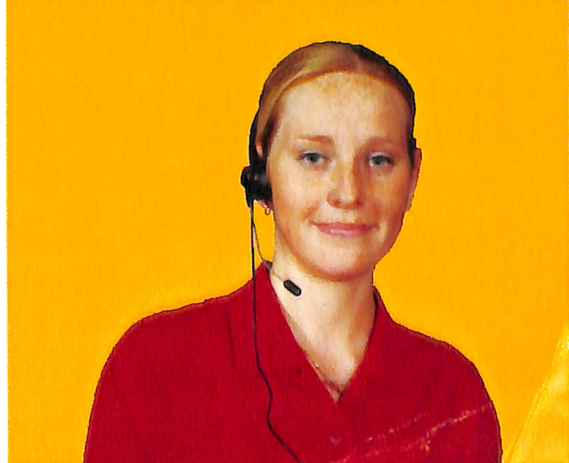
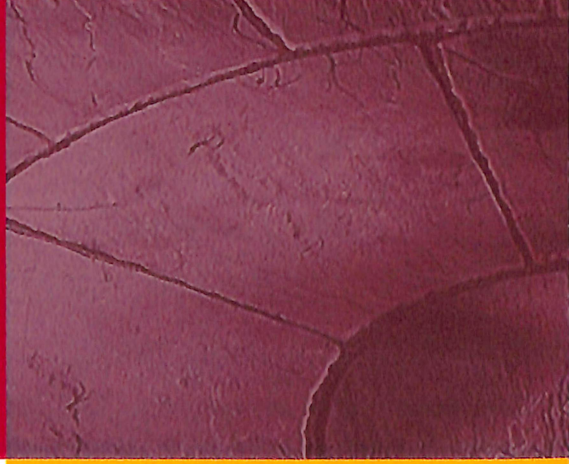
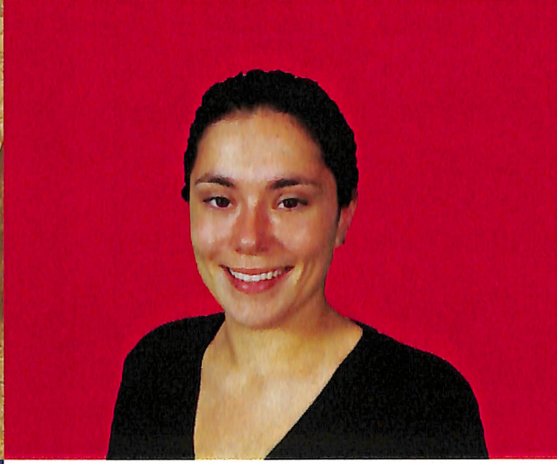
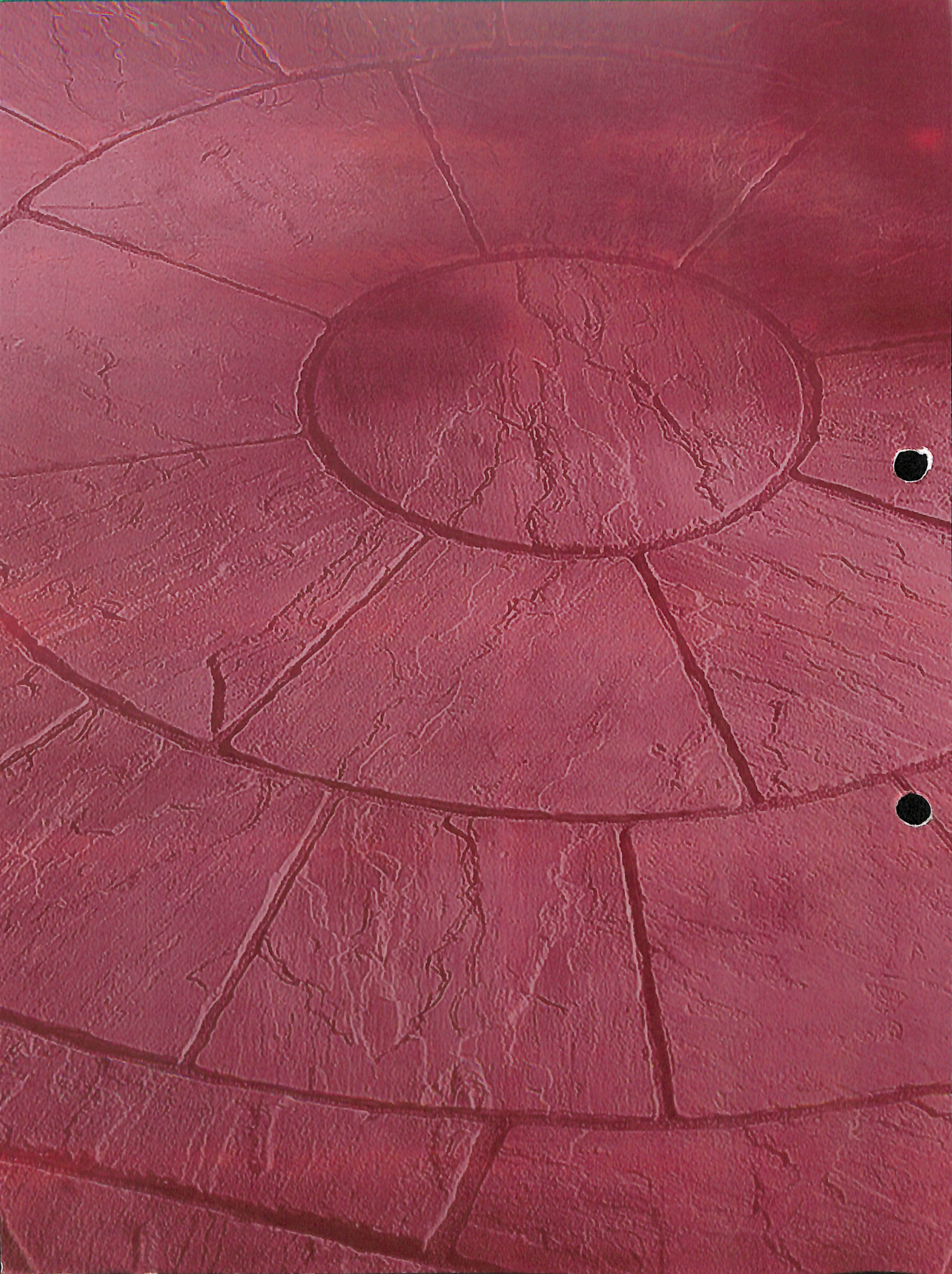




Employee Information





Welcome Message

Dear Colleague,

I am pleased to welcome you to Marshalls and I hope your employment with us will be both challenging and successful.

I am delighted that you have decided to join Marshalls, who are one of the UK's leading producers of building materials. Dating from 1880, Marshalls has established a reputation for a high quality product range. Today, our business comprises landscape and walling products, natural stone, flooring and clay products businesses with turnover of more than £250 million per annum, employing 2,800 people and manufacturing at 31 sites in the UK.

This folder is designed to provide you with a background to the company and assist you with a successful induction into Marshalls.

I wish you a very long and rewarding career with Marshalls.

John Marshall
Deputy Chairman

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Welcome from John Marshall, Deputy Chairman

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Welcome to Marshalls



This Employee Information pack has been designed to provide information about Marshalls, which will help you to gain an understanding of the Company.

The first part of the pack contains information about the Marshalls group and is designed to raise awareness of Marshalls current activities, structures and some of the policies and procedures which apply across the business. It is not the intention that this section should include specific information about your job.

This folder can, of course, be used to collect any other pieces of relevant information which you obtain in the early stages of your employment, including any notes which you may wish to make.

Within any large organisation, changes are inevitable. This pack will be revised regularly to ensure that the information which you receive is as up to date as possible.

We are keen to improve the contents of the pack, therefore if you have any suggestions as to how this might be done, please let us have your thoughts on the feedback form enclosed.

We hope you have a fulfilling and successful association with Marshalls, and that this information helps you to settle into the Company and helps you to gain an understanding of the business.

PLEASE READ ON...

Values & Principles

Marshalls aims to provide excellence in the quality of its products and services for all its customers and consumers in the building materials market. This will be achieved through a commitment to teamwork, innovation and continuous improvement. All the company's activities are undertaken with the objectives of increasing shareholder value and meeting our responsibilities to our stakeholders. We define our stakeholders as our customers, employees, suppliers, shareholders and the environment in which we operate.

We want Marshalls to be considered by all stakeholders as a company of the highest quality. To achieve this, we must ensure that all Marshall's employees have a clear understanding of the company's values and principles and keep these in mind in their dealings with each other and all other stakeholders.

The company's core values are honesty, trust and integrity. How these values should be applied in dealing with stakeholders is summarised on the following pages. These principles should be interpreted not as 'broad guidelines' but as standards, which must not be compromised.

Customers:

We aim to establish and maintain successful long-term relationships with our customers.

We seek never to give inadequate or misleading descriptions of our products and services.

We deal with all our customers fairly, with decency and integrity and respect confidentiality of customer information.

All Marshalls' sales personnel strive to provide excellent customer service. Marshalls' sales employees are salaried and do not receive commission on sales.

We seek to be innovative and provide products and services that are responsive to customer needs.

We do not knowingly make promises we cannot keep.

All queries are dealt with fairly and efficiently.

We do not knowingly supply defective products.

Employees:

All employees are expected to be trustworthy and act with honesty and integrity.

All employees endeavour to treat each other, as they themselves would wish to be treated.

We recognise that co-operation and mutual support are essential in building an effective working culture.

We endeavour to treat all employees fairly. Discrimination of any type will not be tolerated. The best available person for each job will be selected in cases of recruitment and promotion.

It is the responsibility of everyone at Marshalls to maintain a clean, healthy and safe working environment.

We foster a culture of learning. All employees are helped and encouraged to develop to their full potential.

All employees are encouraged to contribute ideas for improvement, new products and services.

Employees must not seek out or encourage gifts or hospitality from suppliers.

All employees should feel free to speak out where there is a suspicion of any illegal or undesirable behaviour at work, without fear of recrimination. The company will respect the confidentiality of any employee who reports any such behaviour.

Suppliers:

Suppliers are an integral part of our business. Where possible we shall establish long-term relationships based on mutual trust.

If offered gifts or hospitality by suppliers Marshalls' employees will seek permission before accepting.

We pay suppliers promptly and in accordance with agreed terms of trade.

We expect our suppliers to uphold similar values and principles to our own.

Shareholders:

Marshalls' primary objective is to protect the investment of its shareholders and to manage the business effectively, in an ethical and legal way, and to maximise shareholder value.

Community and the Environment

The Company will respect the concerns of the wider community and the environment at national and local levels and will strive to minimise the effect of our operations on the environment.

