two staff benefits packages are being offered.**

Called the Marshall's Plc Savings Related Share Option Scheme and the Marshall's Plc Employee Profit Sharing Scheme, they are your chance to take a stake in your company's future.

To be eligible for either initiative you must have been with Marshall's Plc since 1st April 1993. Here is how both work.

**The Marshall's Plc Savings Related Share Option Scheme**, run in conjunction with the Halifax Building Society, allows you to buy company shares five years from now at a fixed option price of £1.34.

Building up the necessary funds is easy. Regular deductions will be made from your pay and held by the building society. At the end of the five years a bonus is added and your total

savings can then be used to buy shares.

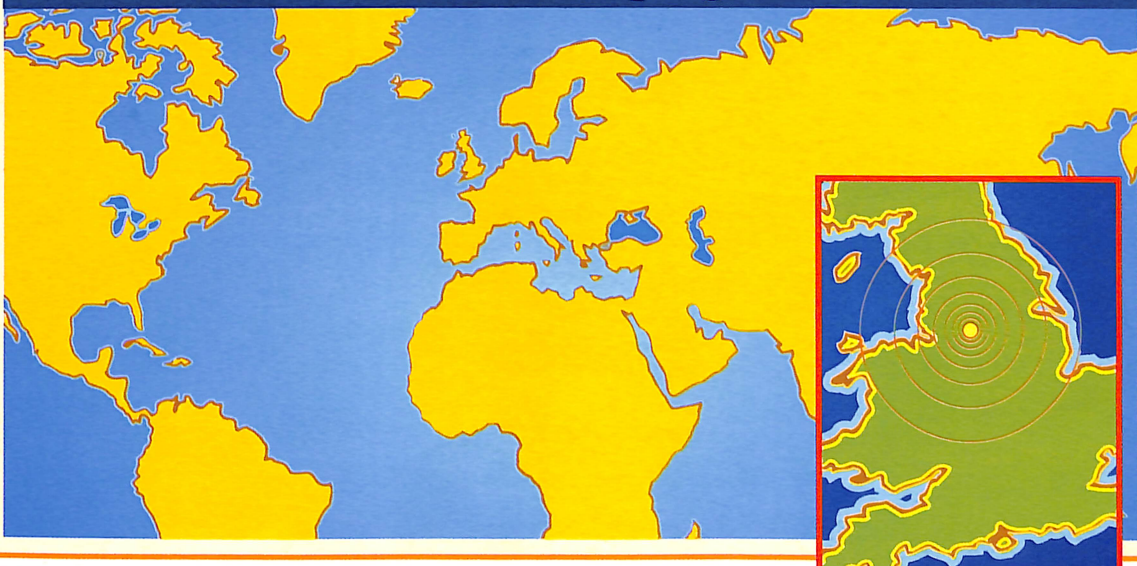
The beauty of the scheme is that, at the end of the period, you can choose whether to purchase shares at the fixed option price or take your savings plus bonus in cash.

The company has also put £150,000 into **The Marshall's Plc Employee Profit Sharing Scheme** to buy shares which will be distributed totally free to all eligible employees.

These shares will be held by Trustees for five years and then transferred to members free of tax. All employees will receive an equal number of shares.

If you have any questions on these two Schemes, please contact Simeon Marshall at Hall Ings on (01422) 364521.

## Marshall's around the world... see back page



**In this issue... Focus on Accrington**

## Developing the way forward

**"New product development will remain the continuing focus for Marshall's Plc," says chief executive, Philip Marshall.**

Philip, who took over as chief executive from Keith Marshall in February, believes this approach is essential if Marshall's is to build on its current success and cites the hard surface market as an area where the company is applying such a strategy.

He commented: "It is estimated that concrete products only have a 15 per cent share of the total hard surface market. However, through the development of new products and by creating greater manufacturing efficiency, Marshall's aims to increase its share of this market against our major competitor, tarmacadam."

"The company has pursued an active product development programme over the last decade but to succeed in the future we must get new



Philip Marshall

products to market quicker than ever before. As a result, all employees will be encouraged to become involved in the programme and put forward ideas on new products. Suggestions will also be welcomed regarding improvements to our manufacturing process," added Philip.



# Marshall's PEOPLE

## Rewards for long service

Seventeen employees from nine different Marshall's sites received their long service awards from chairman Mr Andrew Marshall in April.

