



HORTICULTURE INNOVATION AUSTRALIA LIMITED

BOARD SKILLS MATRIX 2021

ESSENTIAL DIRECTORSHIP SKILLS		These skills MUST be possessed by ALL Directors
1	Governance & Compliance	<p>Experience in the application of corporate governance principles in the context of a commercial enterprise, not-for-profit enterprise or other regulated entity. (Note preference for:</p> <ul style="list-style-type: none"> a. A director qualification equivalent to the Australian Institute of Company Directors (AICD) Company Director’s Course (GAICD); or b. A minimum of five (5) years’ experience as a director of a commercial enterprise, not-for-profit enterprise or other regulated entity.)
2	Finance & Risk	<p>Experience in, or the ability to,:</p> <ul style="list-style-type: none"> • read and understand fundamental financial statements and essential quantitative information, including balance sheet, income & expenditure statements, and cash flow statements; • critically analyse the performance of investments; and • assess and balance risk and return.
3	Strategy & Business Management	<p>Experience in an Executive role or senior management role (or equivalent) for a minimum of five (5) years including in setting and reviewing, or materially participating in setting and reviewing, the strategic direction of an entity or a large department.</p>

(continued on next page)

HORT INNOVATION SPECIFIC SKILLS		A MINIMUM of FIVE (5) of these skills must be possessed by EACH Director
4	Agricultural Experience	Experience in an Australian agricultural enterprise as an owner, employee, consultant, or in the context of respected research or education pertaining to the agricultural sector.
5	Research & Development	Experience in, or a thorough understanding of, research and development and extension priorities and processes in the context of Research and Development Corporations (RDCs).
6	Commercialisation / Applied Innovation	Experience in, or a thorough understanding of, the process of applied innovation including adoption and commercialisation of research & development outcomes, in the context of Research and Development Corporations (RDCs).
7	Marketing	Experience in, or a thorough understanding of, marketing of FMCG (fast-moving consumer goods). Experience in, or a thorough understanding of, the use of information technology in communications and marketing including social media platforms.
8	Investment Evaluation	Experience in, or a thorough understanding of, application of techniques and methods for assessing and evaluating investment returns and performance, including both quantitative and qualitative measures.
9	Horticultural Production / Supply Chain	Experience at a senior level in an enterprise (sole trader, unincorporated association, body corporate, partnership or trust) involved in the production of a horticultural commodity or commodities, or the supply chain for a horticultural commodity or commodities.
10	Market Access & Asian/International Markets	Experience in export markets in the role of market participant, analyst or market regulator; or A thorough understanding of the operation, and economic conditions governing the operation, of Asian and/or other international trade markets.
11	Leadership & Culture	Experience in leadership of an enterprise (or a large team within an enterprise) where that enterprise adheres to and demonstrates a values-based culture. Previous experience leading Boards an advantage.
12	Stakeholder Management & Communications	Experience in, or a thorough understanding of, <ul style="list-style-type: none"> • the expectations of external stakeholders of an enterprise – for example – members, government, regulatory bodies or industry representative bodies; and • accountability to, and management of engagement and communication with, external stakeholders.
13	Public Policy	An understanding of Australian public policy and public policy making, and the process and drivers of governmental decision making.