

# OUR 10 PILLARS OF SUSTAINABILITY <sup>4.8</sup>

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# 1

## Clear vision and strategy

- a. Develop a vision that inspires our people
- b. Clearly communicate the vision so that it is understood
- c. Develop a clear strategy that delivers top quintile returns
- d. Develop a geographic expansion strategy that optimises global growth opportunities

## Focus on the core

# 2

- a. Limit the number of core businesses
- b. Regularly review which businesses should remain core
- c. Only grow areas that are aligned to the core
- d. Critically review all potential new core businesses

## Market leadership

# 3

- a. Develop strategies to achieve market or sector leadership in each of our core businesses
- b. Plan to exit from businesses where we cannot attain market leadership or sector leadership
- c. Plan to exit from businesses where there is insufficient return on management effort (ROME)

## Customer centred

# 4

- a. Focus on the customer
- b. Strategically segment customers and determine their fundamental needs
- c. Provide value creating solutions to those needs
- d. Commit to exceeding customer expectations and continuously growing value to the customer
- e. Continuously measure and improve customer satisfaction

## Globally competitive people

# 5

- a. Attract and retain the best people
- b. Develop our people to globally competitive standards
- c. Recognise and reward good performance and rectify poor performance
- d. Ensure succession plans at all critical levels
- e. Inculcate the Barloworld leadership philosophy
- f. Celebrate successes and have fun

## Decisive management

# 6

- a. Strive to deliver clear, decisive and inspiring leadership
- b. Implement decisions rapidly
- c. Acknowledge mistakes and take corrective action
- d. Intervene where business performance is unsatisfactory
- e. Exit businesses where corrective action fails

## Environmental and social legitimacy

# 7

- a. Accept that we are custodians for future generations and proactively engage in global sustainability issues
- b. Ensure value creation for all stakeholders in line with our VBM philosophy
- c. Ensure that business strategies are legitimate in the eyes of the communities and governments where we operate
- d. Comply with our BEE policy and applicable BEE codes
- e. Adopt a caring approach towards the socio-economic issues of the communities where we operate
- f. Strive towards reducing the environmental impacts of our business activities

## Values and ethics

# 8

- a. Focus on doing what is right
- b. Behave in line with our Code of Conduct
- c. Act in accordance with our Code of Ethics:
  - Be fair
  - Obey the law
  - Be honest
  - Respect others
  - Protect the environment
- d. Always remember:  
"Our word is our bond"

## Corporate governance

# 9

- a. Manage business risks to enhance and protect shareholder value rather than to eradicate all risk
- b. Comply with all relevant regulations and standards
- c. Ensure that investor and public communication is beyond reproach
- d. Ensure financial prudence in all dealings
- e. Comply with the group risk philosophy
- f. Implement effective controls that protect stakeholder value

## Learning organisation

# 10

- a. Constantly look at re-inventing ourselves through:
  - exploration
  - innovation
  - learning – especially from mistakes
  - sharing – best practices and successes