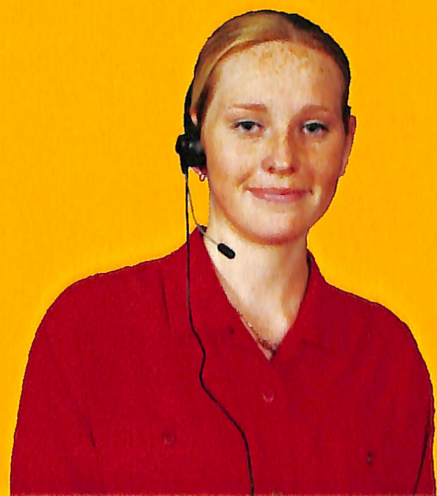
We aim always to exceed the requirements of environmental legislation.

Through staff involvement, each site should actively support local community, environmental and charitable initiatives.

Marshalls does not and will not make contributions to any political party or attempt to influence the political views of employees.



The Company



Company Background

Marshalls History

Marshalls originated in the 1880's when Solomon Marshall commenced quarrying in the Halifax area. In 1904 the first limited company, S Marshall and Sons Limited, was founded.



The quarrying activities continued to develop and in 1937, the first pressed concrete products were produced at the Brookfoot works. The product range expanded rapidly and in 1964 Marshalls became a public company with shares quoted on the London Stock Exchange. The investment opportunities provided by becoming a public company allowed Marshalls to acquire other manufacturing sites, which helped them to grow and prosper. This enabled the Company to become a major force in the building materials market. In 1984 all the concrete manufacturing operations were amalgamated to form Marshalls Mono Limited.

In the 1980's Marshalls acquired Trent Jet Floor and Armitage Brick which were subsequently renamed Marshalls Flooring and Marshalls Clay Products.

Throughout the Nineties, Marshalls has continued to acquire other operations including, in 1998, the Stonemarket business and a new site in Sittingbourne Kent.

Who we are and what we do

In 1998 Marshalls annual sales reached over £250 million, resulting in a pre-tax profit of £33.5 million.

The company's main product range includes

- Concrete flags and kerbs
- Garden paving and walling
- Natural stone products
- Concrete and clay block paving
- Facing and engineering bricks
- Pre-stressed flooring systems
- Drainage and environmental products.

These products are sold primarily into the following markets

- Local Authority
- Commercial
- Housing
- Landscape
- Highway
- Domestic gardens and driveways

In the past five years more than £65 million has been invested in new production facilities to increase capacity and efficiency.

The company's corporate office is at Birkby Grange, Huddersfield, West Yorkshire, with production operations at over 30 sites across the UK.

Marshalls Corporate Office



The corporate office is located at Birkby Grange, just outside Huddersfield.

The Chairman and Executive Directors, along with the corporate finance function and support staff are based at this office. Marshalls Plc is listed on the London Stock Exchange and one of the key functions of the corporate office is to service that listing.

At 1st September 1999, there were five Executive Directors and three Non Executive Directors (including a Non-Executive Chairman) on the main board of Marshalls. The board meets monthly and deals with a range of matters concerned with key aspects of Company activities. The Board exercises full control over Marshalls strategy, investment and capital expenditure, with individual Executive Directors having specific responsibilities for key company operations.

Marshalls Plc Board of Directors

Christopher Burnett Executive Chairman.

Joined the Board of Marshalls in 1993 and became Chairman in November 1997, having gained extensive business experience at main board level within both public and private companies.

John D Marshall Deputy Chairman

Joined the Company in 1963 and a Board member since 1972, he became Deputy Chairman in 1997.

Philip D Marshall Executive Director

Joined the Company in 1982 with a Business Studies degree, he became a Board member in 1990. He is Chief Executive of Marshalls Landscape Products.

D Graham Holden Group Finance Director

Joined the Company in 1986 from the accountancy profession, having previously obtained a Management Sciences degree. He was appointed to the Board in 1992, and is currently Finance Director and Chief Executive of Marshalls Emerging Businesses.

Joe G Aspdin Executive Director

Joined the Company in 1959. Prior to his appointment to the Board in 1996, with responsibility for business development, he had gained extensive experience across the group.

R Blair Illingworth Executive Director

Joined the Company in 1989 with a Management Sciences degree. He was appointed to the Board in 1999. He is Chief Executive of Marshalls Clay Products.

John W Footman Non-Executive Director

Appointed to the Board in 1996, after retiring as a director of Wolseley Plc. He is Chairman of the Remuneration Committee.

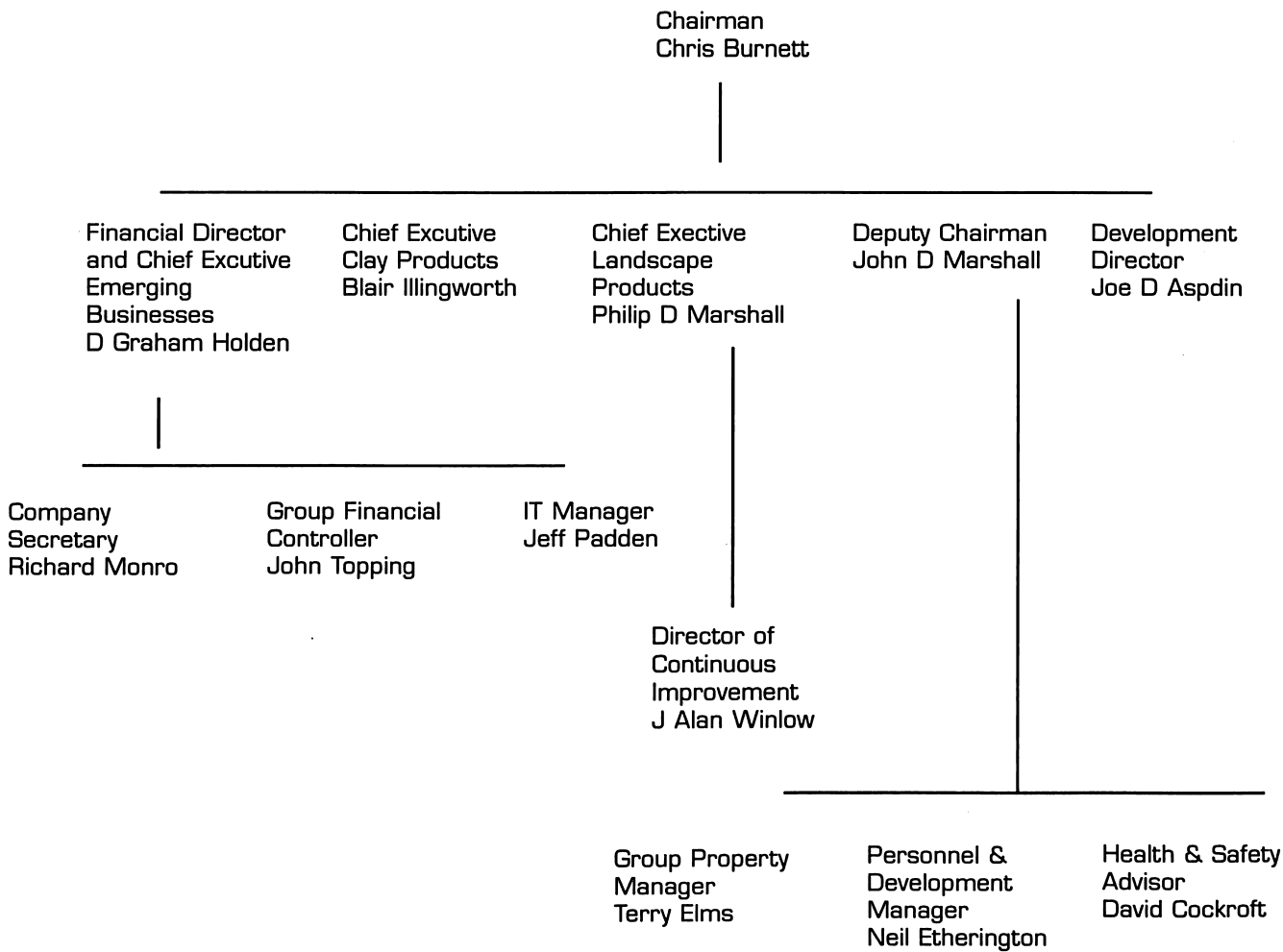
R A (Dick) Barfield Non-Executive Director

Appointed to the Board in 1999, in a non-executive capacity, he was formerly Chief Investment Manager with Standard Life. He is Chairman of the Audit Committee.

Mike Stacey Non-Executive Director

Appointed to the Board in December 1999. He is Chief Executive of Meggitt Plc.

Marshall's Plc & Group Structure September 1999



Key:

- | | |
|----|--|
| 1 | Falkirk |
| 2 | Eaglescliffe |
| 3 | Accrington |
| 4 | Ramsbottom |
| 5 | Halifax Sites:
West Lane
Brookfoot
Hipperholme |
| | Plc Corporate Office |
| | Birkby Grange
Brier Lodge
Natural Stone
Hall Ings |
| 6 | Swillington |
| 7 | Howley Park |
| 8 | Stairfoot |
| 9 | Maltby |
| 10 | Llay |
| 11 | Mansfield |
| 12 | Hoveringham |
| 13 | Sawley |
| 14 | Bardon |
| 15 | Cannock |
| 16 | St Ives |
| 17 | Stonemarket |
| 18 | Sandy |
| 19 | Bridgend |
| 20 | Newport |
| 21 | Bleadon |
| 22 | Sittingbourne |
| 23 | Hambrook |
| 24 | Bath |

