

TALK



RAYMOND BROWN

NEWSLETTER

ISSUE 02 / SEPTEMBER 2016

Management completes MBO as we welcome new investment partners, Elysian Capital, to the business



INSIDE STORIES



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WELCOME

The start of the next exciting stage in the progress of Raymond Brown.

This edition marks the start of the next exciting stage in the progress of Raymond Brown. We have completed the MBO with the support of Elysian Capital and now have the additional financial and operational capabilities to take the opportunities that are available to us. As we speak, we are in various stages of negotiations with four new quarries and five extension areas to our existing quarries; we have a large list of Incinerator Bottom Ash (IBA) opportunities (some of which are very close to success); and we can now focus our minds on the consolidation and expansion of our waste business with new processing ideas, investment and the expansion of activity at Rookery Farm. As I have always found, our next business opportunities are exciting and numerous, we just need to continue working as a team to make the most of them.

At this big milestone for the future of Raymond Brown, I thought it appropriate to take the opportunity to mention four people who have been instrumental in getting us to this place, and who will now leave us to carry on without them.

Firstly, we should recognise and thank Kelvin White and Mark Isaac for their dedication, hard work and personal investment in the business over a considerable length of time. Kelvin and Mark continue to be investors in the business, recognising their confidence in our future prospects and abilities, but they will no longer have any involvement, and as such I am sure you will join me in wishing them well for the future.

Secondly, we should recognise the achievement of two great men; Ron Isaac and Steve Cole, who were behind the development of most of the businesses we operate today. Steve has worked with Ron turning ideas into reality for the last 15 years with his unique mix of dedication, ingenuity, hard work and integrity. I have had the pleasure of working closely with Steve for the last few years and it has been amazing to witness his dedication to this business. Steve is to leave employment with Raymond Brown following the MBO but will still continue to work with us as a consultant a few days a week, working on new quarry opportunities, as he continues his path to retirement.

Ron Isaac is known and admired by those of us who have been lucky to have worked for him. His achievements in his over 50 years with Raymond Brown are well documented and too numerous to list here. However, on a personal note, I think the thing that sets Ron apart has been his belief in the people who work for Raymond Brown and his belief in the integrity of how Raymond Brown does business. We should endeavour to retain this respect for each other and the integrity and honesty of how we conduct ourselves.

Finally, thank you all for your support in what has been a very lengthy process, it is greatly appreciated. You should all be receiving invitations for yourselves and your partners to join our party on the 26 November as a thank you to you all and your other halves for your commitment to Raymond Brown.

Best wishes,

Stuart Harris

“Thank you all for your support in what has been a very lengthy process, it is greatly appreciated.”

TALK.

The Raymond Brown newsletter is published regularly and distributed to employees, shareholders and friends of the business.

Please submit any news stories to the communications department:

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COMPLIANCE MANAGEMENT

We achieve our seventh consecutive Gold Achievement Award by the Royal Society of the Prevention for Accidents (RoSPA).



In July we received notification of our seventh consecutive Gold Achievement Award by the Royal Society for the Prevention of Accidents (RoSPA).

RoSPA is a British charity that aims to save lives and prevent life-changing injuries which occur as a result of accidents.

This is a special year for these awards as it is RoSPA's Diamond Anniversary, marking 60 years.

Julia Small, RoSPA's Head of Awards and Events, said: "To win an award at such a highly-regarded event as the RoSPA Awards is a great achievement for our winners. It recognises their commitment to maintaining an excellent health and safety record and raises the bar for other organisations to aspire to. We offer them our congratulations."

The majority of awards are non-competitive and mark achievement at merit, bronze, silver and gold levels. Gold medals, president's awards and orders of distinction are presented to organisations sustaining the high standards of the gold level over consecutive years.

Competitive awards go to the best entries in 24 industry sectors including construction, healthcare, transport and logistics, engineering, manufacturing and education.

To be considered for an award we are required to submit our accident and incident statistics and provide details on how we manage health and safety. Our statistics are compared against an annually reducing industry target and the details we provide to RoSPA on our health and safety system include working examples of the system in use, which also change each year.



