

Marshall

Marshall

The value of...

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The
value
of...

Page 04 to 07

**Upholding
the highest
standards of
integrity and
fairness.**



“Small things can make a big difference. Living our values day in, day out, helps us make the right decisions as individuals and as a Group.”

Page 08 to 11

**Putting our
customers
above all else.**



“If we treat each customer as a person, not just another contract, we can get inside their heads and understand exactly what they need and why they need it.”

Page 12 to 15

**Recognising
that people
are at the
heart of
our success.**



“Computers and machines are our tools, but it is we who get the job done. Without Marshall people there would be no Marshall Group.”

Page 16 to 19

**Maintaining
competitive
edge through
innovation
and creativity.**



“In ten years' time, much of our revenue will come from products and services we don't currently offer. Our challenge is to create these products and services.”

The
value
of...

Working with us.

We have a choice. Do we want our company to be driven by rules or by values? I know which I prefer and our customers tell us which they would prefer. That's why this booklet is important – it sets out the values which drive the way we go about our business. As a family business with a proud heritage, our longstanding values are an instinctive part of our day-to-day operations. They govern the way we think and the way we behave.

The role of this booklet, is to remind ourselves of these values, so that we can adopt them across the Group and put them to work every day, everywhere. Importantly, the more we focus on these values, the more value we'll create. Values breed value; which is partly why we take them so seriously. The other reason, of course, is because acting responsibly is the right thing to do.



Robert Marshall
Group Chief Executive

The
value
of...



Upholding the highest standards of integrity and fairness.


We strive to exhibit the highest standards of integrity and fairness in everything we do.

There must be no gap between what we say and what we do. Our founder put integrity and fairness among the fundamental principles of his fledgling enterprise. Four generations on, we still abide by these core values. They are ingrained in the way we do things in the Marshall Group.

As our business has expanded internationally into new sectors, we have never lost sight of the essential need to reinforce our reputation for integrity and fair play; and we never will.

In living this value, through our behaviour, we will:

- Take responsibility for our actions
- Adopt an unbiased approach to all colleagues
- Put safety and regulatory requirements at the forefront of what we do
- Do the right thing and deliver what we promise
- Be open and honest and act with integrity in all that we do
- Be considerate of individual differences and cultures



"We have a saying that philosophies are far stronger than rules. As a result, we enjoy an environment where desired behaviours are enticed through encouragement, rather than enforced through dictation."

Peter Callaghan
Chief Executive
Marshall Land Systems

The
value
of...




Putting our customers above all else.

We value our customers above all else and seek to provide outstanding Customer Service through happy, conscientious and well-motivated teams.

Our business is founded on customer service. For over a century we have consistently put our customers first and this single-minded emphasis will continue. We recognise, of course, that outstanding customer service can never be taken for granted, so we continually measure, and constantly seek to improve.

In living this value, through our behaviour, we will:

- Be polite and respectful at all times
- Meet our customers' expectations
- Respond promptly to our customers
- Ensure that our customers have a great experience every time
- Make informed decisions with our customers in mind
- Take pride in delivering on time, within budget and fit for purpose
- Seek feedback from our customers
- Know who our external and internal customers are
- Listen to our customers and anticipate their needs
- Act in the spirit of partnership



"I believe our values go to the heart of our company and to the heart of our success, whether it be through our people, our customers or the wider environment."

Steve Fitz-Gerald
Chief Executive
Marshall Aerospace

The
value
of...



Recognising that people are at the heart of our success.


We are successful in our chosen markets and people are at the heart of our success.

We readily recognise the power of our people to drive the Marshall Group forward. Everybody in the Group contributes, in various ways, to the products and services we supply. We value each individual's contribution, encouraging everyone to reach their full potential.

We can achieve more, of course, by working collaboratively to reach common goals. Working responsibly under their own initiative, our people join together to get the job done to the highest standard. Four thousand Marshall people, all with the same set of values and common beliefs, are a powerful force.

In living this value, through our behaviour, we will:

- Unlock our full potential by recognising that everyone has an important role
- Maintain a safe working environment
- Build effective working relationships
- Adopt a 'One Company, One Team' approach and be proud of what we can achieve together
- Acknowledge others' involvement and seek their contribution
- Trust our colleagues and managers
- Be willing and cooperative
- Be passionate about delivering excellence
- Question how we can contribute more to promote an open and rewarding culture
- Respect and value our differences and embrace diversity

A photograph of a Citroën dealership. A man in a grey suit and pink tie stands in the center of a parking lot filled with various Citroën cars. The dealership building has a large glass and metal canopy. A red speech bubble contains a quote and the man's name and title.

"Our values are our compass.
They guide us everyday, in all
that we do. Basically, it comes
down to 'doing the right thing'."

Daksh Gupta
Chief Executive
Marshall Motor Holdings

The
value
of...



Maintaining competitive edge through innovation and creativity.

We maintain our competitive edge through innovation and an adherence to the founding tradition of a spirit of adventure.

Standing still is not an option. We must constantly change and adapt to meet the needs of our customers. Otherwise, these needs will be met by our eager competitors.

Fortunately, innovation is the life-blood of the Group. We are well placed to face new challenges and grasp new opportunities. With flair and creativity, we constantly strive to adapt and find imaginative solutions to evolving customer demands. In an ever-changing world, this deep-seated innovative streak helps us break into new markets, open-up new territories and achieve new technological breakthroughs.

In living this value, through our behaviour, we will:

- Question if the job can be done:
 - More quickly
 - Better
 - More efficiently
- Be open and proactive to change and challenge
- Be positive and inspiring
- Look for creative solutions and make them happen
- Learn from others
- Propose new ideas and approaches to the way we work



"Corporately we're a Group.
Culturally, we're a family.
As a privately-owned family
company, we owe it to future
generations to grow the
business and to do so
with integrity."

Robert Marshall
Group Chief Executive

**“Above all else,
we are a team”**