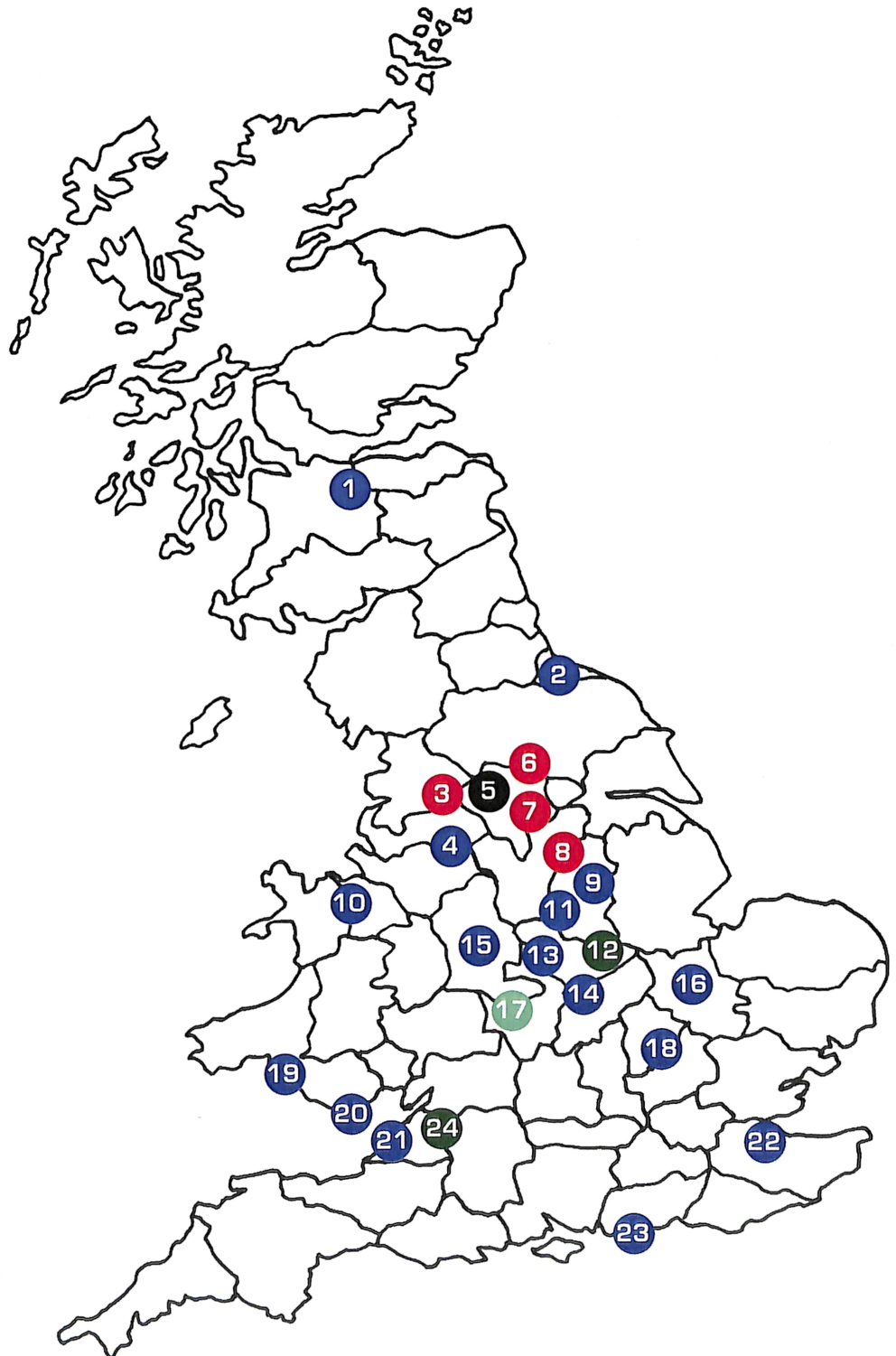
Blue
Concrete Landscape & Walling

Black
Offices

Red
Clay Products

Dark Green
Emerging Businesses

Light Green
Stonemarket





Current Areas Of Activity

The company has four distinct areas of activity

- Landscape Products
- Clay Products
- Emerging Businesses
- Stonemarket

Manufacturing Operations

Landscape Products

No of sites: 20

Falkirk	Scotland
Eaglescliffe	Teesside
Brookfoot	Halifax
Hipperholme	
West Lane	
Maltby	South Yorkshire
Dunsville	
Ramsbottom	Lancashire
Llay	North Wales
Mansfield, Sawley	Nottinghamshire
Cannock	Staffordshire
Bardon	Leicestershire
Newport, Bridgend	South Wales
Bleaden	Somerset
St Ives	Cambridgeshire
Sandy	Bedfordshire
Hambrook	West Sussex
Sittingbourne	Kent

No of employees: 2000

Products: Concrete flags and kerbs, block paving, DIY paving and walling products, street furniture, structural walling, architectural masonry, erosion control products, drainage and roof tiles.

Customer Base: Local authorities, builders merchants, contractors, DIY retail outlets.

Landscape Products are the core of Marshalls business and account for over 75 per cent of group sales.

Clay Products

No of sites: 4

Howley Park	
Swillington	West Yorkshire
Accrington	Lancashire
Stairfoot	South Yorkshire

No of employees: 450

Products: Facing, engineering and special bricks, clay pavers

Customer Base: Contractors, local authorities, builders merchants, specifiers and Factors



Emerging Businesses

Natural Stone

No of sites: 7

Southowram West Yorks
Appleton
Clockface
Moselden
Howley Park
Fletcher Bank Lancashire
Scout Moor

No of employees: 100

Products: Natural Yorkshire paving, setts, kerbs & walling, granite setts, kerbs & paving. Other types of natural stone can also be sourced, processed and supplied.

Customer base: Local authorities, contractors, builders merchants and civil engineers.

Stonemarket

No of sites: 1

Stonemarket Coventry

No of employees: 120

Products: Quality garden landscape products, paving, walling, edging, natural stone

Customer base: Independent builders merchants, garden centres, paving specialists.

Flooring

No of sites: 1

Hoveringham Nottinghamshire

No of employees: 150

Products: Precast suspended flooring systems, reinforced concrete staircases, landings & balconies, precast linear drainage systems, including precast junctions, outfalls & grates, precast traffic management systems, including traffic calming & motorway lane protection, and detail & design services provided in-house & within accredited quality management system.

Customer base: House builders, commercial contractors, individual builders, builders merchants and local authorities

Panablok

No of sites: 1

Mansfield Nottinghamshire

No of employees: 10

Product base: Panablok structural building panels.

Customer base: House builders, commercial and industrial sector, specifiers.

Classical Flagstones

No of sites: 1

Bath Somerset

No of employees: 20

Product base: Reconstructed limestone, yorkstone and pennant flagstones and cobblestones.

Customer base: Directly marketed to consumers in the home improvement/interior decoration market.

Other functions within Marshalls

A number of functions or departments exist to ensure that Marshalls operates effectively as a business. Most of the activities described are central functions, which are based at Birkby, Hall Ings or Brier Lodge, providing services to both customers and other parts of the business.

Company Secretariat

Company Secretary, Richard Monro, is based at Birkby and is responsible for servicing the Main Board and the Company's shareholders. The role carries responsibility for insurance, Intellectual Property and the co-ordination of legal services to Marshalls Plc and its operating companies. In addition, the Company Secretary is responsible for the overall administration of Marshalls Pension Scheme.

Financial and Management Accounts

This department produces financial and management information as required by Marshalls Plc and the individual operating companies. This includes monthly management accounts, annual statutory accounts, budgets, long term forecasts and the provision of financial information to aid the efficient running of the business.

Payroll

The payroll function is based at Hall Ings, Southowram. The payroll is processed centrally by the payroll team from information being provided by administration staff at each operating site. A computerised system is used to calculate net pay, tax, National Insurance and other pay details.

The payroll department is also involved in the administration of the Company Pension Scheme, as well as certain other employee benefits.

Health and Safety

The Company has a Group Health and Safety Advisor based at Birkby and seven Regional Health and Safety Co-ordinators, based at various sites throughout the organisation.

Health and Safety is managed at each site by departmental Safety, Health and Incident Prevention (SHIP) Teams which are made up of managers and safety representatives.

The Group Health and Safety Advisor has a strategic role producing standards, guidelines and policies to ensure compliance with all current health and safety legislation. The Regional Health and Safety Co-ordinators work with the SHIP teams and site management to improve health and safety performance at site level.

Environmental

This function encompasses a wide range of issues, from waste and energy management through office paper recycling to tree planting. Development of community relationships through green activities and school visits is also encouraged. All Marshalls sites work to reduce their environmental impact and to comply with a tightening framework of legislation including the Environmental Protection Act 1990.

Property

The function is based at Hall Ings and manages all matters relating to the Group's estates including land acquisition and disposals, leases, rent/royalties, planning issues/consents, mineral/land development, redevelopment, landfill and restoration, business rates and aerial photography.

Human Resources

This is a group function, which is concerned with the development and implementation of human resource policies and procedures across the business. Advice and assistance is provided on all people related issues with the objective of optimising people's performance at work.

Continuous Improvement

The C.I. team aims to foster a culture where continuous improvement is the norm. Within a C.I. environment, individuals are encouraged to learn and put into practice new improvement tools and techniques. Internal advisors run basic learning courses and are available to provide support to sites on quality issues. In addition, further support is provided through external consultants and a C.I. library resource which includes a range of learning materials. Other C.I. events provide a means of communicating best practice across the organisation.

Information Technology (I.T.)

The role of the I.T. department is to facilitate business operations by introducing systems which mirror our business processes. It is the aim of the department to continuously improve these systems and to introduce enabling technologies to the benefit of the shareholders and stakeholders of the Company.

Marketing

Marshalls marketing team is one of the most innovative and professional within the construction industry. Their role is to provide high quality and cost-effective marketing solutions designed to promote Marshalls products and services to existing and potential customers. Activities undertaken include literature production, advertising, exhibitions, public relations & publicity, internet, market research, event sponsorship, product placement and project photography.

Marketing Support

Marshalls' Marketing Support team is highly regarded within the construction industry. The team provides high quality samples designed to promote Marshalls' products to existing and potential customers. Activities undertaken include exhibitions, building maintenance, production cutting of slips and despatch.

Business Information

Modern business systems can create a mass of data, which is not always easy to digest. The Business Information team extract meaningful information from this mass of data. The team develops and maintains Management Information Systems through which Managers are able to access information directly, monitor customer and product performance, and investigate market trends.

Internal Sales and
Administration Teams -
Concrete

The following operations are carried out at Brier Lodge. Internal sales and administration operations are also handled from other sales offices, such as Sandy and Sawley, however as these offices are considerably smaller they will not necessarily carry out the full range of activities, nor will the teams break down into such specific areas.

The **Internal Contract Trading Team** is responsible for providing quotations, pricing, taking orders and dealing with queries and complaints for all Halifax products which are sold direct to site.

The **Customer Administration Team** deals with customer disputes, such as incorrect prices, delivery and material returns.

The **Customer Advice Team** processes all literature and sample requests, provides the external sales team with sales leads, handle all Customer Service report forms and provide information to end users.

The **Internal Stockist Trading Team** provide a central point of contact for yard suppliers and deal with fax and telephone orders/enquiries. They also assist in promoting products available within the Marshalls range, and maintaining and interpreting Marshalls trade policy for stockist yards. In providing after sales service, they aim to maintain a high level of service, thereby helping to secure repeat business.

The **Credit Services Team** help to maximise profitability by collecting outstanding monies from debtors and proactively resolving disputes with customers, to help ensure that the business maintains a healthy cashflow.

The **Sales Administration Team** take orders over the telephone and deal with delivery problems and amendments, stock control and ticket pricing.

The **Sales Information Team** co-ordinate National Account pricing across all the sales offices.

