

Information and application guidelines: non-executive director positions

About Dairy Australia

Dairy Australia is the national services body for the dairy industry in Australia.

Dairy Australia's purpose is to collectively invest in the ongoing success of dairy farmers and the industry. Dairy Australia is funded by the dairy services levy paid by dairy farmers and additional matching funds from the Commonwealth.

It is a public company limited by guarantee and all farmers who pay the dairy services levy are eligible to become members. Dairy Australia currently has over 2,500 farmer members and its vision is to deliver world leading outcomes for dairy farmers that drive sustainability profitability through productivity.

For further information, please refer to the Dairy Australia website: www.dairyaustralia.com.au, where you will find the current:

- Annual Report, Performance Report, Independent Performance Review and Strategic Plan.
- Board Charter, Charters of the Board Committees and Board Diversity Policy.

Dairy Australia Board

Dairy Australia is governed by a board of directors that provides oversight of the organisation and ensures the dairy services levy is invested in programs that support the profitability and sustainability of dairy farmers.

Key functions of the 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, including relevant internal controls, risk management processes and corporate governance policies and practices for managing Dairy Australia. This framework is designed to promote responsible management and is appropriate for our business.

Board composition

The board comprises eight non-executive directors.

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. A Board Skills Matrix specifies the mix of skills required by directors and is available on the Dairy Australia website.

The Dairy Australia Constitution requires that the board includes at least four directors with milk producer skills. In selecting directors with milk producer skills for the board, a mix of backgrounds and experience in relation to the region where they farm, the size of the farming enterprise and the farming system in place is sought.

Directors are required to understand the responsibilities and obligations of company directors, possess general commercial and financial literacy and are expected to act with integrity, honesty and in a collaborative manner.

Time commitment required of Dairy Australia Board Directors

The overall time commitment is approximately 20-25 days a year. The board generally meets 8-10 times per year, usually at Dairy Australia's offices in Melbourne. Some meetings may be held at regional locations or hosted online via web conferencing.

In addition, each director is expected to sit on one of the board committees that assist the board in discharging its responsibilities: an Audit and Risk Management Committee and a People and Culture Committee. The committees usually meet four times per year.

Directors are also expected to make regional visits and attend industry events.

Remuneration

Remuneration for directors is \$54,320 per annum, including committee fees and superannuation.

Board selection process

Non-executive directors are elected by Dairy Australia members generally for a three-year term. Directors who have served a three-year term are required to stand for re-election if they wish to continue on the board. After nine years (three consecutive terms) directors are not eligible to stand for re-election.

Directors are rotated on a cyclical basis and each year the Dairy Australia Board conducts a search for suitably skilled persons to be nominated for election to the board at Dairy Australia's Annual General Meeting (AGM).

The board is assisted in its search for suitable candidates by a Board Selection Committee (BSC). The BSC has six members comprising an independent Chair, two representatives each from Australian Dairy Farmers and the Australian Dairy Products Federation, and a Dairy Australia director.

After assessing the applications received and interviewing candidates, the BSC recommends one candidate for each director vacancy for approval by the board. Approved candidates then stand for election at the AGM in November as Dairy Australia Board endorsed candidates. Appointment to the Board is subject to election by Dairy Australia members at the AGM.

In 2026, the BSC will be assisted by a Pre-Selection Committee made up of milk producer members to identify suitable applicants.

Director positions – 2026 Annual General Meeting

The terms of three current directors expire at the 2026 AGM – Paul Roderick, Paul Bennett and Paul van Heerwaarden. Paul Roderick and Paul Bennett will apply to nominate for re-election, while Paul van Heerwaarden will retire from the board.

The three positions for election in 2026 are for a director with milk producer skills, a director with agribusiness, innovation and adoption skills and a director with dairy supply chain and product promotion skills.

Each is for a term of three years. The position specification for the director with milk producer skills is attachment A.

How to apply

To apply, please use the online form available from dairyaustralia.com.au/election to provide:

1. A cover letter setting out why you wish to be considered for nomination as a director.
2. Your curriculum vitae (CV).
3. An overview of your farm system and skills, including responses to each of the expected capabilities outlined in the position specification.

Your application must be submitted by close of business on Friday 5 June 2026.

If you have any questions or require assistance with the application process, please contact Martin Bede on 0421 450 478 or martin.bede@dairyaustralia.com.au.

Candidate interviews

Candidate interviews will take place in person in Melbourne on 14 and 15 July 2026. Interviews will be approximately one hour duration and will be a panel interview with the BSC.

Further information

Should you have any questions, please contact the Dairy Australia Company Secretary, Martin Bede, on 0421 450 478 or via email at martin.bede@dairyaustralia.com.au.

Please note, a person can also seek consideration for election as a director by being nominated by 50 Group A members (levy paying farmers who are members of Dairy Australia). Candidates who wish to nominate through this alternate process must submit their nomination in writing, supported by signatures from at least 50 Group A members, to martin.bede@dairyaustralia.com.au by 31 August 2026.

Attachment A – Director with milk producer skills position specification

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.

Expected background and experience

Dairy Australia expects non-executive directors with milk producer skills to demonstrate skills and experience across the following areas:

- All facets of milk production and dairy farm systems.
- Feedbase management, animal performance, welfare and farm business management, including drivers of profitability and productivity in diverse dairy farm systems.
- Adoption of research and development, 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.
- Understanding of dairy industry structures and networks.
- Understanding of the Australian Dairy Sustainability Framework and good practice in environment and natural resource management.

Desired experience and skills

In addition to the expected background experience, demonstrated experience and skills in one or more of the following areas would be highly regarded:

- Leadership
- Governance
- Stakeholder engagement
- Strategy and change management
- Business development

Personal attributes

In addition to the 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.
- Business acumen and professional demeanour.
- Ability to influence and to communicate a point of view and consider alternative points of view.
- Meets the required standards of honesty, integrity and collaboration expected of all Dairy Australia non-executive directors.

Balance and diversity

Dairy Australia recognises and embraces the benefits of having a diverse board and sees appropriate diversity as an essential element to a well-functioning board.