

DIVERSITY POLICY. ■

1. Introduction

The Board and management of BFG value diversity in our workplace. Considerable diversity exists throughout the group, in terms of age, culture and gender. In relation to gender diversity, as at the end of 2013 women comprised 44% of employees.

BFG is committed to improving gender diversity in the workplace, with the aim of:

- recruiting the right people and maximising the retention of our talent pool
- promoting diversity of views
- better reflecting the community, our clients and investors
- contributing to the improvement of business results.

2. Workplace diversity

Diversity means any characteristic that makes individuals different to one another. BFG is committed to:

- recognising the value of attracting and retaining employees with different backgrounds, experiences and perspectives
- maintaining a recruitment and selection process that attracts, selects and appoints the best people in a thorough and fair process
- providing an inclusive workplace that embraces and promotes diversity and treats all employees fairly and with respect
- employing people based on the “best fit” for the job, based on relative ability, performance or potential
- ensuring that all employees have equal access to opportunities available at work and are valued for their distinctive skills, experiences and perspectives
- promote and increase diversity within the group as positions and appropriately skilled candidates are available
- reviewing our succession planning framework to identify people with high potential. Gender is one aspect of the commitment to diversity, subject to identification of candidates with appropriate skills.

3. Gender diversity

The Board will be responsible for establishing, assessing and reporting on measurable objectives for achieving greater gender diversity within the group.

In relation to Board and executive appointments, BFG remains committed to selecting the best person for the role. In selecting new directors, the Company will continue to have regard to the skills, experience and perspectives represented on the Board and will identify potential opportunities based on the current and projected future activities of the group.

The Board appointment process for future directors and senior executives will, in addition to other relevant criteria, take diversity of background into account.

4. Review of policy

The Board will review this policy annually.

Dated: February 2014