External Sales - Concrete

Specification Trading Team

The team of Project Consultants (specification sales) are involved in the development of high quality Marshalls specifications through architects, engineers and local authorities with a view to ensuring that Marshalls name/products appear on tender documents prior to orders being placed. Once the specification has been obtained, contract sales will follow through in order to obtain orders at the right price. The team aims to generate relationships with public and private sector architects, engineers and specifiers to stimulate the specification of value added products within the Marshalls portfolio.

Contract Trading Team

This team follows through all specifications and enquiries to order stage and attempt to convert as many orders as possible to maximise the return for Marshalls. The customer base is made up of contractors from various parts of the market, including commercial, industrial and housing sectors.

Stockist Trading Team

This team handles the management and development of sales to stockists of Marshalls products such as builders merchants, garden centres etc. They aim to optimise customer satisfaction and in doing so, the team contribute significantly to the maintenance of Marshalls position as market leader.

Other Sales Operations

Internal and external sales operations exist in other parts of the business, namely Clay Products, Natural Stone, Flooring, Panablok and Stonemarket. These sales operations are managed from different locations, as detailed below

Clay Products	Howley Park
Natural Stone	Southowram
Flooring	Hoveringham
Panablok	Hoveringham
Stonemarket	Coventry

Export Sales

The Export Sales Team is responsible for overseas sales of all UK produced building materials. Marshalls products have been sold in many countries including France, Spain, Germany, Russia and the Far East.

Purchasing

In order to take advantage of Marshalls purchasing power, this function identifies and negotiates all national agreements for goods required at Marshalls sites across the UK.

Technical Services

The Technical Team is responsible for providing technical support to customers, from conceptual design through to product choice, supply and installation. The services provided are supported by a CAD Department (Computer Aided Design), with operations being registered to BSI/ISO 9001 standard.

The Team is also responsible for the development of Quality Assurance systems with particular emphasis on continuous improvement techniques to enhance customer satisfaction, whether it be with service or product.

The department is completed by a Production Development Team, who work closely with suppliers to improve overall product quality, and through the effective installation of systems, ensure all production meets national and international standards of performance.

Development

The Development department is primarily involved in the development of machinery and mechanical handling equipment associated with the production of all items manufactured by the Marshalls Group. The Department also provides a design, manufacture and installation facility for all Marshalls sites/works, as well as all aspects of Project Management. The design of electrical control equipment is carried out by the Department's own in-house electrical control team. Projects, ranging from modifications and refurbishments through to multi-million pound green field site new works installations, are handled from the initial concept to the final commissioning and handover.

Distribution

The distribution/transport operation plays a critical role in ensuring customer satisfaction. Marshalls have always placed a high priority on the service provided to customers and distribution provides the final link in ensuring that customers receive their order when they require it. To achieve this Marshalls operate their own transport fleet and also sub-contract work to numerous other transport operators. In order to make most effective use of the transport available, the traffic planning function plays a key role through the organisation of loads and the planning of deliveries to customers.

Landscape Products

BARDON

Where are we based:

Marshalls Mono Ltd
Bardon Hill Works
Coalville
Leicestershire
LE67 1TL

Tel. (01530) 835348
Fax. (01530) 832808

We are situated inside Bardon Hill Quarry, which is midway between junction 22 of the M1 and the town of Coalville, on the A511. The quarry is owned by Aggregate Industries.

Who are we:

Founded as Bardon Concrete in the 1960s manufacturing British standard paving. Marshalls acquired the plant in December 1995 from Bardon aggregates.

What do we do:

Manufacture of Semi-dry decorative Paving for the decorative market.

BLEADON

Where are we based:

Marshalls Mono Ltd
Bridge Road
Bleadon
Nr. Weston-super-Mare
North Somerset
BS24 0AT

Tel: (01934) 811865
Fax: (01934) 811866

Located in the small village of Bleadon on the outskirts of Weston-super-Mare.

Who are we:

Marshalls acquired Bleadon Works in January of 1996 from ARC. It employs 24 staff, 4 of whom are office based. The works became BSI registered in the Autumn of 1997. The site has been designated a Regional Distribution Centre since February 1998 and is able to provide a fast service in supplying mixed loads to customers.

What do we do:

Manufacture of: Flag and Kerb, Block Paving, Decorative and Commercial products.

BRIDGEND

Where are we based:

Marshalls Mono Ltd
Lithalun Quarry
Ewenny
Bridgend
Mid Glamorgan
CF35 5AN

Tel. (01656) 645661
Fax. (01656) 652881

Situated in the Vale of Glamorgan, South Wales. The Bridgend works is reached via the M4 (Junc 35). Follow the signs for A48 Porthcawl. Go straightforward to the fourth roundabout. Take the exit signed for Llantwit Major and the works are approximately a mile and a half down the road on the right.

Who are we:

Situated within a working Hanson quarry, Bridgend was acquired in 1996 from ARC and is one of the smallest sites within Marshalls employing around 12 people. Bridgend gained B.S.I. Registration in June 98.

What do we do:

Manufacture of: British Standard Flag and Kerb.

BROOKFOOT

Where are we based:

Marshalls Mono Ltd
Brookfoot Works
Brookfoot Lane
Southowram
Halifax
HX3 95Y

Tel. (01422) 306000
Fax. (01422) 306193

Situated on Brookfoot Lane off the A6025 main road between Elland and Brighouse.

Who are we:

The Brookfoot works was the first of all Marshalls sites. The works originally used to quarry Natural Stone, before producing precast concrete products. The site covers over 30 acres with almost 200 personnel across 4 manufacturing departments. The site has full ISO 9001 approval and is a major distribution centre as well as a strategic cornerstone of the Marshalls group.

What do we do:

Manufacture of: Hydraulically pressed concrete products and secondary processed products.

CANNOCK

Where are we based:

Marshalls Mono Ltd
Cannock Wood Industrial Estate
Cannock Wood Street
Cannock,
Staffordshire
WS12 5PL

Tel. (01543) 427100
Fax. (01543) 878152

Situated at Rawnsley, between Cannock and Rugeley.

Who are we:

In 1988 Marshalls acquired Smiths concrete works situated on the A5 at Cannock. A green field site was purchased at Rawnsley in 1989, and the new factory was completed in 1990. Cannock currently employs around 70 staff.

What do we do:

Manufacture of: Pressed Flag & Kerb products, Concrete Block Paving.

EAGLESCLIFFE

Where are we based:

Marshalls Mono Ltd
Durham Lane
Eaglescliffe
Stockton on Tees
TS16 OPS

Tel. (01642) 792500
Fax. (01642) 792535

Situated South West of Stockton on Tees, close to the A66 and A19, one mile North of Yarm.

Who are we:

Marshalls has operated in the North East since 1967. The Eaglescliffe site was acquired in 1990 and a new build programme was commenced in 1994. This was completed in 1996, making Eaglescliffe the most modern concrete manufacturing site in Europe. The site covers 90 acres and employs around 100. Products are manufactured to ISO 9001 standard.

What we do:

Manufacture of: Concrete Block Paving, Flag & Kerb products, Architectural Masonry and Roof Tiles.

FALKIRK

Where are we based:

Marshalls Mono Ltd
Bleachfield Works
Dollar Industrial Estate
Falkirk
FK2 7YQ

Tel. (01324) 614900
Fax. (01324) 614949

Who are we:

Marshalls acquired the site from Mono Concrete in 1981 and it has expanded rapidly to its present size, covering 26 acres and employing approx 120 staff.

We have four departments:- Block Paving, Flag and Kerb, Secondary processing and Precast

What do we do:

Manufacture of: Concrete Block Paving, Flag and Kerb products, Inspection Chambers, Bollards and a range of other accessories.

HAMBROOK

Where are we based:

Marshalls Mono Ltd
Broad Road
Hambrook
Nr Chichester
West Sussex
PO18 8RG

Tel. (01243) 572755
Fax. (01243) 573083

The works is located in the village of Hambrook just off the A259, 6 miles west of Chichester.

Who are we:

Hambrook was purchased from the Blokcrete company in June 1987
Current numbers employed are 25.

What do we do:

Manufacture of: Concrete Block Paving and accessories.

HIPPERHOLME

Where are we based:

Marshalls Mono Ltd
Hipperholme Works
Halifax Road
Hipperholme
HX3 8BS

Tel. (01422) 204338
Fax. (01422) 205768

Situated on the A644 between Brighouse and Hipperholme.

Who are we:

The site at Hipperholme, once part of Brookes Ltd, was acquired from the receivers in 1970. The site is approximately 9.5 acres and there are around 50 employees. Products are produced to ISO 9001 standard.

What do we do:

Manufacture of: Flag & Kerb products, Drainage systems including the "Beany" combined Kerb & Drainage system and edgings.

LLAY

Where are we based:

Marshalls Mono Ltd
Llay Industrial Estate
Llay
Wrexham
LL12 OTL

Tel. (01978) 858200
Fax. (01978) 858212

Situated four miles north of
Wrexham and two miles from
the A483.

Who are we:

The site became part of Marshalls in
November 1988 when it was
purchased from Alfred McAlpine
Concrete Masonary. The site has
developed since this time and now
employs around 50 people.

What do we do:

Manufacturers of: Flag and Kerb
products, Concrete Block Paving.

MALTBY

Where are we based:

Marshalls Mono Ltd
Ruddle Mill Lane
Stainton
Maltby
South Yorkshire
S66 7RH

Tel. (01709) 813151
Fax. (01709) 817779

Situated close to the M18 Junction
1, between Maltby and Tickhill.

Who are we:

Although limestone was first quarried
on the site in 1948, Marshalls did
not acquire the site until 1969,
when they began to manufacture
concrete block paving for the first
time. Approximately 70 people are
employed on the site, including
quarry operations. Products are
produced to relevant British
Standard specifications.

What do we do:

Manufacture of: Concrete Block
Paving including secondary
processed products.

MANSFIELD

Where are we based:

Marshalls Mono Ltd
Oxclose Lane
Mansfield Woodhouse
Mansfield
Nottinghamshire
NG19 8DG

Tel. (01623) 676900
Fax. (01623) 651894

Situated off Junction 28 / 29 East
of the M1. 3 miles from Mansfield
town centre.

Who are we:

The factory was originally purchased
from Wetton Bros (Mono Concrete)
in 1981.

The most recent capital investment
has been the introduction of
Panablok, a product manufactured
out of rigid polyurethane. The main
benefits being speed of build & high
insulation properties on inner leaf
walling.

What do we do:

Manufacture of: Drainage products
and inspection chambers,
decorative edgings & planters,
flooring blocks and 'Panablok'
polyurethane wall panels

NEWPORT

Where are we based:

Marshalls Mono Ltd
Eastern Dry Dock
Corporation Road
Newport
Gwent
NP9 0RE

Tel. (01633) 284600
Fax. (01633) 284612

Situated close to Newport
Town Centre, not far from
Junction 24 of the M4
motorway.

