

Module: Introduction**Page: W0. Introduction****W0.1****Introduction**

Please give a general description and introduction to your organization.

BARLOWORLD (BAW) is a distributor of leading international brands providing integrated rental, fleet management, product support and logistics solutions. The core divisions of the group comprise Equipment and Handling (earthmoving, power systems, materials handling and agriculture), Automotive and Logistics (car rental, motor retail, fleet services, used vehicles and disposal solutions, logistics management and supply chain optimisation). BAW offers flexible, value adding, integrated business solutions to customers backed by leading global brands. The brands BAW represents on behalf of its principals include Caterpillar, Hyster, Avis, Audi, BMW, Ford, General Motors, Mazda, Mercedes Benz, Toyota, Volkswagen, Massey Ferguson and others.

Barloworld has a proven track record of long-term relationships with global principals and customers. BAW has an ability to develop and grow businesses in multiple geographies including challenging territories with high growth prospects. One of its core competencies is an ability to leverage systems and best practices across chosen business segments. BAW is committed to sustainable development and playing a leading role in empowerment and transformation. The company was founded in 1902 and at 30 September 2013 had operations in 25 countries around the world with approximately 70% of just over 19 600 employees in South Africa.

BAW is committed to creating long-term sustainable value for all its stakeholders. BAW's commitment to creating long-term value for all its stakeholders, driven by its Value Based Management approach, includes, inter alia:

- o Providing customers with integrated and environmentally sound solutions they require to meet their sustainable development objectives;
- o Acting in the best interests of principals and representing them in a manner that reflects their sustainable development objectives;
- o Ensuring an inspiring climate for employees to work in and within which all have equal opportunity to fulfil their aspirations and be proud ambassadors of the group;
- o Delivering sustainable returns to its shareholders that are not achieved at the expense of future generations; and
- o Being regarded as a responsible corporate citizen by all its stakeholders, including communities in which it operates.

This commitment is underscored by integrated management approach which requires accountability and responsibility for economic, social and environmental aspects of business activity. BAW has adopted a risk management approach, stakeholder engagement and strategic planning framework which allows for activities and management focus to be structured on the group's 6 strategic focus areas: Integrated customer solutions; People; Empowerment and transformation; Sustainable development; Financial returns; and Profitable growth.

The sustainable development strategic focus area positions water stewardship as an important aspect of the group's long term value creation objectives. Although none of group's direct operations are particularly water-use intensive, BAW is nonetheless committed to more efficient water use through reduced withdrawals, increased recycling and water harvesting initiatives. The majority of water withdrawals in the group is sourced from municipal and local government water supply systems, and legally discharged back into such systems after required filtration and separation processes. Washing of plant, equipment and vehicles constitutes the company's major use of water. BAW used 848 ML of water in FY2013 and recycled 14.3%. BAW does not believe that the water-related risks in its supply chain are of a significant nature, given its geographic and industry diversification and the globally leading principals it represents. BAW is mindful of customer water stewardship objectives when offering products and services. BAW represents leading international brands and engages with world class principals who conduct their operations in an environmentally responsible manner and are continuously developing new products and adapting existing products which assist customers in achieving their own sustainable development objectives.

W0.2**Reporting Year**

Please state the start and end date of the year for which you are reporting data.

Period for which data is reported
Mon 01 Oct 2012 - Mon 30 Sep 2013

W0.3**Reporting Boundary**

Please indicate the category that describes the reporting boundary for companies, entities, or groups for which water-related impacts are reported.

Companies, entities or groups over which financial control is exercised

W0.4

Exclusions

Are there any geographies, facilities or types of water inputs/outputs within this boundary which are not included in your disclosure?

No

W0.4a

List of Exclusions

Please report the exclusions in the following table

Exclusion	Please explain why you have made the exclusion

Further Information

Module: Current State

Page: W1. Context

W1.1

Please rate the importance (current and future) of water quality and water quantity to the success of your organization

Water quality and quantity	Importance rating	Please explain
Direct use: sufficient amounts of good quality freshwater available for use across your own operations	Neutral	The major water use within the group is for washing equipment which does not necessarily require good quality freshwater. BAW understands that much of the water supplied by water utilities is freshwater that has been sourced from dams etc. Although the Group has water recycling plants, the water from these plants is insufficient to meet all the water needs of the Group. Hence, an adequate supply of water from the water utilities is important for the continued operations of the Group.
Direct use: sufficient amounts of recycled, brackish and/or produced water available for use across your own operations	Important	BAW predominately uses water for washing equipment. A sufficient amount of recycled or treated water is required for this purpose. Limited access to sufficient amounts of water could result in interruptions to operations and may impact on customer satisfaction.
Indirect use: sufficient amounts of good quality freshwater available for use across your value chain	Important	BAW's value chain (suppliers and customers) makes use of water supplied by water utilities and/or municipalities. The water supplied is often sourced from dams, rivers or lakes (freshwater). An adequate supply of water is required for suppliers to manufacture products (for example, the steel that is used in machines). Some customers also rely on freshwater to perform their operations and water shortages can result in interruptions to these operations.
Indirect use: sufficient amounts of recycled, brackish and/or produced water available for use across your value chain	Important	BAW's principals rely on recycled or treated water in the manufacturing process. Many of these principals have or are considering implementing water treatment and/or water recycling facilities. Many of the principals also rely on input materials/machine parts that require water in the manufacturing process. Without recycled or treated water, the principals would experience interruptions in operations which could result in inability to do business. The same is true of a number of BAW's customers.

W1.2

Have you evaluated how water quality and water quantity affects /could affect the success (viability, constraints) of your organization's growth strategy?

Yes, evaluated over the next 5 years

W1.2a

Please explain how your organization evaluated the effects of water quality and water quantity on the success (viability, constraints) of your organization's growth strategy?

BAW's strategic framework outlines 6 strategic focus areas to which Executive teams give priority to ensure sustainable value creation for all stakeholders. Sustainable development, which encompasses water stewardship, is one of the six strategic areas. Stakeholder engagement and consultation informs and guides group activities. This approach is institutionalised through structured strategic planning and risk management initiatives.

The strategic planning initiatives consider a range of impacts, including where relevant the effects of water quality and quantity on the growth strategy. Risks and opportunities, including those presented by changing water quality and quantity, are determined by the divisions and provided to the Risk and Sustainability Committee (RSC). The RSC, a sub-committee of the Board reviews the consolidated information. This information is used during the strategic planning process to understand the impact of water-related risks and opportunities in terms of realising the growth strategy. The timeframe considered is five years, aligning with the strategic planning process.

More specifically, impacts on the growth strategy are as follows:

- Direct impact: Interruptions to operations: Water is predominantly used for washing of vehicles, plant and equipment. Changes to water quantity may result in operational interruptions which could lead to customer dissatisfaction. The operational interruptions and any customer dissatisfaction could negatively impact on BAW's ability to achieve its growth strategy.
- Direct impact: Increased expenditure: Water shortages may result in the need for additional expenditure on infrastructure such as water recycling and harvesting plants. The investment required for water-related infrastructure may displace investment in other business growth opportunities or delay investment.
- Indirect impact: Changes in product demand and supply: Changes to water quality and quantity could impact BAW's customers and suppliers, altering demand and supply patterns for products/services. Extreme weather events such as floods and droughts may result in damage or destruction or relocation of communities outside of BAW's distribution areas. This may require BAW to shift the focus of its growth strategy to new areas, markets or products/services.

W1.2b

What is the main reason for not having evaluated how water quality and water quantity affects /could affect the success (viability, constraints) of your organization's growth strategy, and are there any plans in place to do so in the future?

Main reason	Current plans	Timeframe until evaluation	Comment

W1.3

Has your organization experienced any detrimental impacts related to water in the reporting period?

No

W1.3a

Please describe the detrimental impacts experienced by your organization related to water in the reporting period

Country	River basin	Impact indicator	Impact	Description of impact	Overall financial impact	Response strategy	Description of response strategy
---------	-------------	------------------	--------	-----------------------	--------------------------	-------------------	----------------------------------

W1.3b

Please choose the option below that best explains why you do not know if your organization experienced any detrimental impacts related to water in the reporting period and any plans you have to investigate this in the future

Primary reason	Future plans
----------------	--------------

Further Information

The group has not experienced any material water-related impacts in the past reporting period. Nonetheless, the group has invested in a number of initiatives to improve the water efficiency of operations. Water efficiency initiatives include increased recycling and water-harvesting initiatives. It is expected that the implementation of water efficiency initiatives will benefit the group in terms of cost savings and operational capability and resilience.

