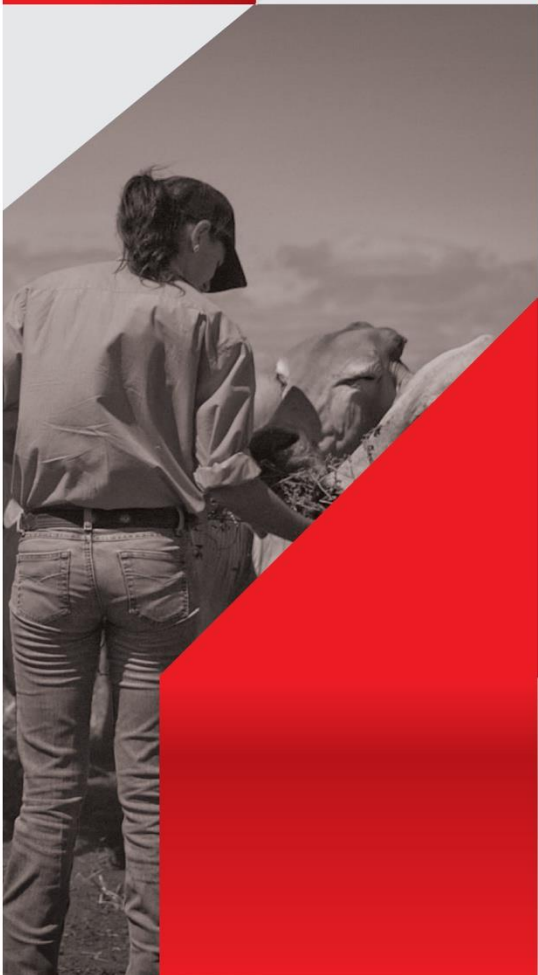




ELDERS

RESILIENCE POLICY



DOCUMENT CONTROLS

Distribution	All
File Name	Elders Resilience Policy
Version	4.0
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Type	Policy
Business Owner	Corporate Governance
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1. PURPOSE

Elders is committed to building a resilient organisation by managing risks, disruption events and uncertainties that could impact our people, clients, community, business or brand.

This policy confirms Elders' commitment to adopting a strategic, consistent and structured approach to building resilience through sound risk management, business continuity and disaster recovery principles in order to achieve an appropriate balance between realising opportunities for maximising gains and minimising losses.

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 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 in order 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 3100:2009 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 where risks or disruption events that may affect the achievement of our objectives are identified and 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 crisis 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 in identification, evaluation, prevention, preparation, response and recovery elements of both crisis and risk management;
- Regular reviews of the Resilience Framework to ensure continuous improvement; 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 status of material risks and uncertainties facing Elders; and
 - assessment of management reports on the effectiveness of crisis, 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 crisis, 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 crisis, risk management and business resilience planning services to assist Elders people in the execution of their responsibilities under the resilience and risk management framework. This includes:
 - Development, implementation and maintenance of the resilience and risk management framework;
 - Providing assistance to the business to identify, monitor and treat risks;
 - Educating and supporting the business in the creation of Business Impact Assessments, Business Resilience Plan Checklists and Critical Process Fact Sheets;
 - Reporting periodically to the MRC, BARCC and Board on:
 - The status of high and above business risks and strategies in place to manage these risks; and
 - The crisis 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, responding to and reporting risks; and
 - creating and maintaining Business Impact Assessments, Business Resilience Plan Checklists and Critical Process Fact Sheets.

Further detail is contained within the Elders Resilience Framework.