Who are we:

Marshalls acquired the site
from Alexander Russell in
1993. The site has benefited
from considerable
modernisation and capital
investment since its
take-over. Approximately 30
personnel are employed
providing products and
services to ISO 9001.

What do we do:

Manufacture of: a range
of Concrete Block Paving
products.

RAMSBOTTOM

Where are we based:

Marshalls Mono Ltd
Fletcher Bank Works
Ramsbottom
Lancashire
BLO 0DD

Tel. (01706) 282700
Fax. (01706) 282726

Situated about 10 miles
north of Manchester on the
main A56 just off junction 1
of the M66.

Who are we:

Ramsbottom quarry is over
100 years old. In 1969
Marshalls purchased 60% of
the holding from Sir Alfred
McAlpine, with the
remainder being bought in
1981. The Ramsbottom site
covers 72 acres and
employs approximately 160
people.

What do we do:

Manufacturer of: Flag and
Kerb products and Concrete
Block Paving. Fletcher Bank
and Scout Moor quarries
supply millstone grit.

SANDY

Where are we based:

Marshalls Mono Ltd
64 Sunderland Road
Sandy
Bedfordshire
SG19 1QY

Tel: (01767) 684200
Fax: (01767) 684222

The site is situated just 1
mile from the A1 at Sandy

Who are we:

The Sandy site was acquired
by Marshalls in September
1981 from Wetton Bros
(Mono Concrete).
It encompasses 15 acres
and employs approximately
140 personnel. Block Paving
and Pre-cast production are
both Quality Assured.

What do we do:

Manufacturer of: Concrete
Block Paving, Retaining
Walls, Street Furniture and
Drainage products.

SAWLEY

Where are we based:

Marshalls Mono Ltd
Tamworth Road
Sawley
Long Eaton
Nottingham
NG10 3AF

Tel. (01332) 794000
Fax. (01332) 794040

Situated between
junctions 24 and 25 of
the M1, on the B6540.

Who are we:

The site at Sawley was
acquired in 1976 from
Kastone and covers
approximately 19.5 acres.
There are approximately
130 personnel employed,
providing products and
services to BS Standards
and ISO9002.

What do we do:

Manufacture of: Flag and
Kerb, including some
secondary processed
products, and Concrete
Block Paving.

SITTINGBOURNE

Where are we based:

Marshalls Mono Ltd
Castle Road
Sittingbourne
Kent
ME10 3NB

Tel. (01795) 415300
Fax. (01795) 415305

Situated North of the M2,
to the East of the Medway towns.

Who are we:

Sittingbourne was acquired as 10
acre brown field site in May 1998.
The site has been developed and a
block paving plant installed.
Commissioning of the plant
commenced in January 1999.

What do we do:

Manufacturer of: Concrete Block
Paving.

ST IVES

Where are we based:

Marshalls Mono Ltd
Meadow Lane
St Ives
Huntingdon
Cambridge
PE17 4LG

Tel. (01480) 461639
Fax. (01480) 465705

Situated between Huntingdon and
Cambridge. Leave the A14 onto the
A1096 and the site is on the South
East edge of the town of St Ives.

Who are we:

Originally bought from ARC in 1932,
the plant was extended in 1994
from 7 acres to around 19 acres.
Additional land adjacent to the site
was acquired in 1994, enlarging the
site to around 19 acres.

There are plans to develop the site
further, which will make St Ives one
of the premier sites in the South
of England.

What do we do:

Manufacturer of: Flag and Kerb
products

WEST LANE

Where are we based:

Marshalls Mono Ltd
West Lane Works
West Lane
Southowram
Halifax
HX3 9TW

Tel. (01422) 306000
Fax. (01422) 306495

Situated on West Lane in
Southowram village, off the A6025
road between Elland and Brighouse.

Who are we:

West Lane started producing
concrete products shortly after the
Second World War and has now
grown to be the largest of Marshalls
sites. It currently employs over 300
on a thirty acre site.

What do we do:

Manufacture of: Decorative Paving
and walling, including Screenwalling
and Copings.

Clay Products

ACCRINGTON

Where we are based:

Marshalls Clay Products
Whinney Hill Road
Accrington
Lancashire
BB5 6NR

Tel. (01254) 355200
Fax. (01254) 399128

Situated in East Lancashire between
Blackburn and Burnley

Who are we:

The world famous Accrington Nori
brick was first produced more than
one hundred and twenty years ago.
After a succession of take-overs,
Armitage Brick bought the site in
1980. Marshalls acquired the
company in 1988.

The site has now expanded to be a
modern efficient unit employing
around 140 staff.

What do we do:

Manufacturer of: Clay bricks, Clay
pavers and specials in a wide variety
of shapes, sizes, colours and
textures.

HOWLEY PARK

Where are we based:

Marshalls Clay Products
Quarry Lane
Woodkirk
Dewsbury
WF12 7JJ

Tel. (0113) 2203500
Fax. (0113) 2203599

Howley Park is situated on the A653
between Dewsbury and Leeds, not
far from junction 28 of the M62.

Who are we:

Operations have taken place on the
site for 80 years, initially in stone,
with brick manufacturing beginning in
the late 1940's. Acquired by
Marshalls in 1988. The site now
employs approximately 140 people.

What do we do:

Manufacture of: a wide product
range of clay bricks and
accompanying tailor made specials.

STAIRFOOT

Where are we based:

Marshalls Clay Products
Wombwell Lane
Stairfoot
Barnsley
S70 3NS

Tel. (01226) 738300
Fax. (01226) 738310

Situated east of Barnsley on the
A633 between Stairfoot and
Wombwell, within easy reach of A1
and M1.

Who are we:

Formerly Yorkshire Brick, Stairfoot
was acquired by Marshalls in 1994
after producing bricks for around a
hundred years. The current factory,
which employs 90 people, mainly
produces facing bricks under the BS
EN ISO9002 Quality Management
system.

The site utilises the worked out
quarry areas by landfilling and then
extracting the methane gas
generated to assist in the firing
of the kilns.

What do we do:

Manufacture of: Clay facing bricks to
relevant standards, Marshalls
specifications and customers
requirements. Also special shapes
to BS4729 and customer designs.

Stonemarket

SWILLINGTON

Where we are based:

Marshalls Clay Products
Wakefield Road
Swillington
Leeds
LS26 8BT

Tel: (0113) 2868641
Fax: (0113) 2868672

Situated on the A642 between
Swillington and Garforth, to the East
of Leeds.

Who are we:

In 1988 Marshalls acquired George
Armitage & Sons Limited, which had
been a family run business since
1824. Swillington was one of three
brickworks included in the
acquisition. The clay is sourced on
site and fired up to 1050 degrees
centigrade, to give a hard, durable
product. Manufacture is to the
relevant British or in-house company
specifications or standards.

What do we do:

Manufacture of: Facing bricks and
special shaped products.

STONEMARKET

Where we are based:

Stonemarket Concrete Ltd
Old Gravel Quarry
Oxford Road
Ryton-on-Dunsmore
Coventry
CV8 3EJ

Tel: (024) 7630 5530
Fax: (024) 7630 3397

Who are we:

Marshalls acquired Stonemarket in
September 1998 from its sole
proprietor. It employs 120 staff.
Stonemarket has many innovative
and unique products, several of
which are protected by patents and
registered designs.

What do we do:

Manufacture of: a range of
decorative, hard landscaping
products, mainly (wet-cast) concrete
and natural stone. Stonemarket
operates as an independent brand,
concentrating on sales to specialist
paving centres, independent builders
merchants and garden centres, with
national coverage through 400
stockists.

Emerging Businesses

Flooring

HOVERINGHAM

Where are we based:

Marshalls Flooring Ltd
Hoveringham Lane
Hoveringham
Nottingham
NG14 7JX

Tel. (01636) 832000
Fax. (01636) 832020

Situated south of Nottingham close to the A1 and between the villages of Hoveringham & Thurgarton

Who are we:

Founded in 1952 as Trent Concrete, the company was acquired by Marshalls in 1985. The site has grown to 26 acres and employs approximately 150 personnel, providing products and services to ISO 9001.

What do we do:

Manufacture of: Precast/
prestressed flooring, Reinforced concrete staircases & landings, Precast structural/decorative products and Drainage products.

Natural Stone

Where are we based:

Marshalls Mono Ltd
Southowram
Halifax
HX3 9SY

Tel. (01422) 306000
Fax. (01422) 306197

Who are we:

The Natural Stone sawshed is located adjacent to Brier Lodge. There are also quarrying activities at locations in West Yorkshire and Lancashire. Natural Stone operations are the longest established of all Marshalls activities, dating back to the late 1800's.

What do we do:

The sourcing, processing and supply of a range of natural stone products from Marshalls own and other quarries. The range includes natural Yorkshire paving, kerbs and walling.

Classical Flagstones

Where we are based:

Classical Flagstones Ltd
Lyncombe Vale farm
Lyncombe Vale
Bath
BA2 4LT

Tel: (01225) 316759
Fax: (01225) 482076

Who we are:

Classical Flagstones was acquired by Marshalls in September 1999. Based in Bath, it also has a small manufacturing plant near Bristol. The company has successfully developed a market for flagstones for interior use.

What do we do:

Manufacture of a range of quality reconstituted limestone, yorkstone and pennant flagstones, and cobblestones for interior and exterior use.

Joining Marshalls



Joining the Company

An offer of permanent employment with Marshalls will be subject to the receipt of satisfactory references and meeting medical requirements. The offer of permanent employment will also normally be subject to the satisfactory completion of a 6 months probationary period, the aim of which is to enable you to become familiar with Marshalls and the requirements of the role and also to enable your work performance to be reviewed.



During this time your immediate superior will update you on how you are progressing in your job, giving you an opportunity to discuss your work and enabling you to clarify objectives, expectations, and also develop an in depth understanding of the systems within the Company and your Department.

On starting with the company, your manager is responsible for ensuring that he or she obtains the appropriate information from you to ensure that you can be added to the payroll. It is also their responsibility to arrange for you to receive your Statement of Main Terms of Employment, shortly after joining. This supports the letter of appointment and sets out the terms and conditions of your employment with Marshalls. This document is often called a Contract of Employment.

You should receive two copies of your Statement of Main Terms, which you are asked to sign. One copy of which must be returned to your departmental manager.

Induction

Induction, ideally, takes place in 3 stages.

Corporate Induction -

this is to enable you to familiarise yourself with Marshalls as a company. This Employee Information Pack will provide much of the information which you will require.

Site/Department Induction -

which will familiarise you with the more specific information which you require about the site, office or department where you will be working.

Job Induction -

Is to enable you to understand your job and how you are expected to do it. This will help you to know who will be able to help you settle into your new role.