Module: Risk Assessment

Page: W2. Procedures and Requirements

W2.1

Please select the option that best describes your procedures with regard to assessing water risks and provide an explanation as to why this option is suitable for your organization

Water is integrated into a comprehensive, company-wide risk assessment process incorporating both direct operations and supply chain

W2.1a

You may provide additional information about your approach to assessing water risks here

Risks, including those associated with water, are identified through detailed, robust systematic strategic planning, risk assessment procedures. These procedures engage all levels of the organisation and involve continual review and reporting at management, executive and board levels. Identification and assessment of the risks begins with divisional management at asset level. These risks are reported to the group Risk and Sustainability committee bi-annually. This committee assists the board in recognising all material risks and in ensuring that the requisite risk management culture, practices, policies and systems are progressively implemented and functioning effectively. Specific focus is placed on reducing water consumption, improving efficiency, engagement with leading principals and geographic and industry diversification as ways of managing water-related risks.

W2.2

Please state how frequently you undertake water risk assessments, what geographical scale and how far into the future you consider

Frequency	Geographic scale	Timeframe
-----------	------------------	-----------

Frequency	Geographic scale	Timeframe
<p>Risk assessments are conducted on an ongoing basis at an asset level by divisional management. These risks are reported to the Risk and Sustainability Committee (RSC). The RSC consolidates all risks at company level and reports to the Board on a six-monthly basis. The nature of operations and the rate of change in legislation have resulted in the need for reporting on a bi-annual basis.</p>	Business unit	<p>Barloworld's risk assessment process considers risks to the operations in the short (1-3 years), medium (3-5 years) and long (>5 years) term. Significant water-related risks that could potentially impact the Group are identified. The risks are assessed in terms of timeframe, likelihood of occurrence, magnitude of impact and quality of controls.</p>
<p>In addition to the above, a specific water-related risk assessment is also conducted on an annual basis. The assessment considers water-related risks from a company-wide perspective. Given that Barloworld is not a significant water consumer and that water is predominately used for washing of vehicle, plant and equipment, performing a water-related risk assessment on an annual basis is appropriate for the group in these circumstances.</p>	Business unit	<p>Barloworld's risk assessment process considers risks to the operations in the short (1-3 years), medium (3-5 years) and long (>5 years) term. All water-related risks that could potentially impact the Group are identified. The risks are assessed in terms of timeframe, likelihood of occurrence, magnitude of impact and quality of controls.</p>

W2.3

Please state the methods used to assess water risks

Method
WRI Aqueduct
WRI water stress definition
Internal company knowledge

W2.4

Which of the following contextual issues are always factored into your organization's water risk assessments?

Issues	Choose option	Please explain
Current water availability and quality parameters at a local level	Relevant, included	Current local water availability and water quality have a direct impact on BAW's operations and, as such, are considered in BAW's risk assessment process. Water is predominantly used for washing of vehicles, plant and equipment. As a result, water shortages could result in interruptions in operations. Water shortages and reduced water quality may require unplanned expenditure on infrastructure such as the installation of water recycling, rainwater harvesting or water treatment facilities.
Current water regulatory frameworks and tariffs at a local level	Relevant, included	Both regional and local regulations and tariffs are factored into BAW's risk assessments. The cost of compliance and the risks of non-compliance are considered in the risk assessment process. BAW's operations must comply with all water-related regulations governing water consumption and discharge volumes and quality. Current water tariffs are also considered in the risk assessment process as it contributes to the operational cost base of the Group.
Current stakeholder conflicts concerning water resources at a local level	Relevant, included	BAW strives to conduct its activities in a responsible manner and to uphold its reputation as a responsible corporate citizen. With this in mind, BAW engages with stakeholders on an ongoing basis which allows BAW to identify current conflicts at a local level and this information is factored into the risk assessment process. Where necessary mitigation measures are put in place to reduce risks to both stakeholders and the Group.
Current implications of water on your key commodities/raw materials	Relevant, included	BAW considers risks associated with its supply chain. However, these risks are mitigated through association with global leading principals and brands that conduct their operations in a responsible manner. These principals are actively engaged in environmental stewardship and related sustainability initiatives. This risk is also minimised through diversification. BAW has operations across 25 countries and is engaged in a number of different business activities.
Current status of ecosystems and habitats at a local level	Relevant, included	Although BAW does consider the current status of ecosystems and habitats in its risk assessment process, water use within the Group is predominantly for washing of vehicles, plant and equipment. The majority of water used is sourced from municipal and local government water supply systems and legally discharged back into such systems after required filtration and separation processes, having limited impact on the ecosystems and habitats at a local level.
Estimates of future changes in water availability at a local level	Relevant, included	Future changes in water availability could result in increased expenditure on infrastructure such as water recycling and rainwater harvesting. Water shortages could result in interruptions in operations as water is required for washing vehicles, plant and equipment. Extreme changes in water availability patterns may result in relocation of communities which may negatively affect demand for the Group's products, particularly where relocation is outside BAW's distribution areas.
Estimates of future potential regulatory changes at a local level	Relevant, included	Future potential regulatory changes could impact on BAW's ability to do business and, as such, are considered in the risk assessment process. An example is the introduction of regulation which increases water tariffs. Any increases in water tariffs would result in increased operational costs and could require investment in water recycling and harvesting to reduce water withdrawals. Regulatory changes could

Issues	Choose option	Please explain
Estimates of future potential stakeholder conflicts at a local level	Relevant, included	also impact customers, affecting demand for BAW's products and services. BAW strives to conduct its activities in a responsible manner and to uphold its reputation as a responsible corporate citizen. With this in mind, BAW engages with stakeholders on an ongoing basis which allows BAW to identify any future potential conflicts at a local level and this information is factored into the risk assessment process. Where necessary mitigation measures are put in place to reduce risks to both stakeholders and the Group.
Estimates of future implications of water on your key commodities/raw materials	Relevant, included	BAW considers the future implications of water on suppliers in its risk assessment process. This is considered while bearing in mind the Group's geographic and industry diversification and engagement with leading, world class principals and brands which are likely to go a long way towards mitigating future water-related risks in the supply chain.
Estimates of future potential changes in the status of ecosystems and habitats at a local level	Relevant, included	Despite not being a significant consumer of water, BAW considers the impact of potential changes in ecosystems and habitats in its risk assessment process. Water is mainly used for washing of vehicles, plant and equipment. The majority of water used is sourced from municipal and local government water supply systems and legally discharged back into such systems after required filtration and separation processes, having limited impact on the ecosystems and habitats at a local level.
Scenario analysis of availability of sufficient quantity and quality of water relevant for your operations at a local level	Relevant, included	Availability of sufficient water at the right price and quality is considered in BAW's risk assessment process. BAW requires water for washing of vehicles, plant and equipment. Water shortages could cause operational interruptions and could lead to customer dissatisfaction. This issue could also result in increased investment in rainwater harvesting and water treatment. BAW's suppliers and customers are also dependent on the availability of sufficient quantity and quality of water.
Scenario analysis of regulatory and/or tariff changes at a local level	Relevant, included	BAW's risk assessment process considers changes in water tariffs or regulations at a local level. Any increases in price will directly impact operational costs. Higher water prices may give rise to the need for increased capital expenditure for recycling and rainwater harvesting in an attempt to reduce water withdrawals. Customers may also be affected, resulting in re-engineered production/ extraction processes, which may reduce demand for BAW's products/services.
Scenario analysis of stakeholder conflicts concerning water resources at a local level	Relevant, included	BAW strives to conduct its activities in a responsible manner and to uphold its reputation as a responsible corporate citizen. As such, stakeholders form an important part of the risk assessment process. Through ongoing engagement with stakeholders, BAW identifies any conflicts concerning water resources. The risk is evaluated in the risk assessment process and where necessary mitigation measures are put in place to reduce the risks to both the stakeholders and the Group.
Scenario analysis of implications of water on your key commodities/raw materials	Relevant, included	Water-related risks could impact supplier's ability to manufacture raw materials. Various manufacturing processes are dependent on a reliable water supply. If raw materials are not available as a result of water shortages this could impact on BAW's product offering and, in turn, revenue. Hence, the implications of water on BAW's supply chain and related raw materials are considered as part of the risk assessment process.
Scenario analysis of potential changes	Relevant,	BAW's risk assessment process considers various scenarios regarding changes to ecosystems and

Issues	Choose option	Please explain
in the status of ecosystems and habitats at a local level	included	habitats. BAW is not a significant water consumer as the use of which is limited to washing of vehicles, plant and equipment. The majority of water used is sourced from municipal and local government water supply systems, and legally discharged back into such systems after required filtration and separation processes, having limited impact on the ecosystems and habitats at a local level.
Other	Relevant, included	Water-related risks potentially impacting BAW's customer base are considered in the risk assessment process. BAW engages regularly with customers to identify risks related to water such as changes in precipitation levels and changes in the regulatory framework. An important part of BAW's risk assessment process is identification of mitigation measures that could assist customers in alleviating the impact of water-related risks and provide insight into customer's future commercial viability.

