

Board Skills Matrix

The Board is committed to delivering value to levy-paying dairy farmers and other stakeholders and sustaining the growth and success of the dairy industry while meeting our wider social obligations.

Key functions of the Board are to monitor the operational and financial performance of the company and oversee its business strategy including approving the 5 year strategic plan, annual operating plans and budgets.

With these objectives and functions in mind, the Board has established a framework for managing Dairy Australia including relevant internal controls, risk management processes and corporate governance policies and practices. This framework promotes responsible management and is appropriate for our business.

To effectively discharge its oversight and governance responsibilities, the Board must be skill-based and have an appropriate mix of skills and experience having regard to the business and strategy of the company. These skills are set out in the Board Skills Matrix for 2025 below. The Matrix shows the 15 skills together with the key elements that fall within each skill.

Each current non-executive director has rated their level of competence in each skill/experience having regard to the key elements. The Board Skills Matrix shows the number of current non-executive directors who have 'strong' or 'intermediate' skills/experience in each category.

The Board Skills Matrix is used to inform the selection of suitably qualified candidates for election to the Board and to identify Board development needs. In the event that the Board requires specific additional skills for a period of time, this may be accessed in a variety of ways including through expertise on the management team, where appropriate, or external consulting services.

In addition to the collective skills set out in the matrix, under our Constitution the Board must have at least 4 directors with milk producer skills. In selecting directors with milk producer skills for election by members, the Board seeks current dairy farmers with a mix of backgrounds and experience in relation to the region in which they farm, the size of the farming enterprise and the farming system in place at the enterprise.

Board Skills Matrix 2025

Skill	Strong	Intermediate
Organisation-specific Skills and Experience		
A. Farm Systems / Milk Producer Skills		
<ul style="list-style-type: none"> Farm business management, with knowledge of the drivers of profitability & productivity in diverse dairy farm systems Management of animal performance and welfare Feedbase management Experience in the use of innovative technology on farm. 	5	1
B. Research, Development and Adoption		
<ul style="list-style-type: none"> Agricultural innovation and future farming Management and evaluation of R&D IP management, technology and technology transfer Commercialisation of research Extension and education from R&D. 	3	5
C. Dairy Industry Knowledge		
<ul style="list-style-type: none"> Dairy processing and manufacturing knowledge Trade and world dairy markets knowledge Industry structure and networks knowledge Environment / natural resource management knowledge People capability & careers knowledge Social licence to operate knowledge. 	5	3
D. Agribusiness		
<ul style="list-style-type: none"> Management of a large-scale agribusiness End to end supply chain experience in agribusiness Project management involving large-scale investment and long-term investment horizons. 	3	3

E. Promotion and Marketing		
<ul style="list-style-type: none"> • International/export and domestic market access and development • Commercial sales and customer experience & management • Delivering growth through advertising, product promotion and marketing (including social marketing). 	3	2
F. Agricultural Sustainability		
<ul style="list-style-type: none"> • Knowledge of agricultural sustainability frameworks used in Australia and/or overseas • Experience in engaging with community and consumer groups to build trust • Understanding of significance and the basis for prioritising industry effort to increase sustainability. 	2	3
Governance Skills and Experience		
G. Leadership		
<ul style="list-style-type: none"> • Leading organisations to improve business performance and achieve organisational goals • Development of corporate culture throughout an organisation. 	8	0
H. Governance Oversight		
<ul style="list-style-type: none"> • Understanding of governance issues in a complex environment • Implementing and providing direction on organisation-wide governance policies, systems and frameworks. 	5	3
I. Strategy & Change Management		
<ul style="list-style-type: none"> • Assessing, monitoring and constructively reviewing strategic objectives and delivery • Identification and critical assessment of strategic opportunities and threats to a business • Leading organisational change. 	5	3
J. Business Development		
<ul style="list-style-type: none"> • Growing businesses in existing and new markets • Client service strategy and delivery. 	3	2

K. Stakeholder Engagement		
<ul style="list-style-type: none"> Engagement and communications with external stakeholders in industry and government Public policy and administration, and the regulatory environment. 	4	4
L. Finance		
<ul style="list-style-type: none"> Financial accounting, reporting and budgeting Business financial literacy Formulation, implementation and evaluation of investment strategies. 	3	4
M. Audit, Risk and Compliance		
<ul style="list-style-type: none"> Monitoring the effectiveness of audit, risk and compliance frameworks, policies, processes and controls Identification of financial and non-financial risks Developing effective policy and procedures to manage risks. 	4	4
N. Human Resources		
<ul style="list-style-type: none"> Succession planning Developing Workplace Health and Safety strategies and initiatives Understanding of diversity issues Performance management Developing and implementing people, culture and remuneration frameworks, policies and practices. 	5	3
O. Digital and Technology		
<ul style="list-style-type: none"> Experience using digital platforms to improve service offering Development and implementation of cyber security strategy Understanding of opportunities and risks of artificial intelligence. 	0	3