

BOARD SKILLS MATRIX APPROVED AT FEBRUARY 2026 BOARD MEETING

**HORTICULTURE INNOVATION AUSTRALIA LIMITED**  
**BOARD SKILLS MATRIX**

SKILL/KNOWLEDGE AREA		DESCRIPTION
1.	<b>Governance, Risk &amp; Compliance</b>	<ul style="list-style-type: none"> <li>All Directors must have demonstrated experience in applying corporate governance principles in commercial, not-for-profit or regulated environments, evidenced by formal qualifications (e.g. GAICD equivalent) or commitment to achieve these qualifications in the first term).</li> <li>Experience in implementing, managing or overseeing risk management, compliance and regulatory frameworks.</li> <li>Understanding of risks affecting/potentially affecting any aspect of the Australian horticulture industry.</li> </ul>
2.	<b>Finance, Accounting &amp; Audit</b>	<ul style="list-style-type: none"> <li>Ability to understand corporate accounts, financial materials and financial reporting requirements and their implications for risks and opportunities.</li> <li>At least one Director must have senior level experience in auditing or accounting, or relevant financial qualifications, with expertise in financial reporting and corporate finance.</li> </ul>
3.	<b>Strategy, Leadership &amp; Business Management</b>	<ul style="list-style-type: none"> <li>Senior level leadership experience including responsibilities for people management, successful implementation of change, managing transitions, and adapting to market or regulatory shifts.</li> <li>Demonstrated ability to identify strategic opportunities and threats, and develop, implement and monitor strategic priorities and achievement of business objectives.</li> <li>Demonstrated ability to apply broad business insights and transfer leadership skills across different industries or within complex supply chains.</li> </ul>
4.	<b>Horticulture Production / Supply Chain</b>	<ul style="list-style-type: none"> <li>Experience in horticultural production, processing, logistics, wholesaling and/or retailing.</li> <li>Horticultural business management with knowledge of the drivers of profitability and productivity in diverse farming systems.</li> </ul>
5.	<b>Research &amp; Development and Applied Innovation</b>	<ul style="list-style-type: none"> <li>Experience in, or a thorough understanding of: <ul style="list-style-type: none"> <li>deriving strategic priorities for research, development and extension (RD&amp;E) through industry engagement;</li> <li>RD&amp;E processes as they apply to maximising impact for commercial horticulture or agrifood enterprises; and</li> <li>the management of a portfolio of R&amp;D (innovation) investments towards strategic objectives.</li> </ul> </li> <li>A demonstrable understanding of the Australian or international R&amp;D and agtech ecosystems relevant to Australian horticulture.</li> <li>Understanding of the connection between research and commercial viability, and the ability to identify and support R&amp;D that delivers tangible, on farm impact.</li> </ul>

6.	<b>Investment Evaluation &amp; Funds Management</b>	<ul style="list-style-type: none"> <li>• Advanced understanding of techniques and methods for assessing and evaluating investment returns and performance, including quantitative and qualitative measures, in the context of the agriculture sector.</li> <li>• Expertise in practical application of investment analysis, funds management and/or venture financing.</li> </ul>
7.	<b>Promotion, Marketing &amp; Communications</b>	<ul style="list-style-type: none"> <li>• Comprehensive understanding of marketing fresh produce, with emphasis on commercial sales, customer experience, knowledge of market trends, consumer behaviour, branding and product differentiation.</li> <li>• Experience in practical application of information technology in communications and marketing (including social media platforms) to deliver growth.</li> </ul>
8.	<b>Export, Market Development &amp; Market Access</b>	<ul style="list-style-type: none"> <li>• Experience operating as a market participant or regulator in export markets, particularly within Asian markets.</li> <li>• Understanding of the key economic and political influences on international trade.</li> <li>• Experience in International/export and domestic market access and development.</li> </ul>
9.	<b>Stakeholder Engagement</b>	<ul style="list-style-type: none"> <li>• Highly developed skills in managing relationships with, and understanding expectations of, a diverse range of external stakeholders e.g. growers, members, government, industry representative bodies, research providers and investors.</li> <li>• Experience in developing and overseeing stakeholder engagement frameworks.</li> </ul>
10.	<b>People &amp; Culture</b>	<ul style="list-style-type: none"> <li>• Expertise in developing strategies for succession planning, leadership development, and talent retention.</li> <li>• Demonstrated ability to design and implement initiatives that promote Workplace Health &amp; Safety (WHS), wellbeing and inclusivity.</li> <li>• Proven experience in setting organisational culture and tone from the top to drive improved outcomes for people and performance.</li> <li>• Experience in setting management performance goals and establishing effective remuneration frameworks that align with business objectives.</li> <li>• Demonstrable alignment with Hort Innovation's values.</li> </ul>
11.	<b>Technology &amp; Digital Transformation</b>	<ul style="list-style-type: none"> <li>• Working knowledge of the enabling role technology plays in business activities and experience in leading/overseeing projects implementing innovative business practices.</li> <li>• Experience in managing change generated by technology/digital disruption or transformation.</li> </ul>
12.	<b>Public Policy &amp; Administration</b>	<ul style="list-style-type: none"> <li>• Understanding of Australian public policy, policy making and the drivers of governmental decision making.</li> </ul>