

## Specific skills and experience - 2023 AGM candidates

Based on the assessment of the skills possessed by the Board, the Board has determined that the candidates for election at the 2023 AGM should possess the following specific skills and experience taking into account the specific skills required in the funding agreement, the nature of the business and affairs of the company and the skills specifically required of milk producer directors on the Board:

### Specification - Agribusiness, Innovation and Adoption Skills (One Director)

Demonstrated ability in a leadership role in an agribusiness entity of commercial scale and complexity in the dairy or another sector, with a strong focus on innovation and adoption in the farming area.

Demonstrated capability in strategy related to:

- the drivers of productivity including adoption on farm of research, development and new technologies.
- the sustainability landscape including the regulatory environment and oversight and implementation of programs.
- the commercial drivers of business innovation and culture

An understanding of:

- change management.
- market and business development
- the interface between the private sector and government.

A strong network in professional, business, dairy, other agricultural sectors and government relations.

### Specification - Dairy Supply Chain & Product Promotion Skills (One Director)

Demonstrated ability in leading and managing dairy processing, manufacturing and/or fast-moving consumer goods (FMCG) operations at a significant scale, with a broad understanding of current and emerging dairy products, processing trends and issues.

Experience in linking manufacturing operations to the whole supply chain. This will include an understanding of commercial, financial and profitability drivers across the chain, including:

- milk pricing and supply.
- dairy industry structure and networks.
- trade and world dairy markets and international/export and domestic market access.
- product promotion and marketing ideally including commercial sales and customer experience and management.
- business development.

### Specification - Milk Producer Skills (Two Directors)

Broad perspective and general business acumen developed through involvement in industry or representative bodies, including experience in board and governance roles. Prior experience in developing and approving strategic and operating plans and associated budgets.

Demonstrated capability in:

- all facets of milk production/dairy farm systems particularly dairy industry structures and networks.
- understanding of economic, social and environmental sustainability and environment/natural resource management.

- feedbase management, farm business management, including drivers of profitability and productivity in diverse dairy farm systems, and animal performance and welfare.
- research and development adoption, including innovative farming method adoption and change management to drive such adoption.
- engagement and communication with levy payers, dairy industry groups and broader agricultural networks.
- the people challenges associated with dairy farm systems including competencies, career pathways, people management, ownership structures and health, safety and wellbeing issues.

### **Personal Attributes**

In addition to the essential skills and experience, Dairy Australia expects Non-Executive Directors to demonstrate the following personal attributes:

- Passion and commitment to improving the profitability and sustainability of the Australian dairy industry.
- Preparedness to undertake dairy industry visits to understand the operating environment and engage with levy payers and regional management.
- Professional demeanour with high standards of honesty, integrity and collaboration.
- Ability to influence and to communicate/explain a point of view and consider alternative points of view.

### **Balance and Diversity**

Dairy Australia recognises and embraces the benefits of having a diverse Board and sees increasing diversity at Board level as an essential element in maintaining a competitive advantage. A truly diverse Board will include and make good use of differences in the skills, experience and backgrounds, including:

- regional and geographic background
- industry experience
- research and development experience
- farming systems
- farm size
- race, gender and other distinctions between Directors