W2.4a

Which of the following stakeholders are always factored into your organization's water risk assessments?

Stakeholder	Choose option	Please explain
Customers	Relevant, included	BAW is committed to delivering sustainable value through open, mutually beneficial relationships that inspire the trust and confidence of its stakeholders. Ongoing engagement with customers allows for information sharing around risks and opportunities and provides BAW with an opportunity to better understand and meet customer needs. Close relationships with customers enhance BAW's capability to identify and deliver unique integrated solutions based on customer requirements.
Employees	Relevant, included	BAW is committed to regular engagement with employees. This process is both to facilitate value add for and by employees, attract and retain skills at the same time as facilitating information sharing on risks and opportunities and creating general awareness.
Investors	Relevant, included	BAW engages with shareholders and providers of capital on issues around the sustainability of the business and its operational and financial performance. As water-related risks and opportunities have the potential to impact on the sustainability of the business, its risk profile and its performance, BAW actively engages with investors to discuss and debate these issues during the risk assessment process and the development of its growth strategy.
Local communities	Relevant,	BAW strives to be responsive to the needs of the communities in which it operates. The needs of local communities are

Stakeholder	Choose option	Please explain
	included	factored into the strategic planning process. BAW also invests in local communities through Corporate Social Investment which is viewed as an investment in the group's people globally and its various communities. Use of water does not directly affect them or prejudice their livelihoods. BAW is committed to allocating a minimum of 1% of net profits after tax to CSI initiatives.
NGOs	Relevant, included	BAW engages with a number of NGOs on environmental and water-related initiatives. BAW provides funding for some of these NGOs that support its value based management approach. Ongoing engagement with NGOs allows for information sharing and for understanding forthcoming regulation and important water-related issues and initiatives at a local level.
Other water users at a local level	Relevant, included	Where possible and appropriate BAW engages on best practice and shares learnings with other companies through trade associations such as the National Business Initiative, Business Leadership South Africa and Business Unity South Africa. Either directly or through these trade associations, BAW engages with other water users on water-related policies and regulation on an appropriate basis.
Regulators at a local level	Relevant, included	Usually through trade associations, BAW engages with government on water-related policies and regulation on an appropriate basis. This includes engagement with regulators such as the Department of Water Affairs. BAW provides input and commentary on draft legislation through participation in trade associations such as the National Business Initiative. BAW engages directly with regulators where appropriate.
Statutory special interest groups at a local level	Relevant, included	Where required BAW would engage with special interest groups for the purposes of understanding local water-related challenges and determining where BAW can best support causes that align with its value based management approach. BAW is committed to operate as a responsible corporate citizen and engagement with special interest groups is one method of aligning to best practice and dealing with local water-related challenges appropriately and effectively.
Suppliers	Relevant, included	BAW engages with suppliers in order to understand risks and opportunities presented by water in the supply chain. BAW considers water-related risks and the impact that these risks could have on suppliers.
Water utilities/suppliers at a local level	Relevant, included	Water utilities are factored into the company's risk assessment process as these utilities are central to maintaining a regular supply of good quality water for BAW and its customers and suppliers. Risks to water utilities and the needs of these entities are factored into the risk assessment process.
Other		

W2.5

Do you require your key suppliers to report on their water use, risks and management?

No

W2.5a

Please provide the proportion of key suppliers you require to report on their water use, risks and management and the proportion of your procurement spend this represents

Proportion of key suppliers %	Total procurement spend %	Rationale for this coverage

W2.5b

Please choose the option that best explains why you do not require your key suppliers to report on their water use, risks and management

Primary reason	Please explain
Other: Leading Global Principals	BAW's key suppliers are its principals. BAW represents world-class principals, which have robust risk processes. Whilst BAW does not require its suppliers to separately report on these issues, there is extensive engagement between BAW and its principals. Also these suppliers provide information in publically available documents. Hence, BAW is able to use direct engagement and the publically-available information and currently separate reporting has not been requested.

Further Information

Module: Implications

Page: W3. Water Risks

W3.1

Is your organization exposed to water risks, either current and/or future, that could generate a substantive change in your business, operations, revenue or expenditure?

Yes, direct operations only

W3.2

Please provide details as to how your organization defines substantive change in your business, operations, revenue or expenditure from water risk

BAW has a robust and systematic risk management process in place which assesses risks on their probability, severity and quality of the control environment and gives each risk a residual risk score. Risks with a residual (opposed to Inherent) score of critical or high are considered substantive to BAW's business. Despite having multiple operations across 25 countries, in excess of 60% of the Group's revenue is derived from South African operations. The South African operations consist of over 300 operational sites across BAW's two major divisions which span multiple industries. The Group's major use of water is for the washing of plant, equipment and machinery and does not form part of the product. Principally all water is appropriately filtered and treated and discharged back into the local reticulation systems. Given this level of diversification and the nature of water-use, no single operation has the ability to substantively impact the Group's business, operations, revenue or expenditure. In sections W3, 5.2, 5.3, 5.2, 5.3a, 5.4 and 5.5 BAW has responded on a country level rather than a facility level. The risks and water quantities disclosed below relate to South Africa, given its contribution to the Group's revenue, which if cumulatively impacted by a risk may have the ability to substantively impact the Group's business, operations, revenue or expenditure. The risks disclosed are however not necessarily exclusive to BAW's South African operations. BAW has not assessed any of its risks as having the potential to substantively impact its business as defined above. Nonetheless, BAW has for information purposes disclosed a number of risks on an 'Inherent' basis that have the potential to impact the business. BAW strives to minimise the impact of its operations on this resource and to manage all water related risks appropriately, including installing water recycling and rainwater harvesting initiatives at a number of its operations.

W3.2a

Please complete the table below providing information as to the number of facilities in your direct operations exposed to water risks that could generate a substantive change in your business, operations, revenue or expenditure. Please also provide either the proportion of cost of goods sold, global revenue or global production capacity that could be affected across your entire organization at the river basin level

Country	River basin	Number of facilities within the river basin exposed to water risk	Reporting metric	Proportion of chosen metric that could be affected within the river basin
South Africa	Other: All river basins within South Africa			

W3.2b

Please list the inherent water risks that could generate a substantive change in your business, operations, revenue or expenditure, the potential impact to your direct operations and the strategies to mitigate them

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
South Africa	Other: All river basins within South Africa	Reputational-Negative media coverage	Brand damage	BAW could be exposed to reputational risks if stakeholders perceive the group is not adequately identifying and responding to water-related issues.	Current-up to 1 year	Unlikely	High	Other: Stakeholder engagement	Low	<input type="checkbox"/> Response strategy: Risks related to reputational damage are managed through ensuring accurate and transparent communication with stakeholders. Material water data is assured by the group

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>external auditors to ensure accuracy of disclosures. BAW is also committed to communicating its actions regarding environmental stewardship with stakeholders through sustainability advertising in the media and publications released by the group. BAW engages with world class principals and suppliers that actively manage water consumption and water-related risks. Engagement and close relationships with all</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>stakeholders assists in reducing the likelihood of reputational damage.</p> <p><input type="checkbox"/> Cost: The cost is not ring-fenced and is incorporated into the cost base of the Group. Examples are the cost incurred for assuring sustainability information and advertising which was in excess of R0.7m for the reporting period.</p> <p><input type="checkbox"/> Timeframe: BAW is already and will continue to engage with stakeholders and report on water-related risks and</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										opportunities. <input type="checkbox"/> Effectiveness : Currently, engagement with stakeholders on a regular basis and transparent reporting is effective at managing reputational risks. It is expected to remain effective going forward.
South Africa	Other: All river basins within South Africa	Physical-Flooding	Closure of operations	Flooding could damage property, resulting in closure of operations or sections thereof and increased expenditure on infrastructure to overcome related difficulties. If severe, it may ultimately require changes to existing business model. Floods could have a significant impact on the agricultural	Current-up to 1 year	Probable	Medium	Increased insurance cover	Low-medium	<input type="checkbox"/> Response strategy: BAW insures for any physical and consequential damages. All BAW facilities maintain business plans that incorporate emergency response actions and business

