

About MLA



MLA's Chef Tarek wowed the crowd of food bloggers and other influencers at a recent meat masterclass in Dubai, a collaboration between MLA and UAE-based Good magazine. Chef Tarek talked about meat cut identification and how to cook the perfect steak, and demonstrated cooking different steak cuts with guests tasting the samples.

Who we are

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 Australia, Food Innovation Australia Limited, Apple and Pear Australia, Grain Growers, Nuffield Australia, CSIRO and is a member of the CRC Advisory Committee. She is Chancellor of Charles Sturt University and Chair of the Grains and Legumes Nutrition Council.

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 and Grape and Wine Research and Development Corporation.

MLA MDC (Chair)
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.

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)



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 & 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)



Steven Chaur

GradDip Marketing, MBA, MAICD, FAIM

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 and product recall, capital projects and complex financial management. Mr Chaur has broad experience across primary industries where the farm-to-consumer value chain and innovation excellence is critical. He is currently Managing Director and CEO of Nutrano Produce Group Ltd.

Previous roles: Senior executive roles with Patties Foods, Saint-Gobain SA, Pacific Brands Food Group, National Foods and private multi-national food groups including George Weston Foods, Findus SA and Simplot.

MLA MDC ISC (Director)
R (Chair)
A (Member)

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 & Risk Committee

Board



Robert Fitzpatrick
BEc, LLB, MBA, GAICD

Director since November 2015

Mr Fitzpatrick is an industry business builder and technology expert with more than 30 years' experience in sales and marketing for small and medium enterprises and start-ups, through to large corporates and government agencies. He has a detailed understanding of industry representative bodies, fast-moving consumer goods, research and higher education, retail, 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 de-bottleneck supply chains and reduce the cost of moving product from farm gate to global markets.

Mr Fitzpatrick is director of the Australian Academic and Research Network, Robec Oz, CEO of Australian Information Industry Association, and is a committee member of the Export Council of Australia.

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

 (Chair)

  (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.

   (Director)

 (Member)



Geoffrey Maynard
BBus

Director since November 2011

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.

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.

   (Director)



Chris Mirams
GradDip Financial Markets,
Dip Farm Management

Director since November 2014

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.

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.

   (Director)

 (Member)

Company Secretary

Retiring Director

**George Scott**

Director since November 2013

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. Based at Thylungra Station in south-west Queensland, he is currently Managing Partner of Scott Cattle Company, producing commercial cattle in Queensland and SA, and is a director of Thylungra Cattle Co Pty Ltd and Kyabra Creek Pty Ltd.

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 Northern Australia Beef Research Council.

MLA MDC ISC AM (Director)

S (Member)

**Allister Watson**

BBus Studies, Dip Meat Technology (Massey University NZ), MAICD

Director since November 2016

Mr Allister 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.

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.

MLA MDC ISC (Director)

A (Member)

**Clare Stanwix**

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

Appointed June 2014

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 development 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)

**Lucinda Corrigan**

BScAgr (Hons 1), FAICD

Director November 2007–2016

Ms Corrigan is a Director of Rennylea Angus, a leading beef genetics business running 3,000 head of cattle across five properties in the Murray Valley region of NSW. Ms Corrigan has skills and experience in research and development, genetics, natural resource management, communications, marketing and advocacy. She is a Fellow of the Australian Institute of Company Directors and the Australian Rural Leadership Foundation.

Previous roles: Non-executive director with four Cooperative Research Centres, including as Deputy Chairman of the Future Farm Industries CRC, Commissioner of the Australian Centre for International Agricultural Research, Chairman of the advisory committee of the Graham Centre (a partnership between Charles Sturt University and NSW Department of Primary Industries) and convenor of the Holbrook community beef group activities.

MLA (Retiring Director)

MDC (Retiring Chair)

A (Retiring Member)

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 & Risk Committee

MLA Leadership Team



Richard Norton

Managing Director

See page 53 for Mr Norton's profile.



Dr Christine Pitt
DBA, MHA, BSc

Chief Executive Officer,
MLA Donor Company

Dr Pitt has been a member of MLA's Leadership Team since 1998 and has led major initiatives in automation, food safety and traceability, product development and value chain design. She became the inaugural CEO of MLA Donor Company in 2016 and aims to increase private investment in industry research and development, build value chain capability and attract new ag-tech and food-tech entrepreneurs to support industry transformation.

Number of employees: 8



Dr Jane Weatherley
PhD (Farming systems),
GAICD

Chief Executive Officer,
Integrity Systems Company

Dr Weatherley joined MLA's on farm research and adoption team in 2006. Before MLA, she 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. Dr Weatherley has previously overseen Meat Standards Australia and research, development and adoption of sheep productivity, genetics and data insights programs. In September 2016, she took on the CEO role of the Integrity Systems Company, which manages the integrity systems on behalf of the red meat and livestock industry.