It is the responsibility of your manager to ensure that your induction is as smooth and effective as possible. They may need the help of others to ensure that this is the case. If there is anything you don't understand or feel hasn't been covered, don't hesitate to ask !

Starting with a new company in a new job can be very stressful. If you feel that you have a problem, don't be afraid to discuss it with your manager or a colleague. What seems to be a problem to you, probably isn't to someone who is more experienced and familiar with the way things work.

General Conditions of Employment

Hours of Work

Hours of work at Marshalls vary according to site and departmental requirements. Your department manager will advise you on specific hours in your letter of appointment or prior to commencement. Please ask your manager if you are unsure of your hours of work.

Overtime

Where the needs of the business necessitates, some additional hours may be required. Specific arrangements for additional hours worked will be discussed with you at the appropriate time. Your co-operation will be appreciated in meeting reasonable overtime requirements.

Time-Keeping

It is your individual responsibility to ensure you observe your normal specified working hours. Poor time-keeping is not acceptable and failure to meet these requirements may be handled through the Company's disciplinary procedure.

Absence from Work

The Company, as a fair and reasonable employer will follow laid down procedures in dealing with absence from work.

The Company sickness and absence procedure is shown in the "Policies" section. It should be noted, however, that this is a general procedure and that there may be some local variations.

Absence from work creates difficulties for both the business and your colleagues. We expect that you will avoid any unnecessary absence.

The Company will monitor individual attendance records and where a problem is identified with a particular employee then further investigations will take place and disciplinary action may be taken, if appropriate.

Holidays

Your holiday entitlement will be specified in your letter of appointment and your terms and conditions of employment.

Arrangements for holidays which apply locally may vary from site to site in line with the requirements for particular parts of the business. Please refer to your site noticeboard for details of local holiday arrangements.

Dependent on the part of the organisation in which you are employed, the holiday year runs for 12 months

commencing in either January or April and holidays are not transferable from year to year.

The holiday entitlement for anyone starting part-way through the year will be less than the full annual entitlement, calculated according to the rules which apply to holiday entitlements in that particular part of the business.

The Company reserves the right to fix annual holidays and to substitute alternate days for the normal calendar statutory days where the needs of the business dictate.

Before making firm holiday arrangements you should submit the proposed dates to your Manager for approval. Holidays should not normally exceed 2 consecutive weeks at any one time.

If you have any queries in relation to holiday entitlements, these should be addressed in the first instance through your immediate Manager.

Salary and Wage Payments

Employees are paid either on a monthly, four weekly or weekly basis depending on job and location. Payments will be made directly into an appropriate bank or building society account of your choice and you will receive a payment advice slip giving you full details of your gross pay, deductions and net pay.

Salary and wage payments are administered from a central function at Hall Ings. The Payroll Manager for the Company is Raymond Gibson.

Tax queries for all Marshalls employees should be referred to the Inland Revenue Office at Halifax. Telephone (01422) 357101.

PAYE Reference Numbers:

Marshalls Plc
311/M745

Marshalls Plc - Pensions
311/M384

Marshalls Clay Products Ltd
311/A185

Marshalls Concrete Products
Ltd 311/P725

Natural Stone Ltd
311/P725

Panablok (UK) Ltd
311/P403

Stonemarket Concrete Ltd
311/S876

Once again, if you are unsure of payment details, do not hesitate to ask your Manager.

Pension Scheme

Marshalls operate a Company Pension Scheme which is open to all weekly and monthly permanent employees who are not within 2 years of their normal retirement date.

The option to join is on starting with the Company, and you will receive a copy of the Explanatory Booklet and an application form shortly after you join.

The decision whether or not to join the Pension Scheme should be given consideration, at an early stage. If you choose not to join the scheme when first eligible and are under the age of 30, you may elect to join the scheme on any pay day prior to your 30th birthday. If you are over the age of 30, you must join the scheme when first eligible. If you choose not to join the Scheme, you will have no automatic right to join at a later date.

The Explanatory Booklet contains greater detail about the contribution rate and benefits of the scheme. General enquiries and additional information, including the current status regarding the transfer of benefits from other pension plans, should be directed to the Payroll Department at Hall Ings.

Additional Voluntary Contributions (A.V.C.'s)

You may pay A.V.C.'s to improve your pension benefits. You have the option to pay through the Marshalls scheme to a provider chosen by Marshalls, or directly by yourself to a Pensions Provider of your choice.

The maximum amount of A.V.C.'s payable in a tax year is 15% of your earnings in that year, which includes your normal contributions to the pension scheme. In paying A.V.C.'s, you will gain the benefit of tax relief on your contributions.

The Explanatory Booklet contains additional information about A.V.C.'s. If you are interested in setting up an A.V.C. arrangement through the Marshalls scheme, further information including a quotation can be arranged through the Payroll Department. Alternatively you may wish to seek independent financial advice to look at the options available which best suit your needs.

Life Assurance

If you choose to join the Company Pension Scheme you will automatically be covered by a death in service provision, payable to a dependent.

Life Assurance paid at a reduced level, will be provided for those employees who choose not to join the pension scheme.

Appearance, Dress and Housekeeping

All employees are expected to maintain a standard of dress and behaviour appropriate to their working environment. Overalls, boots or other safety equipment should be worn if required for safety reasons.

We also ask for your co-operation in helping to keep the buildings and their surroundings clean and tidy.

Personal Telephone Calls

Company telephones should only be used for personal use with the permission of your manager. In some departments a pay phone is provided for private calls for the use of all employees.

Staff Discounts

Employees are able to purchase Marshalls products for their own private use at a preferential rate. Please refer to your manager for details.

PC Usage

The Company regards the integrity of its computer system as central to the success of the business. The need to protect the Company's information and to safeguard computer hardware and software from damage and misuse is seen as a fundamental responsibility of every employee. It is against Company policy to introduce unauthorised software to any Company computer system. The term software is to include both data and programs.

All software must be approved by the IT Department prior to use to ensure system integrity and virus protection is maintained. Sending abusive, rude or defamatory messages via electronic mail or accessing pornographic and lewd material on the internet may result in disciplinary action being taken which may be considered as gross misconduct.

Drugs and Intoxicants

An employee who, in the opinion of an official of the Company, is under the influence of alcohol and/or drugs may not be permitted to enter any Company premises. Any employee who appears to be under the influence of intoxicating liquor and/or drugs when on Company premises will be sent home immediately and may be subject to disciplinary action according to company procedures.

Travel and Business Expenses

You will be reimbursed for all reasonable expenses for meals, fares, accommodation and other general expenses necessarily incurred on Company business.

Expense claims should be submitted for approval to the person to whom you are responsible and must be submitted promptly at the end of each month after the expenditure has been incurred. Any delay in claiming expenses which exceeds 2 months may, at the Company's discretion, result in non-reimbursement.

All claims must be supported by a full explanation of the purpose of the expenditure and, where possible, must be supported by receipts.

Training and Development

The importance of employee development is fully recognised by Marshalls. It is vital to the business that all employees are provided with the necessary training to enable them to do their jobs as well as possible.

A central training budget exists to provide funding for training that develops the business and individuals, such as management development training. The HR function will be responsible for the organisation of such courses or programmes.

Essential operational training, e.g., fork truck training, is organised at site level, and the HR function will assist in identifying suitable providers if required.

Training requirements identified for individuals will be addressed, in the first instance, by their immediate supervisor or manager, who will then refer to the HR department as necessary.

Continuous Improvement

Continuous improvement is a significant part of the development of people and systems within the business. It is vital to the long-term prosperity of the organisation and is part of the process that enables people to contribute more to the business.

Continuous improvement seeks to provide everyone in the organisation with a range of tools and techniques which enables them to identify areas for improvement and implement those improvements within their area of responsibility.

Marshalls has its own in-house training team which runs courses in continuous improvement, covering both theory and the practical tools and techniques of improvement. The team are supported by external consultants who can provide specialised workshops and seminars when required.

A library of continuous improvement material is available which in addition to an extensive catalogue of books, also contains audio, video and interactive CD based materials, which are available to meet the preferred learning style of individuals. A continuous improvement forum is available on the intranet. Information about the availability of items from the CI library can be obtained from the e-mail address:

c.i.resources@marshalls.co.uk

In addition, forums and open days are held at various times, so that best practice can be shared across the organisation.

If you feel that you would benefit from additional support in doing your job, or would like more knowledge about how to use continuous improvement tools and techniques, please discuss this with your immediate supervisor.



Policies



Health & Safety

Good health and safety management is now widely recognised as a major factor in the modern business environment.

It is no coincidence that most successful companies, which deliver high quality goods and services to their customers, also have high health and safety standards.

Marshalls believe that safety, efficiency and quality go hand in hand and that each must be given due consideration whenever decisions within the Company are made.

The involvement of all Marshalls employees is vital in ensuring that we collectively manage our business, in a manner, where all health and safety risks are identified, evaluated and appropriately controlled.

Group Health and Safety Policy Statement

The policy of Marshalls PLC is to comply with both the letter and the spirit of the provisions of the Health & Safety at Work etc. Act 1974 and all other relevant legislation and to regard these as minimum requirements.

Marshalls PLC is committed to the safety and well-being of employees, customers, contractors, visitors and local communities alike who may be affected by its activities. In order to maintain this commitment, Health, Safety and Environmental Protection must be promoted, communicated and effectively managed throughout the organisation just as other aspects of the business are managed, such as production, cost control and quality assurance.

Marshalls PLC is committed to the belief that Health & Safety is an integral function of its management and that each manager is accountable for the Health & Safety performance of his/her department and that Health & Safety is an important consideration in all aspects of its activities including planning, design, construction, installation, testing, commissioning, production, transportation and maintenance.

Marshalls PLC is committed to the following principles:

- That accidents/incidents are preventable and that risks can be safeguarded.
- That all accidents/incidents demand prompt investigation and timely remedial actions.
- That all employees will be provided with sufficient information, instruction, training and supervision to enable them to work safely and efficiently.
- That employees at all levels have both general and specific responsibilities for health and safety.
- That all employees need to be involved in the development of safe working practices derived from a comprehensive risk assessment process.
- That company safety standards are established and maintained corporately and must be complied with by all parts of the business.
- That targets and objectives should be set, to ensure a continuous improvement in health and safety performance.
- That active monitoring, through inspections, audits and safety reviews is an essential element of performance improvement.

- That specialist advice on health, safety and environmental matters will always be available when required.
- That appropriate resources, both financial and physical, are made available to support this policy.
- That active co-operation between management and workforce is an essential element in promoting and maintaining a safe and healthy working environment.

Marshalls PLC believes that the effective management of Health & Safety is a sound business principle and can make a significant contribution to the company's profitability.

To ensure the effective implementation and subsequent monitoring of this policy throughout the company, it is necessary to define the duties and accountabilities of all persons. These are set out in the appendices to this statement.