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
				industry resulting in crop damage and shifting arable land areas. Mining operations could also be impacted. This could impact demand for BAW's agricultural and mining products.						continuity. The geographic diversification of BAW minimises the impacts associated with this risk as flooding is typically confined to specific regions at any given time. Industry diversification is also another method of managing the risk. BAW operates across a number of industry segments which spreads the risk and reduces the impact associated with floods on the group. The group has insurance

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>protection in respect of losses incurred as a result of an insured event. <input type="checkbox"/> Cost: Significant insurance cover is provided at group level which extends to physical damage and consequential damages. The cost of this insurance was approximately R31m, of which a small portion was in respect of flooding.</p> <p><input type="checkbox"/> Timeframe: The response strategy is already implemented as BAW has insurance and the facilities all have business plans that have</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>emergency response actions and business continuity.</p> <p><input type="checkbox"/> Effectiveness : The response strategy is expected to be effective as significant insurance cover is available</p>
South Africa	Other: All river basins within South Africa	Physical-Increased water scarcity	Higher operating costs	<p>Water scarcity may result in:</p> <ol style="list-style-type: none"> 1. reduced availability of water of the required quality at a reasonable price 2.increased expenditure on infrastructure to overcome related difficulties 3.interruptions in operations as water is required for washing vehicles, plant and equipment 4.increased water prices resulting in increased operating cost base for the group 5.relocation of 	Current-up to 1 year	Probable	Medium	Other: Diversification	Low-medium	<p><input type="checkbox"/> Response strategy: BAW has adopted a MAR (Measure, Avoid and Reduce) approach to managing water. Water monitoring systems are in place at most major sites to allow monitoring of consumption trends, identification of</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
				communities and industrial areas, negatively affecting demand for the group's customer offerings.						anomalies and mitigation against excessive and/or unnecessary use. BAW is committed to more efficient water consumption through reduced use, increased recycling and water-harvesting initiatives. The use of MAR as a water management approach reduces the impact of water shortages, reduced quality and increased water prices by reducing water consumption in group operations. BAW manages the impacts

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>associated with the risk of increased water stress through geographic and industry diversification. Diversification is an overarching management response to risks and related impacts. BAW has operations in 25 countries which reduces the impact of geographically-confined water-related risks.</p> <ul style="list-style-type: none"> □ Cost: The costs are not ring-fenced, but incorporated into the cost base of the company □ Timeframe: Various aspects of the

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>response strategy have already been implemented. BAW already follows the MAR approach to water management. Rainwater harvesting and water recycling initiatives have already been implemented. BAW will continue to follow the MAR approach and will implement additional rainwater harvesting and recycling initiatives as and when required.</p> <p>□ Effectiveness : The response strategy has been effective at increasing recycling and rainwater</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>harvesting activities. BAW's water usage increased by only 6% against increased activity levels reflected by an 11% increase in year-on-year group revenue. BAW also recycled 14.3% of its total water usage in FY2013. It is expected that the response strategy will be effective at reducing the risk associated with water scarcity and the impact of higher operating costs going forward by reducing water withdrawals and increasing</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										rainwater harvesting initiatives.
South Africa	Other: All river basins within South Africa	Regulatory-Higher water prices	Higher operating costs	Increased water prices would increase BAW's operational costs. Higher water prices may also give rise to increased capital expenditure for recycling and rainwater harvesting initiatives in an attempt to avoid/ reduce water withdrawals. Customers may also be affected, resulting in re-engineered production/ extraction processes, which may reduce demand for BAW's customer offerings.	Current-up to 1 year	Highly probable	Low-medium	Infrastructure investment	Low-medium	<input type="checkbox"/> Response strategy: BAW has adopted the MAR (Measure, Avoid and Reduce) approach to managing water. Water monitoring systems are in place at most major sites to allow monitoring of consumption trends, identification of anomalies and mitigation against excessive and/or unnecessary use. BAW is committed to more efficient water consumption

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>through reduced use, increased recycling and water-harvesting initiatives. The use of MAR as a water management approach reduces the impact of increased water prices by reducing water consumption in group operations. BAW manages the impacts associated with the risk of increased water prices through geographic and industry diversification. Diversification is an overarching management response to</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>risks and related impacts. BAW has operations in 25 countries which reduces the impact of geographically-confined water-related risks. Within BAW's two major divisions, there are a number of different operations and business activities. This enables the group to reduce the impact of water-related risks on the group should such risks only affect specific business activities.</p> <p>□ Cost: The costs are incorporated into the Group cost base and</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>not ring-fenced.</p> <p>□ Timeframe: BAW already follows the MAR approach to managing water and has already implemented water efficiency initiatives, recycling and rainwater harvesting. BAW will continue to implement initiatives going forward as and when required.</p> <p>□ Effectiveness : BAW's water usage increased by only 6% against 11% increased activity levels as reflected by year-on-year group revenue. BAW also</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										recycled 14.3% of its total water usage in FY2013. This indicates that the response strategy has been successful in reducing water withdrawals which will reduce the impact of any water price increases. It is expected to be effective going forward.
South Africa	Other: All river basins within South Africa	Regulatory- Increased difficulty in obtaining operations permit	Other: Reduced demand for goods/services	BAW may be negatively impacted through 'permitting' difficulties experienced by its customers. For example, new or existing mining operations that fail to obtain water use licenses may need to halt operations until licenses can be obtained. This could reduce demand for	4-6 years	Probable	Medium	Engagement with customers	Low	□ Response strategy: BAW is in constant contact with customers in order to understand the pressures customers are experiencing and to assist in alleviating these pressures and

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
				BAW's goods and services.						providing solutions that meet customers' needs. Geographic, industry and product diversification also assists in minimising the impact of this risk as it is typically confined to specific regions and/or activities. This risk is also minimised through association with global leading principals and brands that conduct their operations in a responsible manner. These principals are actively engaged in environmental

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>stewardship and related sustainability initiatives.</p> <p><input type="checkbox"/> Cost: Costs for engagement with customers form part of the operational cost base of the Group</p> <p><input type="checkbox"/> Timeframe: The response strategy is already in place as BAW is engaging on an ongoing basis with customers.</p> <p><input type="checkbox"/> Effectiveness : The response strategy is expected to be effective as constant engagement with customers provides an opportunity for BAW to provide assistance.</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										Diversification reduces the impact of any risk in terms of customers not obtaining approvals.
South Africa	Other: All river basins within South Africa	Regulatory-Mandatory water efficiency, conservation, recycling or process standards	Other: Increased operational and/or capital expenditure	The introduction of mandatory water efficiency, conservation, recycling or process standards could require additional capital investment in rainwater harvesting tanks, water treatment systems, water efficiency/recycling initiatives or monitoring systems. Also, water harvesting, recycling and monitoring processes already implemented may not meet the mandatory standards implemented, resulting in additional costs in upgrading these facilities in order to meet the required standards.	4-6 years	Probable	Low-medium	Other: Diversification	Low-medium	Response strategy: BAW is committed to efficient water use through reduced withdrawals, recycling, harvesting and monitoring initiatives. This is demonstrated by the investment made on these initiatives. Having already invested in water efficiency initiatives, the group is prepared for mandatory water-related

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>standards. The use of MAR (Manage, Avoid and Reduce) as a water management approach reduces the impact of water shortages, reduced water quality and increased prices by reducing water consumption in BAW. BAW manages the impacts associated with the risk of mandatory standards through geographic and industry diversification. Diversification is an overarching management response to risks and</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>related impacts. BAW has operations in 25 countries and multiple sites within the country which reduces the impact of geographically-confined water-related risks (such as physical and regulatory risks). BAW has 2 major divisions (Equipment and Handling, Automotive and Logistics). Within each division, there are a number of different operations and business activities. This enables the group to reduce the impact of water-related</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										risks should such risks only affect specific business activities. Cost: In 2013FY the Group invested R2.5m in water recycling, rainwater harvesting and efficiency initiatives. Timeframe: BAW already follows the MAR approach to water management and has implemented various water efficiency, recycling and harvesting initiatives. The phased implementation of water recycling, harvesting and monitoring, already embarked on