To win our seventh award against increasing targets and a backdrop of the hazardous environment of waste, quarrying and transportation we all operate in is recognition of all the effort and hard work put in by everybody in making Raymond Brown a safer place to work.

Nick Muir
Compliance Manager

Pictured: Roke Manor Quarry in Romsey.



RAYMOND BROWN MANAGEMENT BUYOUT

We are delighted to announce that the change of ownership has now been completed and the management team, along with our new investment partners, Elysian Capital II LLP, have acquired Raymond Brown Minerals & Recycling from the existing Raymond Brown Group.

Elysian Capital is a UK private equity organisation who invest in businesses with significant growth opportunities. The transaction was a complex process and the directors felt that Elysian Capital grasped quickly what makes Raymond Brown special and the nature of the opportunities ahead. Elysian Capital have genuine operational in-house experience and will be a highly supportive and financially strong investment partner for the business.

Raymond Brown have a number of exciting investment and growth opportunities within the organisation and under this new structure, will have access to investment funding, enabling the business to expand through this next phase of growth and in developing our four new divisions:

- Raymond Brown Quarry Products
- Raymond Brown Waste Solutions
- Fortis IBA
- Raymond Brown Sales & Distribution (trading as Raymond Brown Aggregates)

“We assure you that the aim of the business under the new ownership will be to promote growth, and the expansion of these divisions will generate some very exciting opportunities for both our business and our employees.”

Stuart Harris,
Chief Executive

TALK. speaks to James Cunningham, Elysian Capital Partner and now Chairman of Raymond Brown following the Management Buyout...



Can you tell us a bit about Elysian Capital?

Elysian Capital is an independent private equity firm, owned by its partners, that invests in entrepreneurial businesses to help them grow. The firm is relatively young, having been founded in 2007 but the partners have many years of experience in both private equity and industry. Our main office is in London but we also have a regional presence, with partners based in Manchester and Leeds and investments in companies across the UK. We aim to back only a small number of companies so that we can spend the appropriate time working with the management teams to help them develop their businesses.

What other businesses are in your portfolio?

Elysian Capital invests in companies that are either headquartered in the UK or have the majority of their business here. Beyond that, there is no industry criteria and our current portfolio includes companies in IT, healthcare, consumer goods and manufacturing. What links them is that they were all at a point where there were new opportunities for growth.

Why did you invest in Raymond Brown?

Raymond Brown meets the key criteria that we look for in all our investments. It has an ambitious management team and a platform for future growth. It has a market leading position within its region, given a well invested asset base and a strong reputation for product and service quality and environmental responsibility. We see potential for each of the divisions to grow, given the mineral reserves, customer relationships and current geography.

What changes do you think there will be?

Stuart and Steve will continue to lead the business and therefore it is “business as usual”. However, we all expect Raymond Brown to grow and this will no doubt result in some changes, but these should be exciting and positive, providing opportunities for staff. In the short-term, there will be a few new systems and processes required as Raymond Brown Minerals and Recycling is now independent of the old Raymond Brown Group.

Where can people find more information on Elysian?

I was pleased to be able to make some presentations and answer questions at Chandlers Ford and the A303 Enviropark the day after the buyout, and expect to visit the other locations over the next few months. I and my Elysian colleagues who are also on the board, Edward Brett and Laura McCoy, will be at one of the sites for monthly board meetings and we are happy for anyone to grab us then and ask any questions. There is also more information about who we are and what we do on our website, www.elysiancapital.com.

EMPLOYMENT & TRAINING

New employees to the business, and training achievements.

We are pleased to welcome the following new employees to Raymond Brown:

