



Subtropical Dairy Programme Ltd

Board Skills Set for the 2019 Directors' Elections

1. Background

Persons wishing to serve as a dairy farmer director (two vacancies) or a non-farmer director (two vacancies) of the Subtropical Dairy Programme board may submit themselves as candidates for election at the company's forthcoming Annual General Meeting, to be held at Malanda, Queensland on November 7, 2019.

The path to election as a board member is through a nomination process. The nominations are due by the 9th August 2019. The candidate expresses their interest and nominates for a board position. The candidates are reviewed, shortlisted then interviewed by the Selection Committee and recommended.

2. The skills and experience which in the view of the existing Board are currently appropriate for Directors of Subtropical Dairy are as follows:

i. Dairy Industry Experience

It is preferable, but not essential, that all candidates have experience in the dairy industry or have been related to the industry in some relevant capacity with exposure to the wider agribusiness sector being considered. However, at the very least the candidates must be able to demonstrate their understanding and appreciation of the Australian and Subtropical Dairy industry and its complexities across the value chain such that they can effectively apply these to their Board duties.

ii. Milk-Producer Skills and Experience (Dairy farmer vacancies)

The Subtropical Dairy Programme constitution outlines the majority of board members are required to be dairy farmers. Farmers with an interest and understanding of research, development and or extension across the Subtropical Dairy region are encouraged to apply. They should be able to demonstrate:

- A leadership role in developing a successful dairy farming enterprise, with demonstrable commercial acumen;
- Experience or knowledge of different dairy farm business models existing with the Subtropical Dairy region;
- Interest and involvement in, and knowledge of, issues and industry structures in their region at a State and national level;
- Active participation and credibility within their community (not limited to farming);
- Ability to represent the dairy industry's interests with strong communication skills and links, and the ability to facilitate consultative discussion.

iii. Emerging Issues

It is essential that all candidates are able to demonstrate their knowledge and understanding of emerging issues and be able to apply them as they relate to the northern dairy industry.

iv. Research, Development, Education and Extension expertise

It is preferred that candidates have an understanding of leading research, development and extension activities and an interest in working with stakeholder's and investor's in these disciplines.

v. Industry leadership

It is desirable that a candidate can demonstrate:

- interest, involvement and knowledge of issues and industry structures;
- active participation and credibility within their community with the ability to facilitate consultative discussion.

The extent to which a farmer candidate shows interest in succeeding to positions including deputy chair or chair of the Board will be highly regarded.

vi. Board / Committee Experience

All candidates will be required to demonstrate their experience and abilities in the following key skill areas:

- Understand their legal obligations in undertaking this role, particularly as they relate to the Corporations Act 2001;
- Thinking strategically;
- Be accountable for actions and duties relating to Board activities;
- Diligently monitor and assess the company's progress and opportunities;
- Make effective and timely decisions;
- Build and maintain productive working relations with fellow Board members and other stakeholders to the benefit of the northern dairy industry.

vii. A demonstrated high standard of ethical business behaviour.

Subtropical Dairy operates under a Code of Business Conduct & Ethics and Governance Framework. Its purpose is to establish the ethical standards by which directors are required to abide. The standards go beyond compliance with laws and regulations to embrace the organizations values and commitments to its stakeholders.

Candidates will be required to demonstrate an understanding of good business ethics and governance, managing potential conflicts of interest and risk.

viii. Desirable Criteria

Candidates with expertise in the following criteria will be highly regarded:

- Training and/or experience in communication and engagement;
- Knowledge and/or experience in the key success factors of education and extension programmes in agriculture;
- Skills in business financial management with commercial experience;
- An understanding of Resource Management in the context of the northern Australian dairy industry;
- Experience in the development and deployment of organizational strategy within not-for-profit (NFP) organisations;
- Generating revenue for NFPs;



- Linkages to international R&D organizations servicing tropical and subtropical dairy industries;
- Skills in developing public private partnerships and/or other collaborative project models suited for NFPs.