

WHO WE ARE

MLA Board



Dr Michele Allan
Chair
BAppSc, MMgtTec,
MCommLaw, DBA, FAICD

Director since November 2011

Dr Allan has an academic background in biomedical science, management and law. Dr Allan currently holds board positions with Innovation and Science Australia, Food Innovation Australia Limited, Apple and Pear Australia, Grain Growers, Nuffield Australia and CSIRO. She is also Chancellor of Charles Sturt University.

Previous roles: Chair of the Grains and Legumes Nutrition Council; executive director of Patties Foods; non-executive director of Patties Foods, Dairy Research & Development Corporation, Forest and Wood Products Australia, Ruralco Holdings, Tasmania Fruit & Vegetable Taskforce, Tasmanian Irrigation, Callaghan Innovation, William Angliss Catering & Hospitality TAFE College, Cooperative Research Centre Hearing, Grape and Wine Research and Development Corporation and member of the CRC Advisory Committee.

MLA Chair
MDC ISC Director
R S Member



Richard Norton
Managing Director
MBA, GAICD (international)

Appointed 2 June 2014

Mr Norton is the fifth generation of a beef and sheep farming family from Monaro, NSW. He began his working life as a rouseabout and jackaroo then for more than 20 years served livestock producers as a stock agent and auctioneer across NSW. Mr Norton is also a non-executive director of Rifa Salutory and Rifa Investments.

Previous roles: Mr Norton has held executive positions in retail, manufacturing, logistics and warehousing with Woolworths, Coca-Cola, Wesfarmers and Toll Holdings and was a non-executive director of Agrium Asia Pacific, the Australian Wheat Board, RD1 New Zealand, Landmark Harcourts and Australian Wool Handlers. He was head of Live Export and International Trade and then Managing Director of Landmark Operations Australia. He was Chairman of Integrated Traceability Solutions (Global) and AuctionsPlus.

MLA Managing Director
MDC ISC RT AM Director
R A Member



Alan Beckett
Bec, FICA, GAICD

Director since November 2014

Mr Beckett runs an Angus breeding and backgrounding operation in Yea, Victoria. He brings 40 years' experience with a major professional services firm, practising in the area of audit and corporate services to large companies with an emphasis on listed public companies, along with practical experience in doing business in Oceania, South-East Asia, China, Japan and India.

Mr Beckett is a non-executive director of Defence Health Limited, Westbourne Capital Pty Ltd and Westbourne Credit Management Limited. He is Deputy Chairman of the Department of Defence Audit & Risk Committee and is an independent member of the Audit and Risk Committee of the Reserve Bank of Australia's wholly-owned subsidiary, Note Printing Australia Limited.

Previous roles: Chairman of ASX-listed Basper Limited (formally Berklee Ltd).

MLA MDC ISC Director
A Chair
S Member



Steven Chaur
GradDip Marketing, MBA,
GAICD, FIML

Director since November 2015

Mr Chaur is a highly experienced food industry leader, executive and consumer brand marketer, having managed some of Australia's favourite brands and has more than 25 years' experience in fast-moving consumer goods within the food industry across Asia, China, Middle East, NZ, US and Europe. Mr Chaur has gained strong experience in multi-sales channel customer relationship management, market access, consumer marketing and brand development strategy, corporate strategy and governance, crisis management/product recall, capital projects and company financial management. Mr Chaur has broad experience across primary industries where the farm-to-consumer value chain and innovation excellence is critical.

Previous roles: Managing Director roles with Nutrano Produce Group Ltd, ASX-listed Patties Foods Limited and Saint-Gobain SA, as well as senior executive roles with Pacific Brands Food Group, George Weston Foods and Findus SA. Mr Chaur was also a previous Marketing Director at National Foods Limited (dairy) and Simplot Australia.