The event was held in the board room at Hall Ings, Halifax, and he presented the long servers with commemorative watches. All seventeen staff completed 25 years' service with Marshall's in December last year.

Pictured right are Donald Barrett, Harold Blackburn, Stephen Caunt, Raymond Dolby, Peter Eastwood, John Hoey, Trevor Holmes, Edward Hoyle, Ronnie Kent, John McParland, Paul Marwood, Arthur Maude, Dennis Rawden, George Richardson, Gerald Richardson, Geoffrey Slaney, Brian Sothill. Not present at the event was Sandy's Alan Langdon who retired in March of this year.

Employees at Marshall's are a very devoted bunch. Marshall's Mail is pleased to report that over a thousand employees have been with the company at least ten years.

Of this thousand, 277 have been with the company for 20 years and 94 for 30 years.



## Alan's Degree

Congratulations to Alan Woods, works manager at Marshall's Mono, Ramsbottom, on gaining his Open University degree in engineering.

Alan studied up to 15 hours a week for his degree and now plans to convert it into an honours qualification.

Before joining Marshall's, Alan served for 12 years in the Royal Navy as a weapons technician on general purpose anti-submarine frigates, where much of his time was spent in the Baltic and North Sea.

## Scottish Sales

Welcome to Hugh Kinniburgh who has been appointed to the newly-created position of Scottish sales director. He will be based at Marshall's Mono, Falkirk.

Hugh, 41, has a great deal of building industry experience having worked at British Gypsum for over ten years, most recently as regional sales director for Scotland.

A qualified architectural technician, he lists his outside interests as golf and supporting Motherwell FC.



Hugh Kinniburgh

## 50 years on the run



Ken (right)

Accrington's Ken Metcalfe, 61, must be Marshall's fittest despatch clerk. After beginning his running career at school, when he was just 11 years old, he is still going strong 50 years on.

On leaving school Ken's fetish for running continued when he joined Clayton Harriers in 1950, the same year he first joined Marshall's. But it wasn't until 1953 that Ken's hobby really took off when he spent two years running for the R.A.F. in Egypt.

Forced to leave the pyramids behind he returned to Clayton Harriers. There he concentrated his next forty years of leg work on track races, cross country and fell running. Road races from 3 miles to 20 miles were also no problem for Ken.

Ken still continues to stride out every day and covers at least four miles in his dinner hour. Congratulations to Ken on his unbeatable energy!

## New Graduate

HALCO has appointed Richard Knighting to the position of assistant European sales manager.

Richard was sponsored at Nottingham University by Marshall's where he read French and Spanish.

## Apprentice

Welcome to Lee Whalley who has joined Marshall's Clay Products, Accrington, as an apprentice electrical engineer.

Lee, 18, is learning his trade in the site's electrical department while attending an electrical installation course on day release at Blackburn College.

## Retirement

Allen Maddock, 64, is set to retire from the Accrington plant in August, after 42 years with Marshall's.

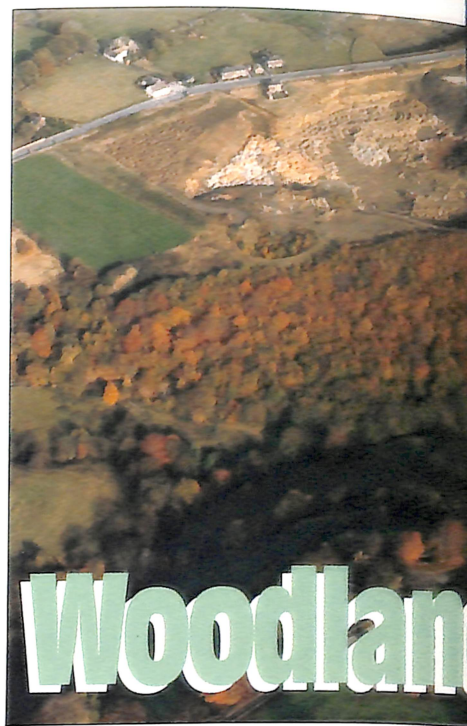
He was earning just £7.10 per week when he began work in 1953 as a yard labourer and has seen many changes in the manufacture of building materials during his time with the company.

"I think the one thing that has made the biggest impression on me is the introduction of Fork Lift trucks in the mid-60's

when they cut the piecework gangs from 6 to 4 men", says Allen who is currently stores manager.