Samuel Anderson, Site Operative (Ardley IBA Processing Facility)
Marianne Beavis, Customer Service Executive (A303 Recycling Facility)
Marcus Bishop, Loading Shovel Operator (Ardley IBA Processing Facility)
Darren Boreham, Credit Control Manager (Head Office)
Kyle Clough, Skip Driver (Chilton Recycling Centre)
Sally Cornelius, Receptionist / Administrator (Head Office)
Jaroslaw Debowy, Shift Plant Operator (A303 Recycling Facility)
Ben Deeley, Weighbridge Operator (Nursling Recycling Centre)
Lindsey Dryden, Site Manager (A303 Recycling Facility)
Domink Gajda, Relief Plant Operator (A303 Recycling Facility)
Karl Gambrill, Tipper Driver (A303 Recycling Facility)
Graeme Haime, Plant Operator (Binnegar Quarry)
Eammon Hall, LGV Driver (A303 Recycling Facility)
Stephen Harman, Site Manager (Rookery Farm Aggregate Recycling Facility)
Jonathan Hemington, Trainee Processing Plant Operator (A303 IBA Processing Facility)
Amber Howard, Customer Service Executive (A303 Recycling Facility)
Brett Ives, LGV Driver (Chilton Recycling Centre)
Philip Keoghan, Tipper Driver – HGV (A303 Recycling Facility)
Aleksander Malara, Telehandler Operator (A303 Recycling Facility)
Jamie Morgan, Plant Operator (Eysey Manor Quarry)
Michael Niven, LGV Driver (A303 Recycling Facility)
Thomas North, Tractor Operator (A303 IBA Processing Facility)
James Nutley, Assistant Quarry Manager (Roke Manor Quarry)
Andreea Paduret-Nita, Payroll and Credit Control Admin Assistant (Head Office)
David Paine, LGV Tipper Driver (A303 Recycling Facility)
Clare Phillips, Purchase Ledger Clerk (Head Office)
Thomas Piper, New Business Sales Executive (A303 Recycling Facility)
Annmarie Read, Site Technician (Head Office)
Vanessa Smith, Shift Plant Operator (A303 Recycling Facility)
Paul Solloway, Relief Plant Operator (Roke Manor Quarry)
Samantha Sumpter, HR Administrator (Head Office)
Sean Swallow, LGV Driver (A303 Recycling Facility)
Nicholas Swift, LGV Driver (A303 Recycling Facility)

Congratulations to Lauren Finch on her Graduation

Congratulations to Sustainable Development Manager, Lauren Finch, on her graduation this summer with an MSc in Spatial Planning at Oxford Brookes University.

Lauren started the two year course in September 2014 and has been attending university on a day release basis. She is delighted to have achieved such an accomplishment. Lauren is the only employee in Raymond Brown with this prestigious planning qualification.



INTERNAL PROMOTIONS



Marcus Dredge has been promoted to Operations Manager (Quarries). Marcus is now working with Colin Jones and will oversee the Binnegar, Roke Manor and Brickworth Quarries.



Simon Spurgeon has been promoted to Operations Manager (Quarries) and will work alongside Colin Jones, overseeing Eysey Manor and Marchwood Wharf.



Felicity Breuning has been promoted to Quarry Manager at Binnegar Quarry.



Anthony Dyer has been promoted to Quarry Manager at Eysey Manor Quarry.



Jason Lester has been promoted to Site Manager at Chilton Recycling Facility.



Tracey Docherty has been promoted to Communications & Marketing Administrator, and will be working with Kerry Smith.



Jason Martin has been promoted to Health & Safety Advisor, now working with Nick Muir and the Compliance Team.

RAYMOND BROWN A GREAT PLACE TO WORK



The Raymond Brown directors would like to thank everyone who has completed the Employee Satisfaction Survey and were delighted to see that 75% of employees who replied, either strongly or partly agreed that our business is a great place to work.

There were key areas which we said we would improve upon last year, including job reviews, jobs advertising and the workplace environment, and improvements have been made. However, your feedback shows that we have still have more work to do on engagement, communication and employee benefits.

There were a lot of comments about communication over the Management Buyout and we apologise that it has been such a long and complex process, and on the lack of information available for communication.

Following a proposal to the directors by Kerry Smith, Communications & Marketing Manager, and Ben Jacobs, Quality & Technical Coordinator, and with the buyout now complete, we are are keen to get back to working hard on our aspiration of being a great place to work for everyone.

During April, Kerry and Ben presented to the board of directors their project, A Great Place to Work, as part of their Management Development Programme.

The main concept of the project was around improving Raymond Brown as an employer and making the business a great place to work. Kerry and Ben proposed that, by having happier and more productive staff, the organisation will have an increase in employee satisfaction, reduced recruitment costs and become a more attractive company to work for, whilst improving our reputation as a business.