MLA ISC Director
MDC Chair
R A Member



Robert Fitzpatrick
Bec, LLB, MBA, GAICD

Director since November 2015

Mr Fitzpatrick is an industry and technology expert with more than 30 years' experience in senior executive roles across the spectrum of large corporates, government agencies, and small and medium enterprises and start-ups. He has a detailed understanding of industry representative bodies, research and higher education, retail, fast-moving consumer goods, telecommunications, and information and communications technology sectors. Mr Fitzpatrick has a passion for improving the efficiency of Australia's agricultural sector, applying new analytics to improve on farm productivity, de-bottleneck supply chains and reduce the cost of moving product from farmgate to global markets. Mr Fitzpatrick is director of the Australian Academic and Research Network, and as at 30 June 2018 was CEO of Australian Information Industry Association.

Previous roles: Previous board and senior executive roles include Optus, ShopFast, Monitoring Division Inc and wishlist.com.au, councillor of Charles Sturt University and senior executive of Data61 (formerly NICTA).

ISC Chair
MLA MDC Director



Erin Gorter
BA (Education), GAICD

Director since November 2015

Ms Gorter is a rural industry consultant with many years of experience as a WA livestock producer. Ms Gorter comes from a farming background and is a landholder and has been involved in running a mixed farming operation in Kojonup, WA, producing prime lamb, wool and grains, conducting sheep trading and a small amount of agroforestry for nearly 30 years. Ms Gorter runs her own business in providing business and industry management advice and events planning in rural areas. She was awarded the WA RIRDC Rural Women's Award Runner Up in 2010 and is a director of AgVivo.

Previous roles: Producer representative on the Board of the WA Meat Industry Authority and managed all aspects of two WA-based grower production groups.

MLA MDC ISC Director
R Chair



Russell Lethbridge
Dip Rural BsMgt,
Cert AH & FarmEng

Director since December 2017

Mr Lethbridge, with his family, runs Werrington Cattle Company, a commercial beef cattle breeding, growing and fattening enterprise. Mr Lethbridge has a deep understanding of cattle production systems, managing breeder and feeder cattle under extreme environmental conditions and pasture nutrition levels, utilising genetic selection and strategic herd management to achieve production and business success. Mr Lethbridge is Chair of the Hann Highway Action Group, a member of the Rural Fire Board and a member of the Oak Race Club Committee and has been so since 1988.

Previous roles: Mr Lethbridge was an elected representative of AgForce for seven years, beginning as Regional Vice President for the north region, then as Regional President and Board Member and member of AgForce Finance Audit and Risk and Agribusiness Finance Drought and Climate Policy Committees. He was a member of the steering committee for the Northern Gulf Resource Management Group to develop and promote a business improvement package for north Australian cattlemen.

MLA MDC ISC Director



Andrew Michael

Director since December 2017

Mr Michael is a fourth generation farmer, working his 1,500ha family farm at Snowtown, South Australia. He has extensive experience in the use of breeding technologies in both the sheep and cattle industries, and has, for over 35 years, incorporated all the latest leading edge animal breeding technologies available.

Mr Michael is a great supporter and user of all sheep industry groups, including Sheep CRC, Sheep Genetics, Information Nucleus Flock and many more. For many years he has had a close association with commercial producers all round Australia, New Zealand and South America, holding presentation and educational field days and helping their marketing and genetic selection programs. Mr Michael is enthusiastic, has a passion for progress and technology and has a positive vision for Australia's sheep flock.

Previous roles: President of the Royal Adelaide Show Pastoral Committee, Board member of the Lumeah Trust, member with SA Sheep Disease Management Committee focusing on OJD and Spider Syndrome, and an Australian White Suffolk Foundation Committee Member.

MLA MDC ISC Director



Clare Stanwix
BA (Hons) LLB, LLM,
GAICD, FGIA, FCIS

Appointed June 2014

Ms Stanwix's role as Company Secretary is to convey the Board's role, priorities and needs to the business and facilitate good governance within MLA. She is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board. In addition to holding the office of Company Secretary, Ms Stanwix is a member of MLA's Leadership Team and holds the position of General Counsel. She leads the legal, risk and governance team at MLA and over the past year has been responsible for the evolution of MLA's crisis management and risk frameworks. She has significant experience in intellectual property, technology, corporate and commercial law, advertising, workplace health and safety, and dispute resolution.