Congratulations also to Accrington's Ken McLoughlin who has served as a production operative with Marshall's for many years and who also remembers the old times.

Says Ken: "After a hard morning's work you did not have to visit the canteen to feed your hungry stomach, instead, a trip to the top of the kiln would reveal 30 to 40 dinners warming for lunch!"



The area next to Marshall's Brier Lodge site, known as Cromwell Wood, is due for a face lift. Under the guidance of Yorkshire's Farming and Wildlife Advisory Group, changes have been suggested to make the area more attractive.

Top of the list is the thinning of the woods themselves. At present the density of trees is too great to allow them to grow and survive effectively. Meanwhile, in other overgrown areas where trees will find it difficult to regenerate naturally despite deliberate thinning, new ones will be planted.

## Customer

Building on the success of last year's first ever open day for Marshall's natural stone customers, the event was held again this June at the Halifax operation.

Approaching 40 engineers, architects and planners ventured up from the south of England to find out more about the company and its products.

## On Show

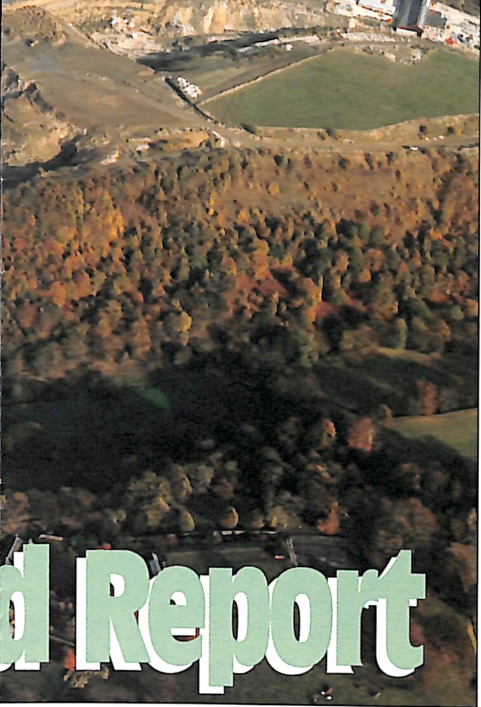
The complete family garden was the theme of Marshall's exhibition at the Hampton Court Flower Show (4 - 9 July), London.

The stand showed how to make the most of a small garden, using Marshall's product of course, and was seen by the hundreds of thousands of visitors.



## Ambitious





Cromwell Wood

## Report

Other recommendations from the group include preventing grazing and restricting access to cycles and motorbikes, both of which have negative effects on vegetation and wildlife.

The company may also look at establishing links with local schools so that they can use the woods as an educational facility for pupils. Comments Marshalls' director, Simeon Marshall: "It is hoped that work will begin on Cromwell Wood next year. The project is one of the increasing number of environmental initiatives being developed by the company."

Marshalls Mail will keep you posted on such projects in each issue.

## Foundry Success

Congratulations to all at Marshalls Control Systems for clinching the firm's biggest ever order.

Worth over £300,000 it involves supplying control production and manufacture technology for Europe's largest aluminium foundry, being built in Leeds at a cost of £21m 8 RBH

Typical components created at the foundry include cylinder head and block castings for cars such as the Vauxhall Cavalier and Calibra.

## Northern Landscape

Manchester is Lowry country so no surprises that the figures in the photograph look uncannily familiar. But the landscape below is St Ann's Square and is the work of Manchester City Engineer's Department.

The mere mention of St Ann's Square will evoke a predictable response of "classy" from

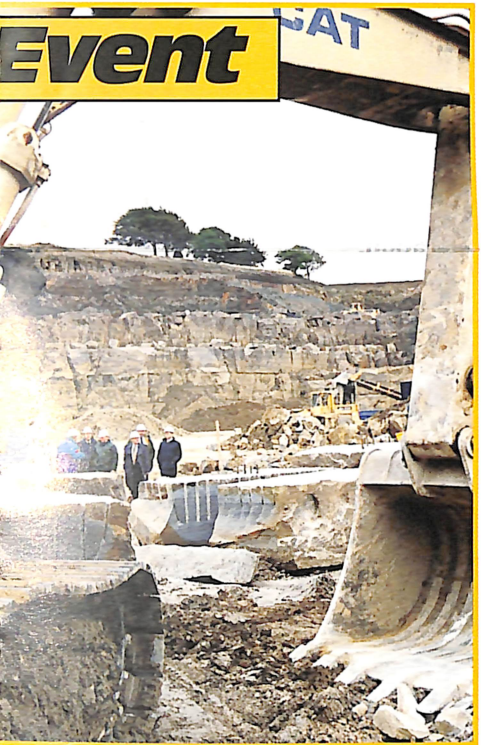
Mancunians, which is precisely why it is such a popular shopping and sauntering area. So any landscaper working on its refurbishment could be forgiven for approaching the task with some trepidation.