Number of employees: 33



Lisa Sharp
BEc

Chief Marketing and
Communications Officer

Ms Sharp joined MLA in April 2015 and has an extensive background in consumer marketing, product innovation, global strategy development, change management and general management. She 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. Ms Sharp has also held finance, business analyst and brand management roles during her career.

Number of employees: 66



Clare Stanwix

General Counsel and
Company Secretary

See page 55 for Ms Stanwix's profile.



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: 42



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 MSA then joined MLA's Leadership Team in 2016 where he is responsible for MSA, livestock genetics, adoption and the regional consultation model. 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: 29



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 (formerly Scott Technology Ltd) 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: 24



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: 36

Our subsidiary companies

MLA Donor Company

A wholly-owned subsidiary of MLA, 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.

The Australian Government matches voluntary partner contributions in projects that address industry and government priorities and benefit the Australian community.

MDC attracts investment from every part of the red meat and livestock value chain, including processors, value-adders, breed societies, large pastoral companies, international collaborators and technology providers. MDC works in partnership with these value chain partners to deliver products and services to the Australian red meat industry (see figure below).

These investments flow across the research and development continuum from strategic basic and applied research, through to industry adoption and capability building.

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*.

The role of MDC

Investment by...



Innovations delivered...



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 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 new streamlined structure will help 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.

The role and scope of Integrity Systems Company



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

Human resources

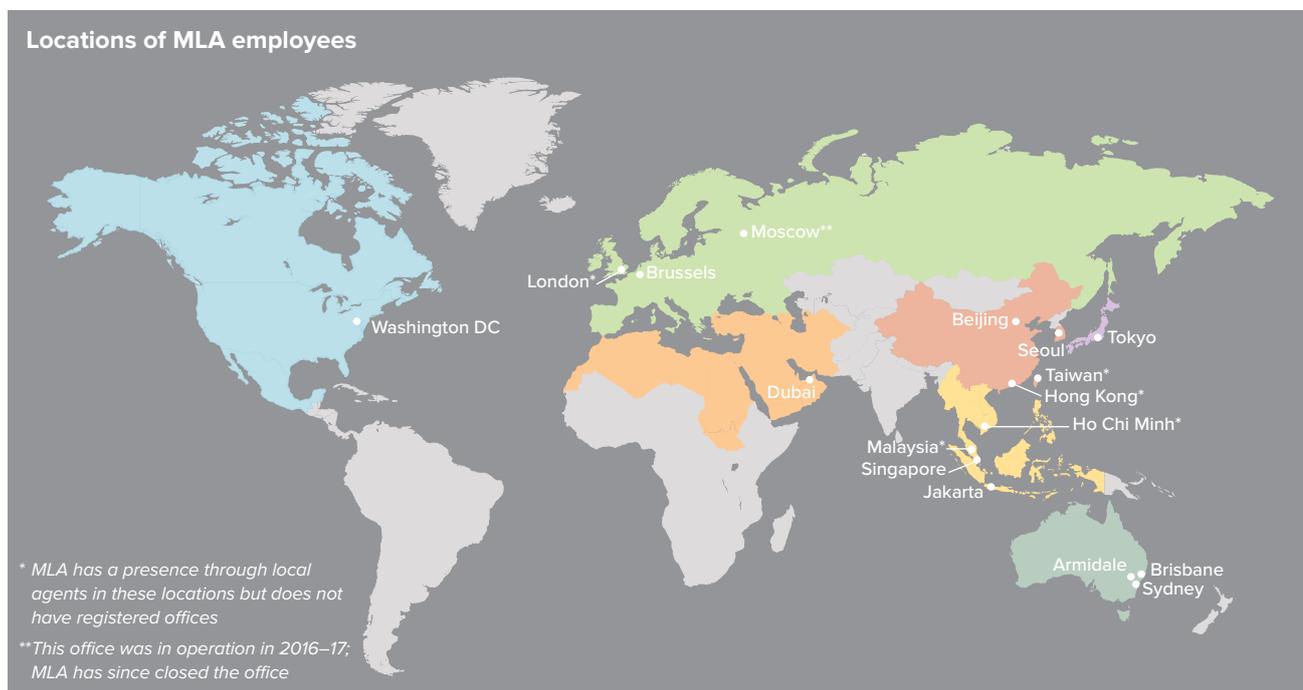
At 30 June 2017, MLA had 243 employees, including three Australian-based casuals that have been included in the part-time numbers.

Voluntary turnover for the reporting year was 10.3% with a total turnover of 16.8% compared to 20.4% in 2015–16. Total turnover includes both voluntary and involuntary turnover (redundancies, terminations and terminations within probation period).