Previous roles: Prior to joining MLA in 2009 as General Counsel Ms Stanwix was a senior associate with DLA Piper and external legal counsel to MLA.

MLA MDC ISC Company Secretary
RT Director

Retiring Directors



Geoffrey Maynard
BBus

Director November 2011 – November 2017

Mr Maynard runs a 10,000ha cattle stud seedstock operation near Jambin in central Queensland. He has more than 35 years' experience in northern production systems, and has had significant involvement in collaborative research and genetics programs. Maynard Cattle Company has been one of the largest users of embryo transfer technology in northern Australia. The Maynard family was one of the largest suppliers of cattle to the Beef CRC I in the 1990s and participated in CRC II and CRC III. He is currently a collaborator with Central Queensland University's agriculture department and is involved in an education partnership with Rockhampton Grammar School.

MLA MDC ISC Director

Previous roles:

Mr Maynard was previously the Vice-Chair of the Beef Australia Board and is a past member of the industry advisory committee of the Beef CRC II.



Chris Mirams
GradDip Financial Markets/Dip Farm Management

Director November 2014 – November 2017

Mr Mirams is an agricultural consultant based in Albury, NSW. He has extensive commercial and practical experience in southern Australian sheepmeat production and managing sheep enterprises covering prime lamb, wool and meat with the latest technology and benchmarking. Mr Mirams has significant experience in strategic research and development, broad commercial experience in southern beef production, and specialist skills in business, finance, corporate governance, communication and leadership. Mr Mirams participated in the Australian Rural Leadership Program and is currently Chair of Sheep Producers Australia.

MLA MDC ISC Director

Previous roles: Chair of Holbrook Landcare Network and EverGraze National Advisory Committee, served on the Alpine Valleys Community Leadership Program and Scots School Albury boards.



George Scott

Director November 2013 – March 2018

Mr Scott has had a lifelong involvement with the north Australian cattle industry, initially as an employee of both corporate and private operators in Queensland and NT, more recently as an owner-operator. Mr Scott has a broad knowledge of beef production systems, resource management, genetic development, breeding programs, land management and industry associations. He is currently General Manager of Handcock Agriculture, Managing Partner of Scott Cattle Company and is a director of Thylungra Cattle Co Pty Ltd and Kyabra Creek Pty Ltd.

MLA MDC ISC Director

S Member

Previous roles:

Senior executive and representative roles with the Northern Territory Cattlemen's Association, and a member of the Barkly Regional Advisory Committee to the North Australia Beef Research Council.



Allister Watson
BBus Studies, Dip Meat Technology (Massey University NZ)

Director November 2016 – March 2018

Mr Watson has extensive experience in primary and secondary processing and in meat retailing in Australia and New Zealand. With over 30 years' operational experience in the meat industry in Australia and New Zealand, Mr Watson has an excellent understanding of lot feeding and backgrounding, processing, combined with value adding, yields and retail-ready product offerings. He was integral in transforming the way Coles retailed meat, leading their fully integrated, whole of supply chain meat business including exporting. Mr Watson has a good understanding of how business works and runs, and understands the impact of markets, climate change and the environment on the meat industry in Australia.

MDC past Chair

MLA ISC Director

A Member

Previous roles: Senior positions in Woolworths NZ and Coles; a past executive of Coles Australia, board member of the Retail Meat Association (NZ) and the Training Organisation.

KEY: MLA SUBSIDIARY COMPANIES AND COMMITTEES

MLA Meat & Livestock Australia

MDC MLA Donor Company Limited

ISC Integrity Systems Company Limited

RT Red Meat Traceability Systems Pty Ltd

AM AUS-MEAT Limited

R Remuneration Committee

S Selection Committee

A Audit and Risk Committee

MLA Leadership Team



Richard Norton
MBA, GAICD
(international)

Managing Director

See page 63 for Mr Norton's profile.



