

Dairy Australia Board Skills Matrix 2026

Dairy Australia is here to improve profitability by increasing herd and feed productivity and making every dollar count, while remaining focused on sustainable practices that farmers do every day. We also promote Australian dairy, drive community trust and expand market opportunities.

This delivers a proud, successful and valued industry that celebrates dairy, attracts great people and strengthens communities.

Key functions of the Dairy Australia Board are to monitor the operational and financial performance of the company and oversee its business strategy, including approving the five 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 2026 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 'competent' skills and 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 Dairy Australia leadership 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 four directors with milk producer skills. In selecting these directors 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.

Dairy Australia Board Skills Matrix 2026

Skill	Strong	Competent
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 and productivity in diverse dairy farm systems Management of animal performance and welfare Feedbase management Experience in the use of innovative technology on farm 	5	0
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 Trade and world dairy markets Industry structure and networks Environment/natural resource management People capability and careers Social licence to operate understanding 	5	2
D. Agribusiness		
<ul style="list-style-type: none"> Overseeing management of a large-scale agribusiness Overseeing end-to-end supply chain experience in agribusiness Overseeing projects involving large-scale investment and long-term investment horizons 	5	2
E. Promotion and marketing		
<ul style="list-style-type: none"> Understanding of international (export) and domestic market access and development Commercial sales and customer experience and management Understanding of growth delivery through advertising, product promotion and marketing (including social marketing) 	3	4

F. Agricultural sustainability		
<ul style="list-style-type: none"> • Knowledge of agricultural sustainability frameworks used in Australia and overseas • Experience in engaging with community and consumer groups to build trust • Understanding of the significance and basis for prioritising industry effort to increase sustainability 	2	5
Governance skills and experience		
G. Leadership		
<ul style="list-style-type: none"> • Leading organisations to improve business performance and achieve organisational goals • Overseeing corporate culture throughout an organisation 	8	0
H. Governance oversight		
<ul style="list-style-type: none"> • Understanding of governance issues in a complex environment • Overseeing and providing direction on organisation-wide governance policies, systems and frameworks 	7	1
I. Strategy and 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 as a director 	7	1
J. Business development		
<ul style="list-style-type: none"> • Growing businesses in existing and new markets • Understanding of client service strategy and delivery 	4	1
K. Stakeholder engagement		
<ul style="list-style-type: none"> • Engagement and communications with external stakeholders in industry and government as a director • Understanding of public policy and administration, and the regulatory environment 	4	3
L. Finance		
<ul style="list-style-type: none"> • Oversight of financial accounting, reporting and budgeting • Business financial literacy • Oversight of formulation, implementation and evaluation of investment strategies 	4	3

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 Oversight of development of effective policies and procedures to manage risks 	5	3
N. Human resources		
<ul style="list-style-type: none"> Succession planning Oversight of-workplace health and safety strategies and initiatives Understanding of diversity issues Understanding of performance management Oversight of-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	4