



# ELDERS RESILIENCE POLICY



## DOCUMENT CONTROLS

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## 1. PURPOSE

Elders is committed to building a resilient organisation by managing risks as decisions are made and managing the effect of uncertainties on our objectives that could impact our people, clients, community, business or brand.

This policy documents Elders' commitment to an integrated, consistent and dynamic approach to building resilience through sound risk management, business continuity and disruption recovery principles. We do this to meet Elders' strategic objectives by realising opportunities for maximising gains and minimising losses through informed decision making.

## 2. POLICY OBJECTIVES

Business resilience planning and risk management are integral parts of sound management practice and essential to strong corporate governance. They exist to improve informed decision making, enhance outcomes and foster a positive risk culture across the Elders business.

Our goal is to manage Elders' exposure to risks and disruption events to maximise shareholder value. We achieve this by adopting a systematic approach to:

- Risk - identify, analyse, evaluate, control and monitor risks and uncertainties; and
- Resilience - prevention, preparation, response, recovery and review processes.

This policy applies to all Elders' business activities and people and has been established in accordance with the Australian and New Zealand Business Continuity Standards:

- AS/NZS ISO 3100:2018 Risk Management – Principles and Guidelines; and
- AS/NZS 5050:2010 Business Continuity – Managing disruption related risk.

## 3. POLICY STATEMENT

Elders is committed to developing a culture in which risks or disruption events that may affect achievement of our objectives are identified and considered through informed decision making to ensure they are actively managed.

Elders manages this by:

- Incorporating risk management and business resilience planning into Elders' strategic, operational and financial processes and operating philosophy;
- Developing, maintaining and exercising incident management, business resilience and IT disaster recovery plans;
- Conducting risk and business impact assessments;
- Developing effective response and recovery plans;
- Establishing and maintaining risk registers and a comprehensive company risk profile;
- Articulating the roles and responsibilities within the crisis, risk management and business resilience planning processes;
- Recording and monitoring action plans which assign responsibilities and accountabilities to manage business risks;

- Raising awareness and educating our people of the importance of informed decision making together with identification, evaluation, prevention, preparation, response and recovery elements of both incident and risk management;
- Regular reviews of the Resilience Framework to ensure continuous improvement and alignment with business requirements; and
- Complying with all applicable regulatory requirements.

#### 4. ROLES AND RESPONSIBILITIES

- The Board is ultimately responsible for establishing a resilient business which embraces effective management of risk, including;
  - establishing a sound system of oversight of the Resilience Policy and Framework;
  - understanding and monitoring the effect of uncertainties on Elders' strategic objectives; and
  - assessment of management reports on the effectiveness of incident, risk management and business resilience planning and the effective use of relevant internal control systems.
- The CEO and executive management are responsible for applying the Resilience Framework and are accountable to the Board for designing, implementing and monitoring the process of incident, risk management and business resilience planning and integrating these into the day-to-day activities of the Elders' business operations.
- The Corporate Governance function is responsible for providing integrated incident, risk management and business resilience planning services to assist Elders people in the execution of their responsibilities under the resilience framework. This includes:
  - Development, implementation and maintenance of the resilience framework;
  - Aiding the business to identify, monitor and treat risks;
  - Educating and supporting the business in the creation of Business Impact Assessments, Business Resilience Plans and documenting Critical Processes;
  - Reporting periodically to the MARCC, BARCC and Board on:
    - The status of high and above business risks and strategies in place to manage these risks; and
    - The incident and business resilience planning capabilities within the business.
- All Elders' people are responsible for managing risks and business resilience planning in their areas of responsibility, including: -
  - Identifying, managing and recording risks (on a continual basis); and
  - creating and maintaining Business Impact Assessments, Business Resilience Plans and documenting Critical Processes.

Further detail is contained within the Elders Resilience Framework.