Barloworld’s 10 pillars of sustainability

1. Clear vision and strategy
   - Develop a vision that inspires our people
   - Clearly communicate the vision so that it is understood
   - Develop a clear strategy that delivers top quartile returns
   - Develop a geographic expansion strategy that optimises global growth opportunities

2. Focus on the core
   - Limit the number of core businesses
   - Regularly review which businesses should remain core
   - Only grow areas that are aligned to the core
   - Critically review all potential new core businesses

3. Market leadership
   - Develop strategies to achieve market or sector leadership in each of our core businesses
   - Develop and align common goals with principals
   - Plan to exit from businesses where we cannot attain market leadership or sector leadership
   - Plan to exit from businesses where there is insufficient return on management effort (ROME)

4. Innovative customer solutions
   - Focus on the customer
   - Strategically segment customers and determine their fundamental needs
   - Provide flexible, value adding, innovative solutions to those needs
   - Commit to exceeding customer expectations and continuously growing value to the customer
5. Globally competitive employees

- Provide a safe and healthy work environment
- Attract and retain the best employees
- Develop our people to globally competitive standards
- Recognise and reward good performance and rectify poor performance
- Ensure succession plans at all critical levels
- Inculcate the Barloworld leadership philosophy
- Celebrate successes and have fun

6. Decisive management

- Strive to deliver clear, decisive and inspiring leadership
- Implement decisions rapidly
- Acknowledge mistakes and take corrective action
- Intervene where business performance is unsatisfactory
- Exit business where corrective action fails

7. Environmental and social legitimacy

- Accept that we are custodians for future generations and proactively engage in global sustainability issues
- Ensure that business strategies are legitimate in the eyes of the communities and governments where we operate
- Commit to leading in diversity and inclusion
- Being respective and proactive members of the communities where we operate
- Strive towards reducing the environmental impacts of our business activities and minimising our carbon footprint and waste
- Innovate to offer customers with solutions that improve the sustainability

8. Values and ethics

- Focus on doing what is right
- Behave in line with our Worldwide Code of Conduct
- Act in accordance with our Code of Ethics
  - Be fair
  - Obey the law
  - Be honest
  - Respect others
  - Protect the environment
- Always remember “Our word is our bond”

9. Corporate governance

- Manage business risks to enhance and protect stakeholder value rather than to eradicate all risk
- Comply with all relevant laws, regulations and standards
- Ensure that investor and public communication is beyond reproach
- Ensure financial prudence in all dealings
- Comply with the group risk philosophy
- Implement effective controls that protect stakeholder value

10. Learning organisation

- Constantly look at re-inventing ourselves through:
  - Information sharing and
  - Internal collaboration through team forums
  - Innovation
  - Collective wisdom