MLA employee profile at 30 June

	2013	2014	2015	2016	2017
Male	118	127	112	114	112
Female	130	142	125	120	131
Full time	233	235	208	207	208
Part time	15	34	29*	27*	35*
Australian-based	210	231	297	196	205
Overseas-based	38	38	40	38	38
Total staff	248	269	237	234	243

* Part time total includes casual employees



Remuneration process

During 2016–17 MLA continued to have new roles benchmarked through global human resources consulting firm AON Hewitt.

The Board Remuneration Committee considers the overall percentage of salary increases for the year based on Consumer Price Index and external salary survey information and makes a recommendation to the Board. The salaries of all employees are then reviewed based on performance, the career level of the role and the degree to which the employee has the competencies and capabilities required for the role. The results of the salary reviews are then discussed with the MLA Leadership Team and the Remuneration Committee.

The total employee benefit expense in 2015–16 was \$31.9 million (see page 86).

Workplace health and safety

In 2016–17 MLA continued to focus on safety and creating a culture committed to a safe working environment.

International and travel safety has been a major focus, ensuring employees are safe while travelling.

Increased awareness on reporting of all hazards and incidents, even if minor, contributed to an increase in the number of incidents reported. Twenty incidents were reported in 2016–17, up from 15 incidents in 2015–16, with corrective action taken to remove or reduce risks.

There were no reported breaches of workplace health and safety laws.

Training and professional development

As a service provider to industry, it's important that MLA's culture, values

and behaviours are consistent and its employees have the necessary knowledge and skills to manage change and complexity to deliver MLA's *Strategic Plan 2016–2020* while allowing for growth and innovation.

In 2016–17 MLA continued to support employees through training and professional development through its 70/20/10 model approach:

- 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 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 2016–17, assistance was provided to nine employees studying courses ranging from animal production to business administration to marketing.

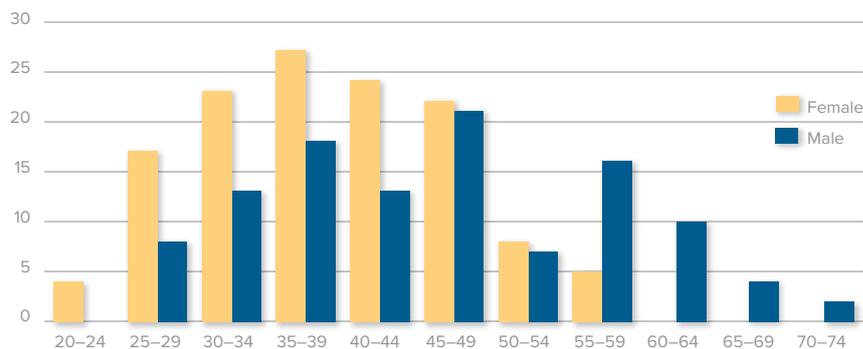
Employee engagement

MLA commissions an annual employee engagement survey, conducted by AON Hewitt, measuring engagement across the company, both domestically and internationally. MLA's results from the survey in 2016–17 were above the Australia and New Zealand average and MLA continues to work towards being recognised amongst the 'best employers'.

Diversity and gender equality

MLA has a policy that outlines the company's commitment to diversity, including gender equality. MLA's diversity policy can be viewed at mla.com.au.

MLA employees – age and gender composition



At 30 June 2017, 54% of the workforce consisted of female employees. These employees were spread across the business and most age groups. MLA continues to offer employees flexible work arrangements that support work/life balance, and family or caring responsibilities. These include flexible hours of work, time in lieu, telecommuting, part-time work, job sharing, paid parental leave and personal/carer's leave provisions.

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

Employee profiles

Skye Richmond

Operations Manager, MLA Donor Company

My background is in food and hospitality; I have a degree in hotel management and worked as a corporate trainee for Hyatt Corporation.

Since joining MLA 14 years ago, I have held many roles with the research and development teams. I have also completed a Masters in Science and Technology Commercialisation, with my major project focusing on walk-over-weighting.

I work for MLA's subsidiary company, MLA Donor Company. In this role I help the industry leverage government dollars and voluntary contributions to invest in innovation that delivers benefits across the red meat value chain. The favourite part of my job is seeing the projects that began many years ago deliver outcomes and positive impacts for our members and industry.



Josh Anderson

International Business Manager – Europe and Russia

My career began in the agribusiness banking sector, based in rural Queensland and NSW. I joined MLA as part of the National Livestock Reporting Service team. I thoroughly enjoyed that experience, particularly the interaction with the great network of MLA's livestock market reporters throughout Australia.

I moved to Europe three years ago where red meat faces access restrictions that hinder Australia's ability to capitalise on the market potential. Recently the industry has been presented with some unique opportunities such as EU-Australia free trade agreement and Brexit. My number one priority is to work with industry and government to capture these opportunities and help secure improved market access for Australian red meat.