Marshalls PLC undertakes to revise this Policy as often as future developments in health and safety legislation render appropriate.



Environmental

Group Environmental Policy Statement

Marshalls is committed to achieving the highest standards of environmental performance and continually aims to minimise the impact of its operations. The Group's aim is that no lasting environmental damage occurs as a result of its activities, and policies are being implemented to ensure that all of its quarries and manufacturing plants meet the requirements of legislation and best practice.

Marshalls regards compliance with relevant environmental laws, and the adoption of responsible standards where no legislation exists, as an integral part of its business strategy and is committed to considering environmental impacts associated with its products throughout their life-cycle.

Marshalls will continue to develop and improve its operations and methods of work to prevent or reduce waste generation, to manage energy and natural resources responsibly in all its activities and to use recycled waste material in its main product lines where practicable.

Marshalls will continue to raise environmental awareness within the Group through the development and training of its employees and will communicate openly and consult with customers, suppliers and other stakeholders on relevant environmental matters.

Marshalls strives to conserve natural habitats and create additional areas of wildlife value wherever possible. The Group also recognises the need for sympathetic restoration and afteruse of quarry sites and considers the character of the local environment and the concerns of the community when planning such matters.

Marshalls intend to develop environmental objectives and targets as part of a programme implementing the environmental management standard ISO 14001.

Recruitment and Equal Opportunities

The effective implementation and operation of Marshalls policies relating to recruitment and equal opportunities are critical to the effectiveness of key parts of Marshalls Statement of Values and Principles.

Recruitment

Marshalls believe that effective recruitment is critical to the future success of the business, therefore a recruitment policy has been developed which states -

The aim is to recruit the best available person for each job in cases of recruitment and promotion.

Within this recruitment policy, wherever possible, vacancies will be advertised internally. The method of communication of internal vacancies will be via the "Job Vacancies" section of the Marshalls Intranet.

Equal Opportunities

The aim of the recruitment policy cannot be achieved without an effective equal opportunities policy. This policy is shown on the following page -

Equal Opportunities Policy

Marshalls Equal Opportunity Policy is applicable to the Marshalls Plc group and has been formulated with the objective of making full use of available human resources.

Equal Opportunities Statement

Marshalls believes that people are the key to the success of the business and recognises the diversity of the community, employees and customers. The board is committed to achieving and maintaining a working environment where all individuals are treated with dignity and respect and where individual talent is recognised and valued.

To achieve this Marshalls will

- ensure that no employee or job applicant will be treated less favourably on the grounds of race, colour, nationality, ethnic or national origin, gender, marital status or disability, or on any other grounds which cannot be justified on job related terms
- regularly review employment practices to ensure that they are fair and unbiased, and are objectively and consistently applied.

Equal Opportunities Policy

- Employees and job applicants will be accorded equal opportunity in recruitment, training, promotion and terms and conditions of employment, in all jobs and at all levels within the company. This will be regardless of race, colour, nationality, ethnic or national origin, gender, marital status or disability.

- All personnel with responsibilities for recruitment, training, supervision, promotion and transfer shall make such a decision on the basis of ability and the requirements of the job.

- The company welcomes people with disabilities and will make reasonable adjustments as described in the Disability Discrimination Act code of practice to ensure access to opportunities.

- Harassment and discrimination on racial or other grounds within the scope of this policy will be classed as a disciplinary offence and will be liable to a full investigation, as required within the company disciplinary policy.

- The company grievance procedure will be available to anyone who feels they have been treated less favourably, including acts of harassment, on the grounds of race, sex or disability.

- Company recruitment advertisements and promotional literature will communicate the company equal opportunity policy, wherever practicable.

- All employees, particularly managers and supervisors, have a role to play in making this policy work and the company requires that these responsibilities be taken seriously at all times.

- The Board of Marshalls Plc will review annually the effectiveness of the Equal Opportunities Policy and make recommendations as necessary, to ensure that the provisions of the policy are complied with. The board will also ensure that the policy is communicated to all employees by appropriate methods. Responsibility for monitoring the operation of the policy will lie with the Directors in charge, who will ensure that, as far as practicable, the provisions of the policy are complied with, within their area of responsibility. On-going advice and support will be available from the HR function.

- The Deputy Chairman will be responsible for the implementation of the policy, which will be reviewed annually. He will incorporate into the policy any changes necessary to ensure that the objectives of the policy are met.

Other Policies

Smoking Policy

Smoking is widely acknowledged as a hazard to health, therefore it is company policy to discourage smoking within the company and to minimise the risk to non smokers that might result from passive smoking.

The policy is to be implemented by the encouragement of voluntary methods for control and elimination of smoking, and by the issue of a "Code of Conduct" to apply throughout the company.

Whilst the emphasis is on voluntary methods, if a significant majority of employees working in a specific department, area, or office wish to have a smoking ban within their area, then the company will support that decision by making a smoking ban mandatory within that area.

Code of Conduct

1. Smokers, at all times, should respect that passive smoking is objectionable to non smokers.

2. Where four or more people are meeting together, smokers should refrain from smoking unless that meeting has agreed smoking shall be accepted.

3. It is the responsibility of the Chairman or senior member of any meeting to determine the view of the meeting as to the smoking policy for that meeting.

4. Individual departments, area, or offices that involve more than

one person in proximity to one another should be encouraged to determine their own smoking policy for that meeting.

5. It is the management's responsibility to ensure that all departments, area, or offices are given the opportunity to take a decision on their smoking policy, and then to ensure that that decision is publicised and upheld.

6. Where a department, area, or office has become a no smoking area all visitors to that area should respect that decision by not smoking within that area.

Sickness/Absence Policy

Procedure

All employees who are absent from work through sickness or accident must telephone in as soon as possible on their first day of absence, but in all cases no later than 2 hours after the appointed starting time, giving details of their absence.

On return to work after no more than 7 calendar days absence, you must complete a Company Self Certificate Form.

If absence continues for more than seven calendar days, you must submit a doctor's Medical Certificate.

Where an employee's attendance record is worse than those of comparable employees or where it creates operational difficulty, or it has gone on for a considerable length of time, the relevant procedure as outlined must be followed.

Any employee who fails to comply with notification of sickness certification procedures, or who otherwise abuses the Company's rules on sickness or absence will be dealt with under the Company's Disciplinary Procedure.

All cases of frequent and persistent short - term absence will be promptly investigated by the Company and the employee will be asked for an explanation for the absence at which they have the right to be accompanied by a colleague of their choice. In cases of longer term absence through ill - health the employee will be contacted at regular intervals and should in turn maintain regular contact with the Company, to establish the reasons for absence and its likely duration.

Marshalls Disciplinary Procedure

Purpose and Scope

The procedure is designed to help and encourage all employees to achieve and maintain standards of conduct, attendance and job performance. The aim is to ensure consistent and fair treatment and therefore applies to all employees.

Principles

(a) No disciplinary action will be taken against an employee until the case has been fully investigated.

(b) At every stage in the procedure the employee will be advised of the nature of the complaint against him or her and will be given the opportunity to state his or her case before any decision is made.

(c) At all stages the employee will have the right to be accompanied by an employee representative or work colleague during the disciplinary interview.

(d) No employee will be dismissed for a first breach of discipline except in the case of gross misconduct when the penalty will be dismissal without notice or payment in lieu of notice.

(e) An employee will have the right to appeal against any disciplinary penalty imposed.

(f) The procedure may be implemented at any stage if the employee's alleged behaviour warrants such action.

(g) The following procedure defines the levels of Supervisor/Manager to implement each stage of the procedure.

N.B. For the purpose of this Disciplinary Procedure the term Senior Manager refers to the employee's Works Manager, Office Manager or equivalent senior member of management as applicable.

The Procedure

Informal Warnings

Minor breaches of Company discipline, misconduct, poor time-keeping etc., will be dealt with by an informal oral warning given by the immediate Supervisor. The Supervisor will make a brief written note of the warning. It is expected that in most cases dealt with at this level, the problem will be quickly resolved. Where there is a more serious case of misconduct or an employee fails to improve and maintain the improvement, the following formal procedure will be followed.

Formal Warnings

Stage 1 - Recorded Verbal Warning

If the conduct or performance does not meet acceptable standards required, a RECORDED VERBAL WARNING will be given to the employee.

The employee will be advised of the reason for the warning and that it is the first stage of the discipline procedure and of his or her right to appeal.

A brief note of the warning will be kept but it will be disregarded after 6 months, subject to satisfactory conduct and performance.

This stage to be dealt with by the employees immediate Supervisor or Senior Manager.

Stage 2 - Written Warning

If the offence is a serious one, or is a repeat of a previous offence under this procedure a WRITTEN WARNING will be given to the employee by the Senior Manager or Deputy. This will give details of the complaint,

the improvement required and the time-scale. It will warn that action under Stage 3 will be considered if there is no satisfactory improvement and will advise of the right to appeal.

A copy of this WRITTEN WARNING to be kept by the Senior Manager but will be disregarded for disciplinary purposes after 12 months subject to satisfactory conduct and performance.

Stage 3 - Final Written Warning

If there is still failure to improve and conduct is still unsatisfactory, or if the misconduct is serious to warrant only one written warning, but does not constitute gross misconduct, then a FINAL WRITTEN WARNING will be given to the employee by the Senior Manager or Deputy. This will give details of the complaint, will warn that dismissal will result if there is no satisfactory improvement and will advise of the right to appeal.

A copy of this FINAL WRITTEN WARNING to be kept by the Senior Manager but will be disregarded after 12 months subject to satisfactory conduct or performance.

In exceptional cases, this period may be extended or alternatively consideration will be given to imposing a penalty of disciplinary suspension without pay up to a maximum of 5 working days. This will be applied only in cases of very serious misconduct which fall just short of gross misconduct.

Stage 4 - Dismissal

If conduct or performance is still unsatisfactory and the employee still fails to reach the prescribed standards, DISMISSAL will normally result.

This action can only be taken by the Senior Manager, Deputy or Director in Charge.

The employee will be provided, as soon as is reasonably practicable, with written reason for dismissal, the date on which employment will terminate and the right of appeal.

Gross Misconduct

The following acts are examples of offences which are normally regarded as GROSS MISCONDUCT, this list is not exhaustive:

- Serious acts of insubordination
- Serious breach of safety rules or negligence which causes unacceptable loss, damage or injury.
- Theft of, or malicious damage to, Company or employee property.
- Fraud
- Falsification of records including the deliberate booking of work or expenses for the purpose of obtaining payment to which an employee is not entitled.
- Falsifying of a time/clock card or the incorrect use of time recording clocks, in particular deliberately registering another employees time or allowing an incorrectly recorded card to be processed for payment purposes.

- Serious incapacity for work, through alcohol or drugs during working hours.