In the event the City Planning Department designed a new paving scheme that hits just the right note. The classically simple design complements rather than competes with surrounding architectural styles.

It has been executed in natural York stone paving plus Tegula and natural stone setts all supplied by Marshalls.



## Event



Customers learn more about natural stone

**The ambitious expansion programme at Marshalls Clay Products, Accrington, will be completed this November at a cost of £3.5m.**

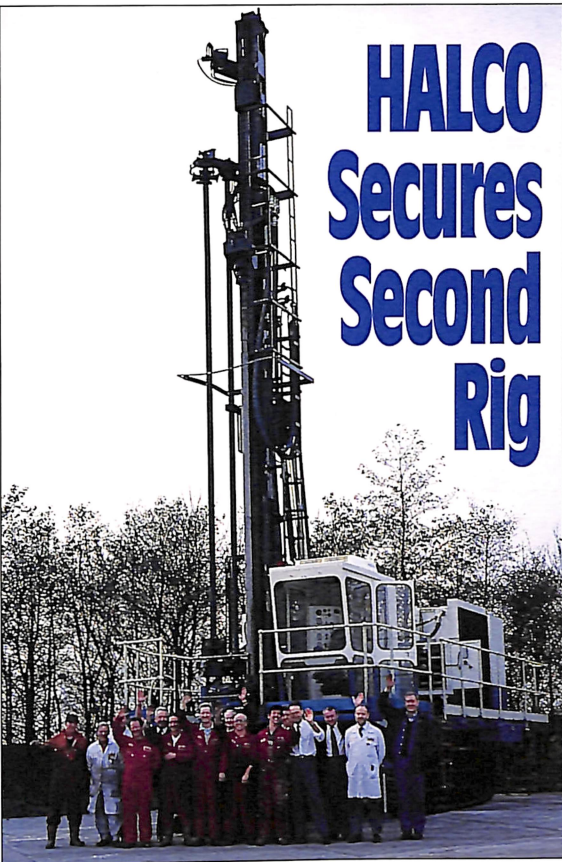
It will enable the plant to manufacture high quality facing bricks and will double overall production capacity at the facility.

The new dryer and kiln will be housed in a 200 by 30 metre building (pictured left) which has been created adjacent to the existing works.

## Expansion



## HALCO Secures Second Rig



**HALCO has secured a £380,000 rig order from a uranium ore mine in Namibia after beating off competition from other leading suppliers from around the globe.**

The H.P.D. 115x35T rig will increase the mine's uranium ore drilling capacity substantially and be used in conjunction with another HALCO rig which the Namibian outfit bought three years ago.

Pictured above are HALCO's designers, controllers and assemblers with the rig before its African journey.

## New for '95



Heritage paving

The 1995 Landscape & Building Materials 68-page colour catalogue is proving popular with customers and features a number of new products such as Fellstone Walling and Drivesett 50, plus an extension to the Heritage Paving range.

Heritage Paving is now available in a "Calder Brown" colourway while Fellstone is a double-sided, dry-build garden walling and Drivesett 50 a block paving with "age & character" built in.

## NVQ Success

Congratulations to six employees at Marshalls Mono, Brier Lodge, for achieving National Vocational Qualifications (NVQ's) earlier this year.

Craig Brook has been awarded a level three qualification in customer service while Sally Jeffcock, Tracey Marsland and Kim Moffat received level two awards in administration.

Completing Brier Lodge's impressive performance were Suzanne Blezard and Vicky Lee with level two qualifications in information technology.