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>by BAW, will also reduce the financial burden of compliance that could otherwise be experienced in a single financial period, thus assisting in BAW's cashflow. Effectiveness: In 2013, BAW's water usage increased by only 6% against 11% increased activity levels as reflected by year-on-year group revenue. BAW also recycled 14.3% of its total water usage in 2013. It is expected that this approach will continue to</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										be effective going forward.
South Africa	Other: All river basins within South Africa	Regulatory-Regulation of discharge quality/volumes leading to higher compliance costs	Other: Increased operational and/or capital expenditure	The introduction of regulations that raise standards for water discharge quality or restrict discharge volumes may impact on BAW's operations. The regulations could require additional expenditure/investment on water treatment systems and/or water recycling initiatives on-site, giving rise to increased operational and/or capital costs.	4-6 years	Probable	Low	Other: Diversification	Low-medium	<p>□ Response strategy: BAW makes use of environmentally friendly detergents which limits the pollution levels of the discharged water. This risk is further mitigated by recycling initiatives. BAW also recycled 14.3% of its total water usage in FY2013. In order to minimise the impact of this risk, BAW is focused on reducing water consumption by implementing water efficiency</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>initiatives and reusing water at some of its' major operations. The impact of this risk is further reduced by the diversified nature of the group. BAW has operations in 25 countries which reduces the impact of geographically-confined water-related risks (such as physical and regulatory risks). BAW has two major divisions (Equipment and Handling, and Automotive and Logistics). Within each division, there are a number of different</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>operations and business activities. This enables the group to reduce the impact of some water-related regulatory risks as these risks may be confined to specific countries, regions or activities.</p> <p>□ Cost: In 2013FY the Group invested R2.5m in water recycling, rainwater harvesting and efficiency initiatives.</p> <p>□ Timeframe: BAW has already implemented some of the response strategy as it makes use of environmental</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>y friendly products and recycles water. BAW also currently treats the water before discharging it into the municipal system.</p> <p>☐ Effectiveness : The response strategy is expected to be effective going forward.</p>
South Africa	Other: All river basins within South Africa	Regulatory-Regulatory uncertainty	Other: Delayed decision making	Regulatory uncertainty regarding water could result in operational interruptions, reduced demand for goods and services and increased operating costs. Possible or impending changes to regulatory frameworks create uncertainty in the business environment, increase administrative burden, impact business decisions by the group	4-6 years	Highly probable	Low-medium	Other: Diversification	Low	<p>☐ Response strategy: The impact of possible or impending changes to regulatory frameworks is reduced through geographical, industry and principal diversification. The group operates in 25</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
				and its customers, on issues such as competitive products, services and customer offerings, sectors in which to operate, business models and optimal locations.						countries and consists of logistics, retail and service-oriented businesses. The group engages with a number of different principals and suppliers. The diversified nature of the group minimises the impacts associated with the risk of regulatory uncertainty as new legislation is typically introduced within a single region or country and covers specific operations or activities. BAW engages with customers to identify risks and

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>opportunities and to ensure that customer needs are met.</p> <ul style="list-style-type: none"> □ Cost: The costs are not ring-fenced, but are incorporated into the cost base of the company. □ Timeframe: The response strategy of diversification and engagement with customers is already implemented. □ Effectiveness : It is expected that the response strategy will be effective going forward given that regulations are country or region specific and typically activity specific.

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										Hence, diversification is likely to reduce the risk of regulatory uncertainty.
South Africa	Other: All river basins within South Africa	Regulatory- Statutory water withdrawal limits/changes to water allocation	Other: Reduced demand for goods/services	Increased investment for on-site water treatment, water harvesting and water recycling systems. Inability to clean vehicles, plant and equipment which could negatively impact on its ability to service vehicles, plant and equipment and on customer satisfaction levels resulting in a reduced demand for goods/services. Limitations on water withdrawals may have a significant impact in customers, negatively affecting demand for BAW's goods and services.	>6 years	Probable	Low-medium	Other: Diversification	Low-medium	Response strategy: BAW has adopted the MAR (Measure, Avoid and Reduce) approach to managing water. Water monitoring systems are in place at most major sites to allow monitoring of consumption trends, identification of anomalies and mitigation against excessive or unnecessary use. BAW is committed to efficient water

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>use through reduced withdrawals, increased recycling and harvesting initiatives. The use of MAR as a water management approach reduces the impact of limitations placed on water withdrawals by reducing water use in the group. BAW manages the impacts associated with the risk of limitations on water withdrawals through geographic and industry diversification. Diversification is an overarching</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>management response to risks and related impacts. BAW has operations in 25 countries which reduces the impact of geographically-confined water-related risks. BAW has two major divisions, within which there are a number of different operations and business activities. This enables the group to reduce the impact of water-related risks should such risks only affect specific business activities. Cost: The costs are not ring-</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>fenced, but are incorporated into the cost base of the Group. Timeframe: BAW has already adopted the MAR approach. BAW's water usage increased by 6% against 11% increased activity levels as reflected by year-on-year group revenue. BAW also recycled 14.3% of its total water usage in 2013. Various water recycling and harvesting initiatives implemented across the group have resulted in an annual savings of some 100</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>million litres within one business unit that would have otherwise been drawn from municipal water systems. Storage capacity for rainwater harvesting and recycling in Automotive operations alone is some 1.2 million litres.</p> <p>Effectiveness: A reduction in water withdrawals will reduce the impact of this risk. Hence, the strategy of reducing water withdrawals through efficiencies, recycling and rainwater harvesting will continue to be</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
South Africa	Other: All river basins within South Africa	Physical-Inadequate infrastructure	Other: Disruption of operations	Inadequate infrastructure can lead to disruptions in supply, reduced quality and increased costs, impacting operational efficiency to clean equipment, plant and vehicles. A decrease in water availability may require increased investment in related and necessary infrastructure such as rainwater harvesting and water storage on site. Disruptions to water supply to BAW customers could result in a reduced demand for BAW's goods and services.	Current-up to 1 year	Probable	Medium	Other: Diversification	Medium	effective. □ Response strategy: BAW's response strategy is to reduce water withdrawals through efficiencies and to focus on rainwater harvesting activities in order secure a supply of water. BAW has adopted a MAR (Measure, Avoid and Reduce) approach to managing water. Water monitoring systems are in place at most major sites to allow monitoring of consumption trends,

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>identification of anomalies and mitigation against excessive and/or unnecessary use. BAW is committed to more efficient water consumption through reduced use, increased recycling and water-harvesting initiatives. BAW manages the impacts associated with the risk of increased water stress through geographic and industry diversification. Diversification is an overarching management response to</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>risks and related impacts. BAW has operations in 25 countries which reduces the impact of geographically-confined water-related risks. Within BAW's two major divisions, there are a number of different operations and business activities. This enables the group to reduce the impact of water-related risks on the group should such risks only affect specific business activities.</p> <p>□ Cost: The cost of the response strategy is not ring-fenced</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>and forms part of the ongoing cost base of the company.</p> <p><input type="checkbox"/> Timeframe: Water recycling and rainwater harvesting initiatives have already been implemented. BAW will continue to follow the MAR approach and install recycling and rainwater harvesting initiatives when required in order to respond to this risk.</p> <p><input type="checkbox"/> Effectiveness: The use of MAR as a water management approach reduces the impact of water shortages by reducing water</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										consumption in group operations. BAW's water usage increased by only 6% against increased activity levels reflected by an 11% increase in year-on-year group revenue. BAW also recycled 14.3% of its total water usage in FY2013.
South Africa	Other: All river basins within South Africa	Physical-Declining water quality	Other: Increased capital expenditure	Declining water quality may require investment in water treatment facilities in order to purify the water to allow for use. Declining water quality may also impact on the ability to do business and could result in operational disruptions or customer dissatisfaction.	4-6 years	Probable	Low-medium	Other: Diversification	Low-medium	□ Response strategy: The risk is mitigated by: 1. Geographic diversification across 25 countries and multiple sites reduces the risk as declining water quality is usually

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>confined to a specific region;</p> <p>2. Reduction in water withdrawals through efficiency initiatives, rainwater harvesting and recycling. This would reduce the impact of declining water quality as less water would be required; and</p> <p>3. Installation of water treatment facilities to purify water to allow for use.</p> <p>□ Cost: The costs of the response strategy are not ring-fenced and form part of the ongoing cost base of the Group.</p> <p>□ Timeframe: Various</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>aspects of the response strategy such as the diversification, rainwater harvesting and recycling initiatives have already been implemented. Water treatment facilities to treat incoming water will be implemented as and when required.</p> <p>☐ Effectiveness : The response strategy is currently and is likely to remain effective. BAW has focused on measuring and reducing water consumption. BAW has already implemented rainwater harvesting and</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										<p>water recycling. Various water recycling and harvesting initiatives implemented across the group, in one business unit these have resulted in an annual saving of some 100 million litres of water that would have otherwise been drawn from municipal water systems. The combined storage capacity for rainwater harvesting and recycling in Automotive operations alone is some 1.2 million litres. Water withdrawals are limited and,</p>

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										as such, the impact of declining water quality is reduced. BAW has an overall risk management approach of diversification which limits the impact of any one risk.