Andrew Ferguson
BA, CA

Chief Financial Officer

Mr Ferguson joined MLA as Chief Financial Officer in December 2016. He is a Chartered Accountant with more than 20 years of commercial and financial experience in both the UK and Australia. His previous positions include senior finance roles with Ruralco Holdings, NRMA and Jetset Travelworld. Prior to this, Mr Ferguson worked as a senior manager with EY.

Number of employees: 41



Dr Jane Weatherley
PhD (Farming systems),
GAICD

Chief Executive Officer,
Integrity Systems Company

Dr Weatherley took on the role of Chief Executive Officer of Integrity Systems Company (ISC) in 2016. Before this role, she was General Manager – Livestock Productivity, managing Meat Standards Australia, livestock genetics and sheep productivity RD&E. Prior to MLA, Dr Weatherley held positions spanning red meat extension, farming systems research and development, and evaluation. She maintains an active role in her family beef operation on Bruny Island, Tasmania.

Number of employees: 35



Lisa Sharp
BEc

Chief Marketing and
Communications Officer

Ms Sharp joined MLA in April 2015 and leads MLA's Communications, Marketing and Industry Insights team. She has an extensive background in consumer insights and marketing, product innovation, global strategy development, change management and general management. Ms Sharp has held marketing leadership and executive team positions in a number of Australian and multinational organisations including SPC Ardmona, Coca-Cola Amatil, PZ Cussons and Novartis Consumer Health. She has also held finance, business analyst and brand management roles during her career.

Number of employees: 69



Michael Crowley
B.RurSc, Grad Cert Bus
Admin

General Manager, Producer
Consultation and Adoption

Mr Crowley joined MLA in 2009 as the manager of Meat Standards Australia (MSA). In 2012 he moved to Brussels as MLA's International Business Manager for EU and Russia. He returned in 2015 to manage MSA, then joined MLA's Leadership Team in 2016. He is responsible for MLA's investments in MSA, livestock genetics, beef and sheep R&D, Producer Innovation Fast-Track, adoption and the regional consultation framework. Prior to joining MLA, Mr Crowley held commercial positions within red meat processing, production, procurement, marketing and sales. His family operate a beef cattle property in northern NSW.

Number of employees: 43



Michael Finucan
BAGSc

General Manager,
International Markets

Mr Finucan has extensive experience working in international markets after being involved in the export of a range of agricultural commodities before joining MLA in 2007. He has held a number of roles at MLA, including Manager Livestock Exports and International Business Manager in Korea. He is responsible for the delivery of MLA's international market strategy and oversees MLA's international operations from Singapore.

Number of employees: 48



Sean Starling
LLB, B.Eng (Chem),
Vincent Fairfax Fellow

General Manager,
Research, Development
and Innovation

Mr Starling joined MLA in 2016 following his role as General Manager – Australia of Scott Automation & Robotics and was previously at MLA from 2002–2009 as Manager – Innovation and Capability Building. He has been engaged in food value chains for most of his career, having worked in positions from factory engineer to general manager in manufacturing, research and development, and engineering organisations.