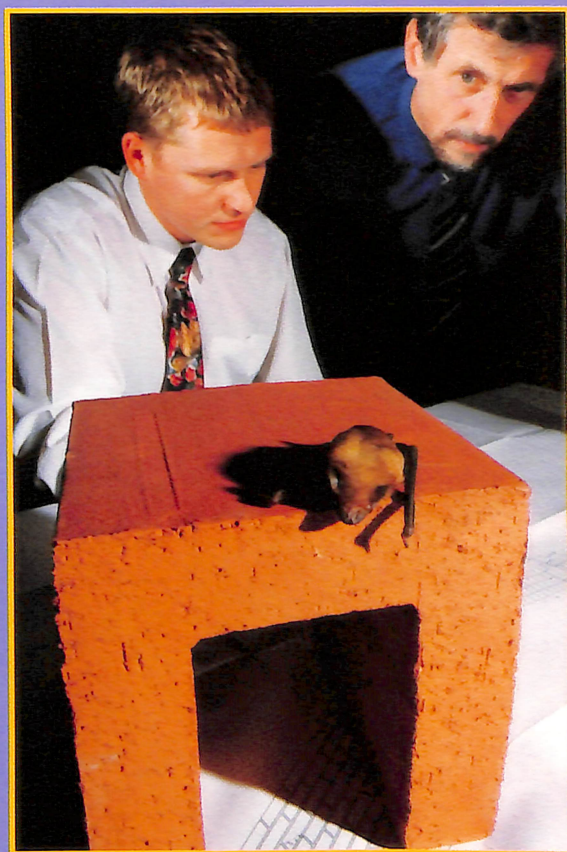
## Brick Stems Bat Decline

**Marshalls is expanding its interest in bat conservation with the introduction of the Bat Roost Brick.**

It is to be used in conjunction with its existing Bat Access Brick and has been designed to help the British Waterways Board restore decaying canal tunnel brickwork without adversely affecting the bats which roost there.

The thousands of bats that can be found in the tunnels are protected under the 1981 Wildlife and Countryside Act. Repointing the brickwork, without the new Bat Access Brick, could cause them to be trapped inside or excluded from their roosts.

The bat pictured here is almost twice as large as those commonly found roosting in bridges. Experts believe that up to 50 bats could hang in one Bat Roost Brick.



Marshalls' Tony Walker (left), one of the brick's designers, and Eric Bennett, senior planning officer at Barnsley Metropolitan Council and a member of the Bat Conservation Trust.





## Overseas Sales Success

### Just what lies behind the successful export of building materials?

According to Paul Stark, marketing manager at Marshalls Clay Products, the key factors are: effective local agents; competitive pricing and production; service, integrity and a smile.

Says Paul: "Effective local agents are hard to find. There's no shortage of people wanting to help you and become your representative on foreign soil. However, suitable candidates are very hard to find."

Indeed, some of the approaches received by Marshalls from prospective candidates have really stretched the imagination.

For example, the company was contacted by a Middle Eastern firm whose business card read: Importers, Manufacturers, Wholesalers, Retailers and Distributors of Paper, Stationery and other kinds of Origami Artifacts!

Adds Paul: "On a serious note, a good local agent both knows and is known by the market, appreciates the long term investment

necessary when promoting building products and is honest, reliable and trustworthy."

The second factor behind overseas sales success is competitive pricing and production. Comments Paul: "Prices must consider as many local variables as possible and production must be geared to quick lead times."

"Production should also be flexible so that products can be adapted to suit local tastes. A classic example is Marshalls' 200x70x65mm format pavers.

"It's a size unknown in the UK but popular in Holland.

Such flexibility secured the company a 12,000m<sup>2</sup> order plus several other potential sales."

The final factor in Paul's recipe for export success is a blend of service, integrity and a smile.

Says Paul: "Good service is vital. Faxes must be answered by return and in the relevant foreign language wherever possible.

"Finally, always try to smile. This might seem a little unrealistic if you've had a hard day, particularly if it looks like trouble on the other end of the line. However, a cheerful outlook and attitude really does help."

#### A NAME LTD

Importers, Manufacturers,  
Wholesalers, Retailers and  
Distributors of Paper,  
Stationery and other kinds of  
Origami Artifacts

## Around the world with MARSHALLS

Last year Marshalls sold Saxon paving to Dubai, drilling equipment to Zimbabwe, Pennine paving to Uganda, clay pavers to Japan and acid resisting masonry to Egypt.