W3.2c

Please list the inherent risks that could generate a substantive change in your business operations, revenue or expenditure, the potential impact to your supply chain and the strategies to mitigate them

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs

W3.2d

Please choose the option that best explains why you do not consider your organization to be exposed to water risks in your direct operations that could generate a substantive change in your business, operations, revenue or expenditure

Primary reason	Please explain
----------------	----------------

W3.2e

Please choose the option that best explains why you do not consider your organization to be exposed to water risks in your supply chain that could generate a substantive change in your business, operations, revenue or expenditure

Primary reason	Please explain
Risks exist, but no substantive impact anticipated	Risks in the supply chain are not likely to generate a substantive change as: 1. BAW engages with world-class suppliers that are managing risks; 2.BAW has a diversified offering and operates across different industries and 25 countries. 3. BAW has insurance protection for losses incurred as a result of a supplier's inability to deliver after suffering an insured event. These reduce the inherent risk value, giving a residual risk value below the threshold to be defined as 'substantive.'

W3.2f

Please choose the option that best explains why you do not know if your organization is exposed to water risks that could generate a substantive change in your business operations, revenue or expenditure and discuss any future plans you have to assess this

Primary reason	Future plans
----------------	--------------

Further Information

Page: W4. Water Opportunities

W4.1

Does water present strategic, operational or market opportunities that substantively benefit/have the potential to benefit your organization?

Yes

W4.1a

Please describe the opportunities water presents to your organization and your strategies to realize them

Country or region	Opportunity	Strategy to realize opportunity	Estimated timeframe	Please explain
Company-wide	Cost savings	BAW has the opportunity to reduce operational costs through the implementation of water efficiency initiatives. In order to realise this opportunity, BAW has adopted a Measure, Avoid and Reduce (MAR) approach to managing water withdrawals. Water monitoring systems are in place at most major sites to measure withdrawals and identify opportunities for efficiencies. BAW has implemented and continues to implement water harvesting and recycling initiatives to reduce water withdrawals.	Current-up to 1 year	The Group recycled 121ML (14.3%) of water withdrawn from municipal and government supply systems. Various water recycling and harvesting initiatives implemented across the group, in one business unit these have resulted in an annual saving of some 100 million litres of water that would have otherwise been drawn from municipal water systems. The combined storage capacity for rainwater harvesting and recycling in Automotive operations alone is some 1.2 million litres.
Company-wide	Increased brand value	BAW has the opportunity to gain a competitive advantage as a result of enhancing its reputation by managing water-related risks and opportunities effectively. In addition, BAW engages with stakeholders on an ongoing basis in order to manage its reputation and to ensure it meets expectations.	Current-up to 1 year	BAW represents world class principals that strive to minimise the water consumption of their manufacturing processes and products. Additionally, BAW reports on its water usage, demonstrating its commitment to responding responsibly and BAW's commitment to transparent reporting to its stakeholders.

Country or region	Opportunity	Strategy to realize opportunity	Estimated timeframe	Please explain
Company-wide	Improved water efficiency	As mentioned, BAW has the opportunity to improve water efficiency in its operations. In order to realise this opportunity, BAW has adopted a Measure, Avoid and Reduce (MAR) approach to managing water withdrawals. Water monitoring systems are in place at most major sites to measure withdrawals and identify opportunities for efficiencies. BAW has implemented and continues to implement water harvesting and recycling initiatives to reduce water withdrawals.	Current-up to 1 year	The Group recycled 121ML (14.3%) of water withdrawn from municipal and government supply systems. Various water recycling and harvesting initiatives implemented across the group, in one business unit these have resulted in an annual saving of some 100 million litres of water that would have otherwise been drawn from municipal water systems. The combined storage capacity for rainwater harvesting and recycling in Automotive operations alone is some 1.2 million litres.
Company-wide	Sales of new products/services	BAW has the opportunity to develop and supply new products and services in collaboration with its principals. These products could assist customers in achieving their sustainable development objectives and in remaining resilient in the face of water-related risks. BAW could also supply products and services required for infrastructural development needed to alleviate shortages and constraints in water stressed areas and arising from water shortages.	Current-up to 1 year	BAW has developed strong relationships with its principals and customers which facilitates information sharing about local market conditions and trends, water-related issues and customer needs. BAW collaborates with principals to develop solutions that are able to meet customers' requirements and address their water related needs where possible.
Company-wide	Staff retention	BAW has the opportunity to attract and retain talent by ensuring that environmental stewardship is an important part of the employee value proposition. In order to realise this opportunity, BAW reports information on water-related initiatives, risks and opportunities to employees in a transparent manner. BAW also encourages employees to be part of water-related initiatives. BAW is actively engaged in activities to reduce its water footprint.	Current-up to 1 year	BAW strives to create a culture of innovation, ethical leadership and business practise through alignment, communication, involvement and influence and empowering its people. BAW's Employee Value Proposition includes minimum standards on Sustainability Initiatives and Environmental Stewardship. One of the minimum standards is that employees must have access to opportunities to participate and contribute to sustainability initiatives which includes water-related initiatives.

W4.1b

Please choose the option that best explains why water does not present your organization with any opportunities that have the potential to provide substantive benefit

Primary reason	Please explain
----------------	----------------

W4.1c

Please choose the option that best explains why you do not know if water presents your organization with any opportunities that have the potential to provide substantive benefit

Primary reason	Please explain
----------------	----------------

Further Information

Module: Accounting

Page: W5. Water Accounting (I)

W5.1

Please report the total withdrawal, discharge, consumption and recycled water volumes across your operations for the reporting period

Water use	Quantity (megaliters)
Total volume of water withdrawn	848

Water use	Quantity (megaliters)
Total volume of water discharged	806
Total volume of water consumed	42
Total volume of recycled water used	121

W5.2

For those facilities exposed to water risks that could generate a substantive change in your business, operations, revenue or expenditure, the number of which was reported in W3.2a, please detail which of the following water aspects are regularly measured and monitored and an explanation as to why or why not

Water aspect	% of facilities	Please explain
Water withdrawals- total volumes	76-100	Water withdrawals are measured and monitored as it directly impacts BAW's operational cost.
Water withdrawals- volume by sources	76-100	Water withdrawals are measured and monitored as it directly impacts BAW's operational cost. Most water is sourced from municipal and local government water supply systems. Some water is captured in rainwater harvesting tanks and this water is metered.
Water discharges- total volumes	Less than 1%	Although this is not metered, principally all water is legally discharged into local reticulation systems after proper treatment. Minimal volumes of water are consumed as water does not form part of the product and is not removed from the area. Given the nature of use and of BAW's operations, water discharge volumes have been assumed to equate to 95% of water withdrawal volumes.
Water discharges- volume by destination	Less than 1%	This is not metered, but principally all water is legally discharged into local reticulation systems after appropriate filtration and treatment. Given the nature of use and of BAW's operations, water discharge volumes have been assumed to equate to 95% of water withdrawal volumes.
Water discharges- volume by treatment method	Less than 1%	This is not metered, but principally all water is legally discharged into local reticulation systems after appropriate filtration and treatment. Given the nature of use and of BAW's operations, water discharge volumes have been assumed to equate to 95% of water withdrawal volumes.
Water discharge quality data- quality by standard effluent parameters	1-25	Principally the group's approach is for all water discharge to be within the legal parameters. Filtration systems are installed at relevant facilities with regular monitoring where necessary. Routine filter maintenance may include water effluent testing. Predominant water-use is washing vehicles, plant and equipment. Given the diverse nature of the

Water aspect	% of facilities	Please explain
Water consumption- total volume	Less than 1%	facilities, the percentage indicated is an estimate of facilities and does not reflect water volumes discharged. Water is predominantly used for washing of vehicles, plant and equipment and does not form part of the product. Essentially all water is appropriately filtered and treated and discharged back into the local reticulation systems. Small volumes of water are consumed by employees, used for gardening or evaporated during washing, but this is not separately metered. Given the nature of use and operations, consumption volumes have been assumed to equate to 5% of water withdrawal volumes.
Water recycling/reuse-total volume	1-25	All water recycled volumes are metered at such facilities.