Number of employees: 20



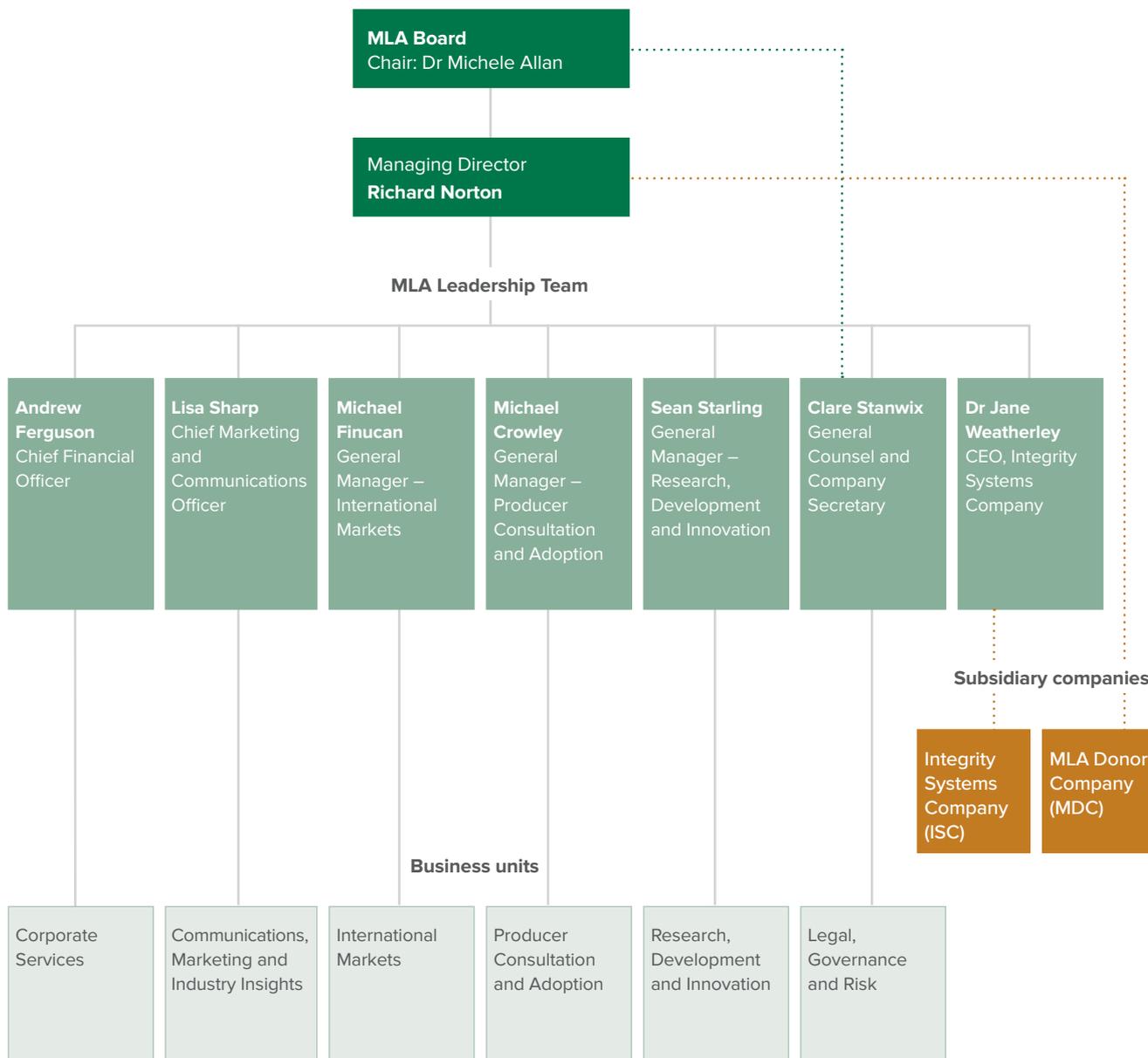
Clare Stanwix

General Counsel and
Company Secretary

See page 64 for Ms Stanwix's profile.

Number of employees: 4

MLA organisational chart
at 30 June 2018



Our subsidiary companies

MLA Donor Company

MDC accelerates innovation across the value chain so the Australian red meat and livestock industry can remain competitive on the world stage. It does this by attracting commercial investment from individual enterprises and others that share a mutual interest to co-invest in innovation that will benefit the industry (see figure below).