A wide range of research was undertaken, which comprised benchmarking the business against other organisations who do this well, attending seminars and exhibitions, holding focus groups and analysing the 2015 staff satisfaction survey results.

From their research, Kerry and Ben grouped the relevant aspects of what they felt makes up a great place to work and created a modular system that can be tailored to suit different employees. They wanted to create something visually appealing from their conclusions to establish the standards which define a great place to work, so they turned each of these aspects into jigsaw pieces that all fit together to make our Raymond Brown Great Place to Work Model (pictured).

Their project was highly praised by both the directors and the organisers of the training programme. There were a whole host of initiatives suggested for consideration and we have incorporated the staff satisfaction survey feedback and developed an action plan around the five key areas to implement over the next 12 months:

Benefits

We will better communicate our existing benefits to employees and launch some exciting new benefits, as requested in the staff satisfaction survey results for 2016.

Workplace Environment

We will establish minimum standards for our sites and offices and put in place improvement plans.

Training & Development

We will implement a new Management Training Programme and will look to introduce additional training in the form of internal breakfast seminars covering a wide range of different topics.

We are holding a Black & White Party on 26 November at Southampton Football Club which you have all received invitations for, and we hope to see as many of you there as possible. It is going to be an excellent evening with lots of entertainment and a competition for one member of staff to win an extra day of paid holiday.



RAYMOND BROWN

Leadership

We will develop a vision for each of our businesses and a clear set of values for the organisation.

We will also implement a quarterly director breakfast and presentation for all new starters.

Engagement

We will improve our staff induction process and packs for all new employees and continue undertaking an annual staff satisfaction survey and publishing our TALK newsletter. The directors will also be tasked with more frequent site visits to engage with operational staff on a regular basis.



Pictured (left to right): Felicity Breuning (Site Manager), Stuart Harris (Chief Executive), Steve Cole (Environmental & Development Director), Steve Bowley (Planning Consultant), Barbara Kerin (SUEZ Solicitor), Gareth Phillips (SUEZ Head of Planning & Property - South) and Simon Pinto (Site Supervisor).

BINNEGAR QUARRY PLANNING GRANTED

After nearly four years of discussions with Dorset County Council, Raymond Brown, in conjunction with landowner SUEZ, have been granted planning permission for the extraction of 2.5 million tonnes of sand and gravel at Binnegar Quarry South near Wareham.

Binnegar Quarry has been operating since the 1980's and Raymond Brown's involvement commenced in December 2002, with the company being responsible for the sand extraction and marketing, under agreement with SUEZ.

Extraction and processing of sand on the north side of Puddletown Road in Wareham has continued for a number of years, with the site now almost exhausted. Extraction moved to a smaller area on the south side of Puddletown Road in 2012.

Raymond Brown and SUEZ were granted the new planning permission south of Puddletown Road in May 2016. This is as a result of the culmination of significant development work, including intensive environmental and landscape analysis.

A number of issues were addressed through the planning process, including a Common Land exchange, a Section 106 agreement to deal with offsite water management, archaeology on the site (to protect a 3,000-year-old feature called Battery Bank), as well as translocating a red list plant, the Pennyroyal.

The development comprises working the quarry in phases over the next 10-15 years. It will be progressively restored with inert landfill to create a mixture of heathland, woodland and wetland.

Steve Cole, Environmental & Development Director commented: "This was one of the most complicated planning applications we have dealt with. Good liaison between the team and the local community throughout was an important aspect of the successful outcome."

ROKE MANOR SITE OPEN DAY

Roke Manor Quarry opens its doors to the community for a day in July, welcoming over 60 visitors into the site.



The Raymond Brown site team, and various employees from across different departments within the business, welcomed the local community to Roke Manor Quarry near Romsey in July.



Over 60 visitors attended and, as well as giving them the chance to see inside the site and have a tour of the new state-of-the-art processing plant, they also enjoyed ice creams provided by Raymond Brown, and the opportunity to sit in an excavator and have their photo taken.

Members of staff were on hand, providing refreshments, personal protective equipment and goody bags whilst talking to visitors in more detail about Raymond Brown, and there was also a competition for one visitor to win a £50 Amazon voucher. Local resident, Paul Hope, was the lucky winner, and he has very generously decided to donate it to Awbridge Primary School.