W5.3

Water withdrawals: for the reporting period, please complete the table below with water accounting data for all facilities included in your answer to W3.2a

Facility reference number	Country	River basin	Facility name	Total water withdrawals (megaliters/year) at this facility	How does the total water withdrawals at this facility compare to the last reporting period?	Please explain the change if substantial
Facility 1	South Africa	Other: All river basins within South Africa	This includes all BAW operations in South Africa. The river basin for the country has been selected based on the WRI Aquaduct Water Tool. Note that BAW has in excess of 300 operational sites in South Africa, most of which are situated in	658.94	Higher	Water consumption increased by 13% in South Africa over 2012. This is below increased activity levels of 18% over the same period, using revenue as a proxy for activity. Note: South African operations accounted for 78% of the Group's 2013 water withdrawals. The remaining 22% was accounted for by the various operations

Facility reference number	Country	River basin	Facility name	Total water withdrawals (megaliters/year) at this facility	How does the total water withdrawals at this facility compare to the last reporting period?	Please explain the change if substantial
			an around Gauteng province.			in the remaining 24 countries of operations. The second highest withdrawal volumes only accounted for 9% of total 2013 group withdrawals.

Further Information

Page: W5. Water Accounting (II)

W5.3a

Water withdrawals: for the reporting period, please provide withdrawal data, in megaliters per year, for the water sources used for all facilities reported in W5.3

Facility reference number	Surface water	Groundwater (renewable)	Groundwater (non-renewable)	Municipal water	Recycled water	Produced/process water	Wastewater	Brackish/salt water
Facility 1	0	0	0	658.94	113.22	0	0	0

W5.4

Water discharge: for the reporting period, please provide the water accounting data for all facilities reported in W5.3

Facility reference number	Total water discharged (megaliters/year) at this facility	How does the total water discharged at this facility compare to the last reporting period?	Please explain the change if substantive
Facility 1	626	Higher	Principally all water is legally discharged into local reticulation systems after proper treatment. Minimal volumes of water are consumed as water does not form part of the product and is not removed from the area. As discharged volumes are assumed to be 95% of withdrawal volumes, the year on year increase of 13% in discharged water volumes for South Africa is directly linked to withdrawal volumes, which is below the 18% increase in activity levels over the same period using revenue as a proxy.

W5.4a

Water discharge: for the reporting period, please provide water discharge data, in megaliters per year, by destination for all facilities reported in W5.3

Facility reference number	Surface water	Municipal Treatment Plant	Saltwater	Injection for production/disposal	Aquifer recharge	Storage/waste lagoon
Facility 1	0	626	0	0	0	0

W5.5

Water consumption: for the reporting period, please provide water consumption data for all facilities reported in W5.3

Facility reference number	Consumption (megaliters/year)	How does this compare to the last reporting period?	Please explain the change if substantive
Facility 1	33	Higher	Principally all water is legally discharged into local reticulation systems after proper treatment. Minimal volumes of water are consumed as water does not form part of the product and is not removed from the area. As consumption volumes are assumed to be 5% of withdrawal volumes, the year on year increase of 13% in water consumption volumes for South Africa is directly linked to withdrawal volumes, which is below the 18% increase in activity levels over the same period using revenue as a proxy.

W5.6

For the reporting period, please provide any available water intensity values for your organization's products or services across its operation

Country	River basin	Product name	Product unit	Water unit	Water intensity (Water unit/Product unit)	Water use type	Comment
South Africa		See comment.					The water used within BAW does not form part of its products and is therefore not transported outside the region of use. Majority of water is used for washing vehicles, plant and equipment and is not part of the product or the production process. In these circumstances no intensity figures are provided in this section.

W5.7

For all facilities reported in W3.2a what proportion of their accounting data has been externally verified?

Water aspect	% verification	What standard was used?
Water withdrawals- total volumes	76-100	All water is obtained from local authorities (water utilities and/or municipalities) in the areas where BAW operates. Water withdrawal volumes are independently verified by the Group auditors using the International Standard on Assurance Engagements 3000.
Water withdrawals- volume by sources	76-100	All water is obtained from local authorities (water utilities and/or municipalities) in the areas where BAW operates. Water withdrawal volumes are independently verified by the Group auditors using the International Standard on Assurance Engagements 3000. Note that some water is captured in rainwater harvesting tanks. This water is used on-site and, although measured, is not verified and does not form part of BAW's water withdrawal accounting.
Water discharges- total volumes	Not verified	Water discharge is not verified. BAW uses water to wash vehicles, plant and equipment. Water does not form part of the product and is not removed from the areas of source. After proper treatment, it is legally discharged into local reticulation systems.
Water discharges- volume by destination	Not verified	Water discharge is not verified. BAW uses water to wash vehicles, plant and equipment. The water is not removed from the areas of source. After proper treatment, it is legally discharged into local reticulation systems.
Water discharges- volume by treatment method	Not verified	Water discharge is not verified. BAW uses water to wash vehicles, plant and equipment. The water is not removed from the areas of source. After proper treatment, it is legally discharged into local reticulation systems.
Water discharge quality data- quality by standard effluent parameters	Not verified	Water discharge is not verified. BAW uses water to wash vehicles, plant and equipment. The water is not removed from the areas of source. After proper treatment, it is legally discharged into local reticulation systems.
Water consumption- total volume	Not verified	All water is obtained from local authorities (water utilities and/or municipalities) in the areas where BAW operates. No water is removed from the area and water does not form part of the product (it is used for washing of vehicles, equipment and plant). Small volumes of water are consumed by employees and used to water gardens, but this is not separately metered. Water consumption is not verified by the Group auditors, but water withdrawal is verified.
Water recycling/reuse-total volume	Not verified	The Group recycled 121ML (14%) of water withdrawn from municipal and government supply systems. Various water recycling and harvesting initiatives implemented across the group have resulted in an annual saving of some 100 million litres of water that would have otherwise been drawn from municipal water systems. Water recycled is measured on site and is not externally verified.

Further Information

Module: Response

Page: W6. Governance and Strategy

W6.1

Who has the highest level of direct responsibility for water within your organization and how frequently are they briefed?

Highest level of direct responsibility for water issues	Frequency of briefings on water issues	Comment
Individual/Sub-set of the Board or other committee appointed by the Board	Scheduled- quarterly	On a quarterly basis, information regarding water use and management is gathered at a divisional level, consolidated and reported to the group Risk and Sustainability Committee which is a sub-committee of the board. Communication at these quarterly meetings also includes water efficiency initiatives such as rainwater harvesting and recycling that have been implemented across the group.

W6.2

Is water management integrated into your business strategy?

Yes

W6.2a

Please choose the option(s) below that best explain how water has positively influenced your business strategy

Influence of water on business strategy	Please explain
Establishment of sustainability goals	Sustainable development, which encompasses water stewardship, is 1 of 6 strategic areas. The strategic intent of sustainable development is underpinned by a Measure, Avoid and Reduce approach which aims to minimise BAW's water footprint. The

Influence of water on business strategy	Please explain
	group operates in over 25 countries. Given the localised nature of water and the diversified nature of the group, it does not make sense to have a group water efficiency target. Instead, operations are encouraged to set their own targets where appropriate.
Investment in staff/training	BAW's Integrated Employee Value Proposition includes minimum standards on Sustainability Initiatives and Environmental Stewardship. One of the minimum standards is that employees must have access to opportunities to participate and contribute to sustainability initiatives which includes water-related initiatives. In order to achieve this, sustainability champions drive water-related initiatives and create awareness amongst employees.
Water resource considerations are factored into new product development	BAW engages with leading world class principals to identify new products. BAW has developed strong relationships with its principals and suppliers which facilitates information sharing about local market conditions and trends, including information on water-related issues and regulatory environments and standards, which assists its principals in adapting and developing customer solutions that differentiate and expand their product offerings.
Water resource considerations are factored into new market exploration	BAW engages with principals to identify new opportunities. BAW has developed strong relationships with its principals and suppliers which facilitates information sharing about local market conditions and trends, including information on water-related issues, This assists in identifying new markets for products and services. Water resource considerations such as water-related risks and opportunities are factored into new market exploration.
Publicly demonstrated our commitment to water	BAW has a 'Barloworld Water Use and Management Policy' in place, which is publically disclosed on its website. The policy re-affirms BAW's commitment to measuring, monitoring, managing and reporting its water usage as an aspect of standard business practice and to proactively implement initiatives to conserve water. The policy underscores BAW's commitment to identifying and managing water-related risks and pursuing opportunities presented by managing water effectively.

W6.2b

Please choose the option(s) below that best explains how water has negatively influenced your business strategy

Influence of water on business strategy	Please explain
Increased capital	While the business strategy has not been negatively influenced, in some instances additional costs have been incurred in the execution of

Influence of water on business strategy	Please explain
expenditure	the business strategy. These additional costs relate to the investments in water efficiency initiatives, including water recycling and rainwater harvesting.
Increased insurance cover	BAW insures for any physical and consequential damages. Occurrence of water-related events such as floods and droughts could result in insurance having to pay out and a subsequent increase the insurance premium which currently sits at R31m. One example is hail damage from one specific hailstorm in South Africa which resulted in some R5 million in repair costs for the rental fleet.