- Disorderly or indecent conduct, fighting or threatening physical violence on Company premises or on other premises whilst engaged on Company business.

- Sustained refusal to obey any lawful order of a Senior Manager or Supervisor.

An employee accused of an act of GROSS MISCONDUCT, may be suspended from work on full pay, for normally no more than 5 working days, while the Company investigates the alleged offences.

If, on completion of the investigation and the full disciplinary procedure, the Company is satisfied that GROSS MISCONDUCT has occurred, the result will normally be summary dismissal without notice or pay in lieu of notice.

Disciplinary Appeal Procedure

An employee who wishes to appeal against a disciplinary decision must inform his or her Supervisor/Manager, as appropriate in line with the following guidelines, within 2 working days.

At the appeal the disciplinary action will be reviewed and the decision, and the reasons for it, will be given to the employee both verbally and in writing.

An appeal against a RECORDED VERBAL WARNING must be raised in the first instance with the employee's immediate supervisor, who will arrange for the appeal to be heard by the Senior Manager or their immediate Superior where appropriate.

Failure to resolve the matter at this stage will result in a further appeal to be heard by the Director in Charge, whose decision will be final.

An appeal against a WRITTEN WARNING, FINAL WRITTEN WARNING or DISMISSAL must be raised with the Senior Manager who will arrange for the appeal to be heard by the Director in Charge, whose decision will be final.

Marshall's Grievance Procedure

This procedure is for dealing with all grievances with the exception of an appeal against disciplinary action, which is dealt with separately under the Disciplinary Appeals Procedure.

An employee has the right to take any grievance through the following procedure up to the appropriate Director whose decision is final.

1) In the first instance, an employee should raise any grievance with their immediate supervisor and at this interview they may request to be accompanied by an employee representative or work colleague.

2) If a satisfactory solution is not reached at this point, the employee's immediate supervisor will arrange a meeting with the Departmental Manager of the employee involved and their employee representative or work colleague.

3) If there is a failure to reach a satisfactory agreement at this stage, a meeting will be arranged for the employee and their employee representative or work colleague with the Senior Manager.

4) Finally following failure to reach a satisfactory agreement at this stage will result in the Senior Manager arranging for the employee and their representative to have a meeting with the Director, whose decision on the matter will be final. No other action should be taken by either the employer or the employee individually or collectively, until this procedure has been exhausted.

In circumstances where a position as defined or equivalent position does not exist within the structure, or it is inappropriate for the grievance to be dealt with at that level, then the procedure will automatically move on to the next stage/level.

Conclusion

Thank you for taking the time to read the information contained within this pack. We hope that you feel that it has been useful and that you now have a better understanding of Marshalls as a result.

The section which you have just looked at contains corporate information.

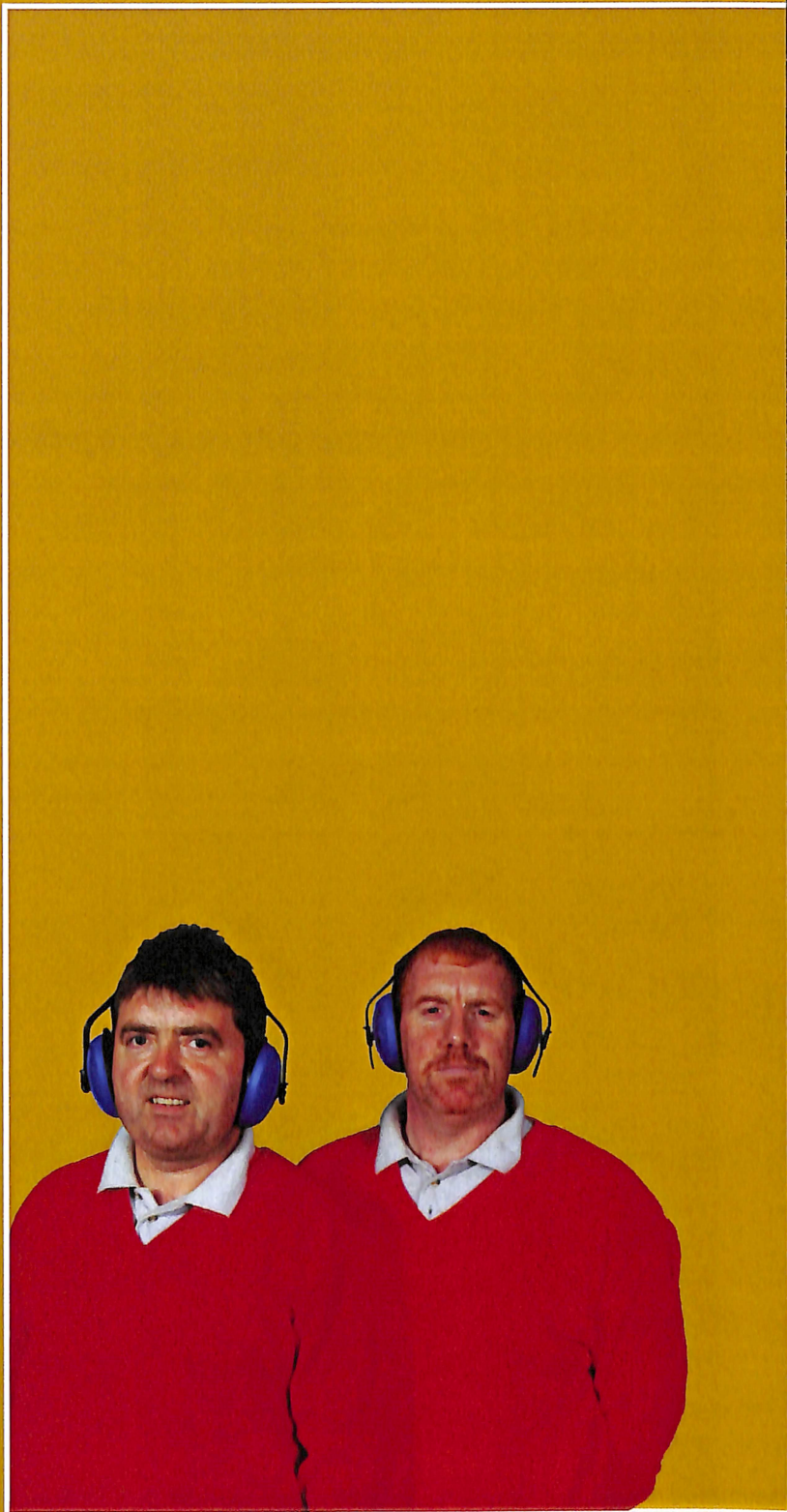
Please use the rest of the file to hold any additional information relating to your place of work or job, which you may acquire during the first period of your employment.

If there are any questions arising out of reading this pack or indeed there are any questions which you have, which have not been covered, please do not hesitate to discuss them with your manager.

In order to help us improve this pack, please complete the enclosed feedback form and return it, as instructed.

Finally, we would like to thank you for your co-operation and we sincerely hope that you enjoy your career with Marshalls.

Marshalls and You



Job Title:

Department:

Induction complete (sign:.....)

Employee's Signature Manager's signature Date

1 **CONDITION OF EMPLOYMENT**

- Company policies, i.e. smoking, dress code etc.
- Grievance procedure
- Holidays
- Hours of work
- Job description
- Pension scheme
- Salary/Bank details
- Sickness/Absence

2 THE DEPARTMENT

- Access/egress
- Canteen facilities
- Departmental objectives
- Emergency exits
- Equipment
- First Aid Station
- Introduction to colleagues
- Notice boards
- Security
- Toilets/Washroom facilities
- Training
- Workstation

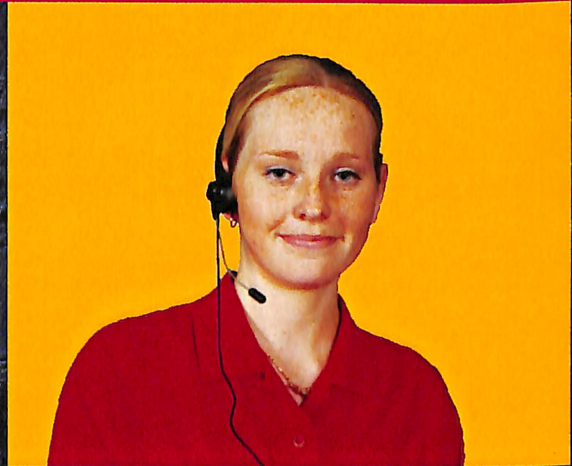
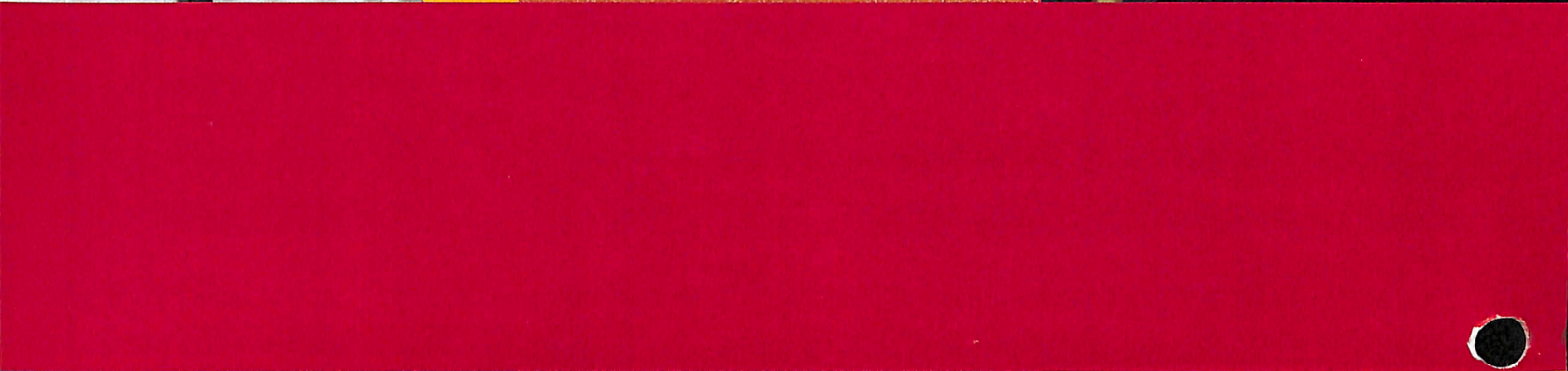
3 HEALTH & SAFETY

- Accident reporting
- Emergency procedures
- Employee duties (HASWA)
- Fire Exit/Assembly points
- Fire extinguishers
- First Aider
- PPE
- SHIP team
- Workplace inspections

4 GENERAL

- Company car policy
- Company history
- Employee handbook
- Expenses
- Product information
- Site tour
- Sports & social





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