“It is part of our company philosophy to ensure that we engage with the local community.”

We have had numerous emails of thanks and I am so pleased everyone had such an enjoyable visit following the hard work our team put into organising it.”

The afternoon took place as part of a two-day site open event, which also saw a planning exhibition for the nearby Brickworth Quarry take place the day before.



The event was opened by Colin Jones, General Manager, who cut a ribbon with the site team and those involved in the development of the site.

Chief Operating Officer Steve Clasby commented: “I am thrilled that the open day was such a success and delighted that so many members of the community are interested to see what we do at Roke Manor. It is part of our company philosophy to ensure that we engage with the local community throughout the life of a site and keep them informed of any changes or future developments.



FAIRISLE JUNIOR SCHOOL VISIT NURSING RECYCLING CENTRE



Nursling Recycling Centre welcome back over 60 schoolchildren from Fairisle Junior School following the success of last year's site visit.

The year three children, who are currently studying recycling in class, had the opportunity to see the facility in action and to learn about the importance of reducing, reusing and recycling their waste.

The trip comprised of a tour around the site and an interactive classroom lesson on recycling in the visitor centre.

All the children were gifted with a Raymond Brown goody bag and hi-vis vest to help keep them safe when out walking or riding their bikes.

Following the trip, the students were asked in class to come up with posters based around what they had learned and promoting the site operations.

Site Manager, Justin Ebbutt, selected seven winning designs, which were transferred onto signboards and can now be seen on display around the site. The winning children were awarded a £10 book voucher each during a special assembly at the school.

Justin commented: "Recycling is all about preserving our world's resources for future generations, so we consider it really important to involve local schools in our operations. By educating young people we are helping to protect our environment for many years to come."



ROOKERY FARM RECYCLING WEEK

Rookery Recycling Week, now in its eighth year, welcomed 150 children to the site from nearby Park Gate and Whiteley Schools.



Pictured: Park Gate Primary School at the Rookery Farm Aggregate Recycling Facility.



The 150 children from nearby Park Gate and Whiteley Primary Schools donned appropriate personal protective equipment and undertook a tour of the Raymond Brown Rookery Farm Aggregate Recycling Facility in Swanwick.

The event, now in its eighth year, comprised of an assembly lesson at the schools, followed by the Rookery Farm site visit. Rookery Recycling Week teaches local schoolchildren about the importance of the environment and gives them the opportunity to see live aggregate recycling in action. It covers a wide range of learning objectives from the Key Stage Two National Curriculum, targeting Geography, History, Science, Maths and Citizenship.

The visit involves a classroom lesson in the Rookery Farm visitor centre (which includes a science experiment) and a guided tour around the site plant. As a souvenir from the trip, and to help keep them safe in the local community, each child is given their own hi-visibility jacket and a re-usable, recycled cotton bag filled with Raymond Brown goodies. The children have been encouraged to come up with creative designs, based on their visit, to decorate the bags.

Councillor Jonathan Butts for Sarisbury Ward (Fareham Borough Council), who also joined the visit, commented: "I'd like to thank the whole team at the Rookery Farm Recycling Facility for a very informative and enjoyable site visit. Clearly a lot of effort goes into ensuring schoolchildren are safely able to see close at hand how large quantities of materials are recycled, while also having fun and completing their class work. Many thanks for supporting these kinds of learning opportunities for our children; they are important and much appreciated."



INTRODUCING FORTIS

Raymond Brown's dedicated Incinerator Bottom Ash (IBA) Division launches its new brand.

Fortis (Latin for "strong") has been created to promote the key benefits of using IBA Aggregate within the industry.

Raymond Brown has led the way in IBA processing and marketing for almost 10 years. Our IBA Division has seen considerable and continual investment in the last decade and we have specialist teams and departments who are dedicated to operational and technical excellence.

As part of the organisation's continual review process, we identified our IBA Division as an area within our business with the potential for significant and expedient growth. As a result, earlier this year it was decided that the division would have its own brand and identity to support aspirations of being a national business.

We introduced Fortis and rolled out an extensive rebrand of the sites, marketing literature, signage, website, stationery and plant. We are pleased to announce that the rebrand is now almost complete and that the website will be going live shortly.