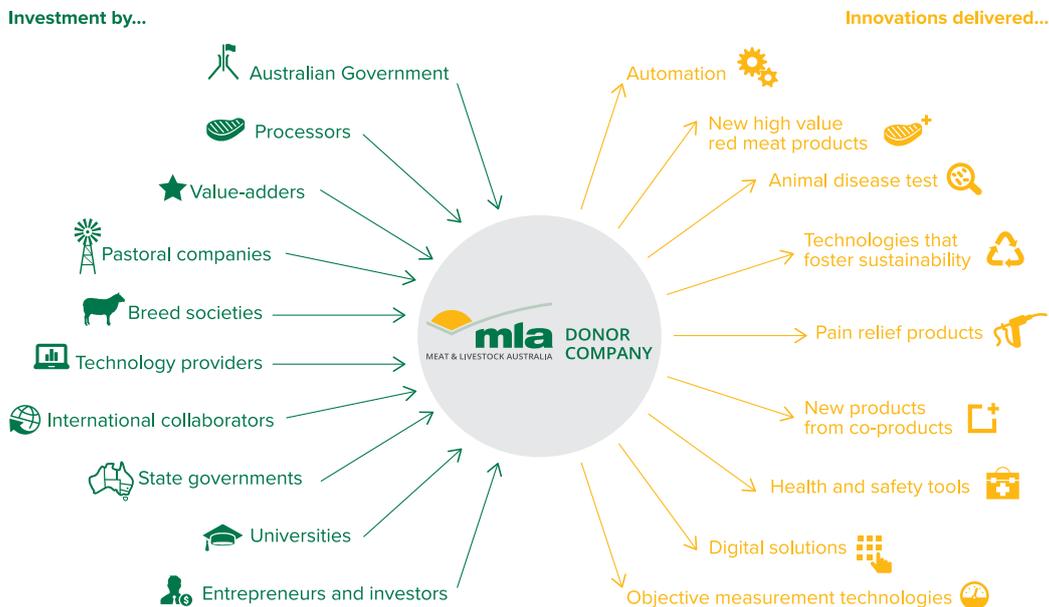
MDC supports MLA's strategic purpose of fostering the long-term prosperity of the Australian red meat and livestock industry via:

- extending MLA's strategic priorities into future-focused, transformational impact areas
- facilitating capability and adoption of innovation by industry
- acting as a catalyst to accelerate the development of innovations with new types of provider partnerships
- partnerships that facilitate 'big picture' change in the industry
- engaging leading global providers and entrepreneurs that bring new ideas and new value to the industry
- attracting new investment partners to co-develop key priority areas.

MDC's strategic investment portfolio is directly aligned to extending the achievement of the *Meat Industry Strategic Plan 2020* and *MLA's Strategic Plan 2016–2020*.

Further detail about MDC is available at mla.com.au/mdc

The role of MDC



Integrity Systems Company

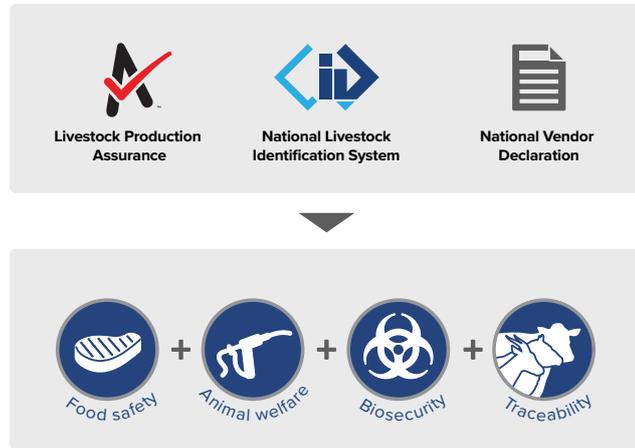
Integrity Systems Company (formerly NLIS Ltd) is a wholly owned subsidiary of MLA. Its expanded remit began in September 2016, being responsible for delivering the red meat and livestock industry's traceability and quality assurance systems: the Livestock Production Assurance (LPA) program, National Vendor Declarations (NVDs) and the National Livestock Identification System (NLIS) (see figure below).