W6.2c

Please choose the option that best explains why your organization does not integrate water management into its business strategy and discuss any future plans to do so

Primary reason	Please explain

W6.3

Does your organization have a water policy that sets out clear goals and guidelines for action?

Yes, a publicly available company-wide water policy

W6.4

How does your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) during the most recent reporting period compare to the previous reporting period?

Water-related spending: % of total CAPEX during this reporting period compared to last reporting period	Water-related spending: % of total OPEX during this reporting period compared to last reporting period	Motivation for these changes
		Water-related CAPEX and OPEX are not ring-fenced but incorporated into BAW's ongoing cost base. At this time, it is not possible to provide this information at a consolidated group level. Water-related OPEX is expected to be low given that BAW is not a significant water consumer compared to companies in other industry sectors. Water-related CAPEX was incurred for investment into water recycling, treatment and rainwater harvesting infrastructure.

Further Information

Page: W7. Compliance

W7.1

Was your organization subject to any penalties and/or fines for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations in the reporting period?

Yes, not significant

W7.1a

Please describe the penalties and/or fines for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations and your plans for resolving them

Facility name	Incident description	Financial penalty or fine	Currency	Incident resolution
Barloworld Equipment South Africa	Iron levels exceeding the permitted levels were recorded. The discharged water was tested on two consecutive days resulting in additional tariff charges. The increased Iron levels were a result of washing mine trucks which had come onto our site for maintenance.	13981	ZAR (R)	Trucks coming in for maintenance will be washed prior to leaving the respective mining site thus reducing the levels of Iron in water discharged.
Barloworld Equipment South Africa	Additional tariff charges for higher than permitted levels of COD (chemical oxygen demand). The COD test is used to measure the amount of organic compounds in water. A high COD relates to solids in the water. At the time of the test there were increased solids in the Isando main wash bay grease trap (it may have been that the wash bay was particularly busy at this time). This is an isolated incident as the grease traps are regularly cleaned by accredited service provider once every two weeks.	10217	ZAR (R)	As this was an isolated incident, there is no specific resolution. Cleaning the grease traps every two weeks is still considered an appropriate frequency. The frequency of use of the washbays will be monitored and should this increase, the frequency of cleaning the grease traps will be reviewed.
Barloworld Equipment Russia	A penalty was levied by the local authorities for higher than allowed levels of water contaminates (oil).	2000	USD(\$)	Investigation into the source of initial contamination was non-conclusive. Quarterly service contract including sample testing is in place with supplier of the water purification plant. Sample testing has not revealed any oil contamination in the last 12 months.

W7.1b

Please indicate the total of all penalties and/or fines for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations as a percentage of total operating expenditure (OPEX) compared to last year

Higher

Further Information

No water-related fines or penalties were received in the 2012 financial year, hence the 'higher' response in W7.1b.

Page: W8. Targets and Initiatives

W8.1

Do you have any company wide targets (quantitative) or goals (qualitative) related to water?

Yes, goals only

W8.1a

Please complete the following table with information on company wide quantitative targets (ongoing or reached completion during the reporting period) and an indication of progress made

Category of target	Motivation	Description of target	Quantitative unit of measurement	Base-line year	Target year	Proportion of target achieved, % value
--------------------	------------	-----------------------	----------------------------------	----------------	-------------	--

W8.1b

Please describe any company wide qualitative goals (ongoing or reached completion during the reporting period) and your progress in achieving these

Goal	Motivation	Description of goal	Progress
Other: Responsible water stewardship and efficiency	Water stewardship	Barloworld strives to minimise the impacts of its operations on water resources. Water considerations	Whilst no company-wide reduction targets have been put in place, a number of operations have implemented

Goal	Motivation	Description of goal	Progress
of use		form an integral part of daily business activities, including risk management, strategic planning, capital expenditure and operating procedures. Please refer to attached Water Use and Management Policy.	water recycling and water harvesting initiatives. Apart from highlighting BAW's commitment to responsible water usage, these initiatives reduce operational costs and improve operational resilience.
Other: Require compliance with relevant water laws, other standards and codes of practice to which the company subscribes	Brand value protection	BAW's Code of Ethics covers aspects such as Obeying the Law and Protecting the Environment. The Code of Ethics is a group-wide policy document to which all employees must abide and uphold all principles contained therein.	There were no significant fines or non-monetary sanctions for non-compliance with environmental laws and regulations during the reporting year. BAW continues to monitor the development of regulation in order to prepare for its introduction. This is achieved through representation on industry bodies and trade associations.
Other: Where practical, ensure optimisation of water utilisation, recycling, and harvesting and discharge	Cost savings	As part of its Water Use and Management Policy, BAW commits to improving water efficiency in the group and reducing consumption through the implementation of rain water harvesting and water recycling initiatives. The motivation behind this goal is a combination of cost saving, organisational resilience and BAW's commitment to being a responsible corporate citizen.	BAW's operations are progressing towards achieving its goal. Various water recycling and harvesting initiatives implemented across the group, in one business unit these have resulted in a saving of some 100 million litres of water that would have otherwise been drawn from municipal water systems. The combined storage capacity for rainwater harvesting and recycling in Automotive operations alone is some 1.2 million litres (installed capacity of 585 000 litres in 2013 and 722 000 litres in 2012).
Other: Ensure that water use considerations form part of the company's overall risk management processes	Risk mitigation	BAW is committed to understanding the impact of and transparently disclosing risks posed to its operations and value chain from water. For this reason, BAW's Water Use and Management Policy advocates that water use considerations are integrated into the company's overall risk management approach. The motivation for this goal is risk mitigation, but also water stewardship.	Water-related risks are integrated into the company's risks management process. Risks are identified and assessed on their probability, severity and the quality of the existing control environment. Through this process, all risks are given a residual risk score which indicates the importance of the risk. In the reporting period, climate change and environmental stewardship was identified as one of the Group's top risks.
Other: Promote water use awareness in the company operations	Water stewardship	BAW's Water Use and Management Policy illustrates awareness in the Group regarding water use. The motivation for this goal is water stewardship. Awareness creation can also lead to cost savings and the development of new products/services.	BAW's Employee Value Proposition includes minimum standards on Sustainability Initiatives and Environmental Stewardship. One of the minimum standards is that employees must have access to opportunities to participate and contribute to sustainability initiatives which includes water-related initiatives. This is achieved through appointing champions from each division to spearhead sustainability initiatives and also providing sustainability-

Goal	Motivation	Description of goal	Progress
			based training to employees.
Other: Develop contingency procedures to deal with unscheduled occurrences and community concerns.	Risk mitigation	This goal is related to the development of plans that outline emergency response actions and ensure business continuity in the face of unscheduled occurrences. The motivation behind the goal is risk mitigation and recommended sector best practice.	All BAW facilities maintain business plans that incorporate emergency response actions and business continuity. These plans include what to do when experiencing unscheduled occurrences. BAW's divisions will inform, in a timely manner, anyone who may be affected by conditions caused by the company that might endanger the environment including safe water consumption and discharge.
Other: Require the maintenance of open dialogue with stakeholders to promote sound water use practices	Water stewardship	BAW understands the importance of stakeholder engagement, which may include goals to promote sound water use practices in its dialogues with stakeholders. This goal is aimed at sharing best practice, encouraging responsible water stewardship and identifying water-related risks and opportunities.	The Group is committed to delivering sustainable value through open, mutually beneficial relationships with stakeholders. BAW engages regularly with investors, suppliers, customers, employees and public sector on water-related challenges and best practice. Some examples include BAW's membership of the National Business Initiative, its participation in workshops hosted by this organisation and its response on an annual basis to the CDP's Water Programme.

W8.1c

Please explain why you do not have any water-related targets or goals and discuss any plans to develop these in the future

Further Information

Attachments

[https://www.cdp.net/sites/2014/29/1529/Water 2014/Shared Documents/Attachments/Water2014/W8.TargetsandInitiatives/barlowworld-water-use-and-management-policy.pdf](https://www.cdp.net/sites/2014/29/1529/Water%202014/Shared%20Documents/Attachments/Water2014/W8.TargetsandInitiatives/barlowworld-water-use-and-management-policy.pdf)

Module: Sign Off

Page: Sign Off

W9.1

Please provide the following information for the person that has signed off (approved) your CDP water response

Name	Job title	Corresponding job category
Christopher Whitaker	Executive: Strategy and Sustainability	Other: Group Executive

Further Information

CDP 2014 Water 2014 Information Request