Our legislative and environmental responsibilities are part way through an industrywide change curve and we as a business are adapting to ensure that we are best in class.

The newly formed Manufacturers of IBA Aggregate Association Ltd (MIBAAA) is a trade association that represents the IBA processors in the UK. Fortis are a founder member, with a place on the board of directors. We are also currently in dialogue with the Environment Agency at national level to review the way we process, store and market IBA in the UK.

“Our growth plan reaches far and wide including the Republic of Ireland, Scotland and just about every corner of England.”

Lee Thompson, Managing Director, commented: “In order to meet the many challenges ahead, we need a dedicated team with the skills and resource to focus on a constantly evolving industry. Our business also needs to be mobile and recognised as a UK business rather than regional. The Fortis rebrand and ongoing restructure of our IBA business will assist us in meeting our growth plans.

Our growth plan reaches far and wide, including the Republic of Ireland, Scotland and just about every corner of England. An integral part of our growth plan will see Fortis shipping IBA around the UK via rail and sea within five years.

Combine our growth plans with the ever changing face of the IBA industry and there is a great deal of exciting work ahead.”

BRICKWORTH QUARRY PLANNING EXHIBITION

On 20 July, Raymond Brown held a planning exhibition at the Whiteparish Memorial Hall detailing the proposed extension to Brickworth Quarry.

The event was held to outline the upcoming planning application to members of the local public and was led by Lauren Finch, Sustainable Development Manager, and Steve Bowley, Planning Consultant. Raymond Brown staff from other departments were also on hand, welcoming visitors and offering drinks and refreshments. Driver, Scott Kendall, ran a shuttlebus to and from the site so that visitors were able to have a tour of the quarry.

Brickworth Quarry has two areas of the existing site, which have been identified within the Wiltshire Minerals Site Allocation Plan as "preferred sites" to extend the quarry in order to extract more sand. The estimated reserve of the sand within these areas is 1.8 million tonnes.

With an annual rate of processing of approximately 150,000 tonnes per year, this could extend the life of Brickworth Quarry for a further 12 years. This will then be followed by three years of restoration work as the land is restored to mixed woodland.

Lauren Finch commented: "We were very pleased with how the planning exhibition went, with a number of people raising important questions which we were able to clarify."

The processing plant will remain in its current position with its own planning permission as at present and there will be no changes to lorry movements, hours of work or tonnage."



CUSTOMER FEEDBACK

Some of the excellent reviews received via TrustPilot across the divisions since the last issue of TALK. To read all of the reviews, please visit the Raymond Brown websites.



Turn up when they say

"Good customer service, turn up when they say, helpful driver. Unusual for skip companies!"

Lance Dickenson



Excellent service!

"Nice delivery guy, lovely lady on the phone, no hassle, great service."

Marie Behenna



Tried & Trusted

"I would recommend Raymond Brown Aggregates as they deliver and collect when they say they will and are competitively priced."

Anthea



Very straightforward

"Simple to book and convenient. Real differentiator was Paul the driver. Rang up to give 30 mins notice of arrival. Swap over and collections handled without me needing to be there."

Bjorn



Polite and obliging

"On time, driver efficient, polite and obliging on delivery and picking up. I would not hesitate to use Browns again and I would recommend to others."

Jacqueline Wallis



Great service

"Arrived nice and early placed with care exactly where I wanted it, very happy with service and when I filled up sooner than I thought they came and took away the day after I phoned. Would use again and again."

Mr House



Super polite service

"Thanks for the courteous service at all stages of process from order to pick-up. The whole team were a pleasure to do business with."

Mr Makin



Very pleased

"Raymond Brown are in my opinion second to none. Their main selling point is their drivers, helpful, co-operative and tidy. All of them conduct themselves in a workman like manner which is more than can be said for some of their counter parts from other companies that I have experienced in the last ten years of business."

Tim Lambourne Plc



Couldn't fault

"Turned up when expected. I then called to ask for a second skip which they delivered the following day. I then asked them to collect the second skip earlier than scheduled which they duly did. I would use them again and have no reservations to recommend them based on my experience."

Charlotte

TALK.

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