The Egyptian sale was the handiwork of Marshalls Clay Products, Accrington, and the £500,000 contract is its biggest ever order, highlighting the value of export markets.

The bricks will be used for building two new chimneys at El Kureimat power station and Accrington's NORI factory had to beat off strong American competition for the order.



As well as selling its products to farthest corners of the globe, Marshalls is also enjoying healthy sales closer to home in Europe where Tenerife is the latest port of call.

Not content with its mainland Spanish conquests, Marshalls recently supplied Sherbourne Red pavers to brighten up the forecourt of the Hotel Flamingo in Playa de las Americas.

## Video Star

When Blackburn College asked Marshalls whether any of its female staff could star in a video looking at women doing jobs previously considered only suitable for men, one name sprang immediately to mind, Jean Rainford.

For Jean can now be found operating the Accrington work's stacker and setting machines after previously working for over six years in the site's canteen.



Jean in control

She made the switch from cook to machine operator four years ago and thanks to the help of her shop floor colleagues has never looked back.

Says Jean: "They're a great bunch of lads and their support has been invaluable."

Jean's story was just what Blackburn College was looking for and it wasted no time in arranging a visit to the Accrington site to film her at work.

Jean's co-stars in the video are four women from other local companies who have also made it in traditionally male-dominated areas of industry.

## Helping hand

Pictured below is Mick Hughes of Marshalls Clay Products, Accrington, who spent two weeks helping convert a former Government building at Mayak, near Odessa in the Ukraine, into a children's hospice.

As reported in previous issues of Marshalls Mail, the hospice will eventually treat some of the



Mick (left) with one of his co-workers

thousands of children suffering from the effects of the Chernobyl disaster. While he was in Mayak, Mick worked as a plumber's mate, putting in place essential water and heating services.

Inspired by his time in the Ukraine, Mick made his second visit in May of this year.

On both occasions he has generously sacrificed his own holiday entitlement in order to help out the hospice.



Health and safety training

## Healthy Progress

The increasing amount of new Health and Safety legislation for the workplace has placed considerable responsibilities on all employees to become familiar with its requirements.

To help Marshalls' managers and supervisors implement these changes, training courses have been run covering manual handling. Work on health surveillance and the monitoring of background noise levels has also taken place.

Comments Brian Hey, Marshalls' health and safety advisor: "Independent studies show that good health and safety performance goes hand-in-hand with good business performance as both reflect an effectively organised workplace.

"Following the recent training sessions there is now a greater recognition of health and safety responsibilities across the company and Marshalls is keen that this momentum continues."

Further training courses are being organised by Brian - in conjunction with group employee development manager, Neil Etherington - and he will be providing advice and support to sites as required.

## Retirement Lunch

Traditional fare was the order of the day at a meal to mark the retirement of director, Keith Marshall after 43 years with the company.

Guests enjoyed roast sirloin of beef plus bread and butter pudding and listened to chairman, Mr Andrew Marshall and director, John Marshall pay tribute to Keith's significant contribution to Marshall's success.

Over 80 people attended the event - held at Bertie's Banqueting Rooms, Elland, near Halifax - all of whom had worked with Keith Marshall at various stages during his career with the company.



Mr Andrew Marshall thanks Keith (left) for his time at Marshalls

## Sports Dinner

Marshalls, Ramsbottom, has added a sportsman's dinner to its Sports and Social Club activities.

Ex-Manchester United manager Tommy Docherty was signed up last year as guest speaker and the United connection continued again in '95 when 1966 World Cup winner Nobby Stiles addressed the assembled guests.

Ramsbottom's next sportsman's dinner is scheduled for January 1996. Anybody wanting tickets or keen to help organise the event should contact Sean Butler at the Ramsbottom works on 01706 824911.

## COMPETITION

Up for grabs in this issue's 'Spot The Difference' competition is a free meal for two to the value of £50.

The twins (right) are identical in every respect, except that one is the mirror-image of the other. To help their friends distinguish between them, they've introduced eight small differences in their appearance. What are they?

Answers to Sue Beesley, Marshalls plc, Hall Ings, Southowram, Halifax, HX3 9TW.

Final entry date is 21st August 1995.

We were unable to run a competition in the last issue of Marshalls Mail due to the number of articles supplied by various operating companies for inclusion.

Apologies for any disappointment this may have caused.

#### YOUR ANSWERS

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### SPOT THE DIFFERENCE