Integrity Systems Company (ISC) was launched following a recommendation by industry and government in 2015 –

through their SAFEMEAT partnership – that one company be given responsibility for delivering a fully integrated integrity system. The streamlined structure helps to ensure resources are more effectively directed to further develop and improve these key systems which underpin market access, customer expectations and the safety of Australian red meat and livestock.

ICS's strategic investment portfolio is directly aligned to extending the achievement of the *Meat Industry Strategic Plan 2020* and *MLA's Strategic Plan 2016–2020*.

The role and scope of Integrity Systems Company



- ✓ Market access
- ✓ Customer expectations
- ✓ Safe red meat

Human resources

At 30 June 2018 MLA had 265 employees. This represents an increase in the workforce compared to the prior year in support of MLA's overall increase in project investment.

Voluntary turnover for the reporting year was 10.6% compared to 10.3% in 2016–17. Total turnover in 2017–18 was 16.8% which includes voluntary and involuntary turnover and end of fixed-term contracts.

Performance and remuneration process

MLA's performance management framework aligns MLA's strategic priorities and organisational values to individual performance and outcomes to encourage, recognise and reward employee performance.

Employee remuneration is reviewed on an annual basis, taking into consideration changes to the Consumer Price Index, external salary survey information and employee development and performance.

During 2017–18 MLA continued to have new roles benchmarked through global human resources consulting firm Aon Hewitt to ensure remuneration remains competitive to attract and retain talent.

The total employee benefit expense in 2017–18 was \$34,551,000 (see page 84).

Training and professional development

It is important that MLA employees have the necessary knowledge and skills to manage change and complexity to deliver MLA's *Strategic Plan 2016–2020* while enabling growth and innovation to build capability for the future.

In 2017–18 MLA continued to support employees through training and professional development through its 70/20/10 model approach to learning and development:

- 70% of learning and development is on the job (including workplace tasks and stretch assignments)
- 20% is through others (including managers, peers and coaching arrangements)
- 10% is through formal learning initiatives (such as risk management, performance management and anti-bullying and harassment training, and training courses identified between individual employees and their managers).

MLA employee profile at 30 June

	2014	2015	2016	2017	2018
Male	127	112	114	112	125
Female	142	125	120	131	140
Full-time	235	208	207	208	232
Part-time	34	29*	27*	35*	33*
Australian-based	231	197	196	205	222
Overseas-based	38	40	38	38	43
Total staff	269	237	234	243	265

* Excludes employees on parental leave.

* Part-time total includes five casual employees based in Australia.

MLA also provides financial and study assistance to employees undertaking a professionally recognised qualification related to their work such as an undergraduate or postgraduate course at university, TAFE or other recognised education institutions.

In 2017–18, assistance was provided to 12 employees studying undergraduate and postgraduate courses ranging from rural science to agriculture and communication to business management.

Employee engagement

As a service provider to industry, MLA's employees are vital to delivering outcomes that support MLA's strategic priorities for the red meat industry. MLA commissions an employee engagement survey, conducted by Aon Hewitt, measuring engagement across the company, both domestically and internationally. MLA's results from the latest survey in 2016–17 were above the Australia and New Zealand average and MLA continues to work towards being recognised among the 'best employers'.

Diversity and gender equality

MLA is committed to diversity, equal employment opportunity and inclusive workplace practices. The diversity policy can be viewed at mla.com.au.

At 30 June 2018, MLA's employee profile reflects a balanced age distribution and gender profile (see figure). MLA continues to offer employees flexible work arrangements that support work/life balance, including family or caring responsibilities. Provisions include flexible hours of work, telecommuting, part-time work, paid parental leave and personal/carer's leave.

MLA also offers employees access to an employee assistance program, and has training and formal policies to educate and protect employees against discrimination, harassment and bullying.

MLA employees – age and gender composition