What we do

MLA invests in research and marketing activities for the benefit of the Australian red meat and livestock industry.

Research, development and adoption

MLA invested \$104.2 million in a range of research, development and adoption programs during 2016–17. This included \$35.9 million invested through MLA Donor Company. This investment includes matching funds from the Australian Government.

These programs are linked to the Australian Government's Science and Research Priorities and Rural Research, Development and Extension Priorities. This alignment is shown in the graphs at right.

Throughout the year, MLA completed or terminated 356 research contracts worth \$78.0 million and commenced 310 new contracts during the year worth \$128.2 million. This resulted in total portfolio of 458 current research contracts at 30 June 2017, valued at \$246.0 million. These contracts included \$97.3 million worth of industry research projects and \$148.6 million of MDC projects with many undertaken over multiple years.

Marketing, market access and insights

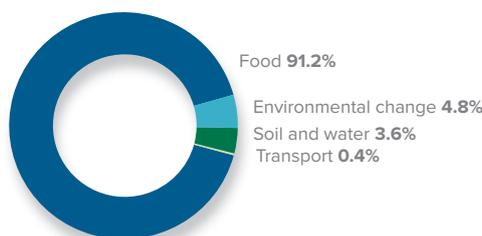
During 2016–17 MLA invested \$88.9 million in marketing, market access and insights to grow demand for Australian red meat and livestock, domestically and abroad. This investment was ineligible to be matched with funds from the Australian Government.

CoMarketing Program

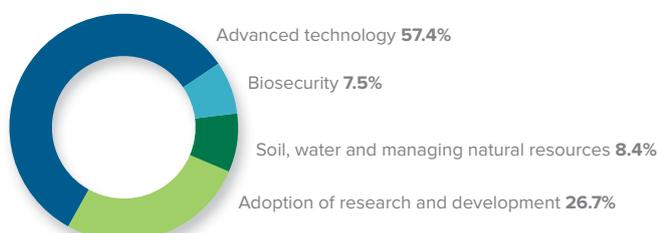
MLA's CoMarketing Program aims to assist brand owners create customer loyalty and sustainable brand growth that delivers ongoing added value along the supply chain to producers. By leveraging brand owners' marketing funds with producer levies, both industry and brand owners are able to effectively double marketing efforts. The CoMarketing Program is open to companies (with an ABN) who are MLA members, processors or licensed meat exporters.

Key activities supported by the Program in 2016–17 included social media campaigns to raise awareness of brands; using marketing consultants and agencies to develop effective brand marketing plans; PR and media activities; advertising in magazines and on billboards; sponsoring trade

Alignment with Government's Science and Research Priorities



Alignment with Government's Rural Research, Development and Extension Priorities



delegations to inspect paddock-to-plate supply chains; in-store sampling to raise awareness and sales of branded Australian beef, lamb and goat; and educating chefs to improve their understanding of branded products, specifications and applications of a range of cuts in different cuisine styles.

In 2016–17 the Program covered:

- **Beef:** MLA worked with 51 beef brand owners promoting 238 beef brands, covering 530 activities across 21 countries. 91% of beef CoMarketing participants rated their overall satisfaction of the outcomes as 7/10 or higher. MLA's total contribution for the beef program increased to \$2.08 million (from \$1.96 million in 2015–16), and participants contributed the same amount or more.
- **Sheepmeat:** MLA collaborated with 23 lamb brand owners promoting 54 brands, covering 106 individual activities across 15 countries. The number of participants continued to increase, along with the number of brands, MSA brands and activities. 80% of lamb CoMarketing participants rated their overall satisfaction with their outcomes as 7/10 or higher. MLA's total contribution for the lamb program increased to more than \$262,000 (from \$207,498 in 2015–16), and participants contributed the same amount or more.

- **Goatmeat:** MLA contributed \$11,400 to two goatmeat brand owners through four activities. Participants contributed the same amount or more. MLA's contribution was slightly higher than the 2015–16 contribution of \$10,837.

Details of each participant and specific funding amounts invested are published in Appendix B of this *Annual Report*.

How we work

Strategic alignment

MLA's *Annual Investment Plan 2016–17* has guided the company's investment over the past year, outlining the company's programs, budgets and key performance measures.

The strategic direction of this Plan was informed by the Australian Government's Science and Research Priorities and Rural Research, Development and Extension Priorities, the *Meat Industry Strategic Plan 2020* and the *MLA Strategic Plan 2016–2020*.

MLA's *Strategic Plan 2016–2020* is aligned closely with the *Meat Industry Strategic Plan 2020*, giving focus and direction to MLA's work to build demand,

productivity and trust for the Australian red meat and livestock industry.

The figure below provides an overview of MLA's strategic and operational planning process.

Stakeholders

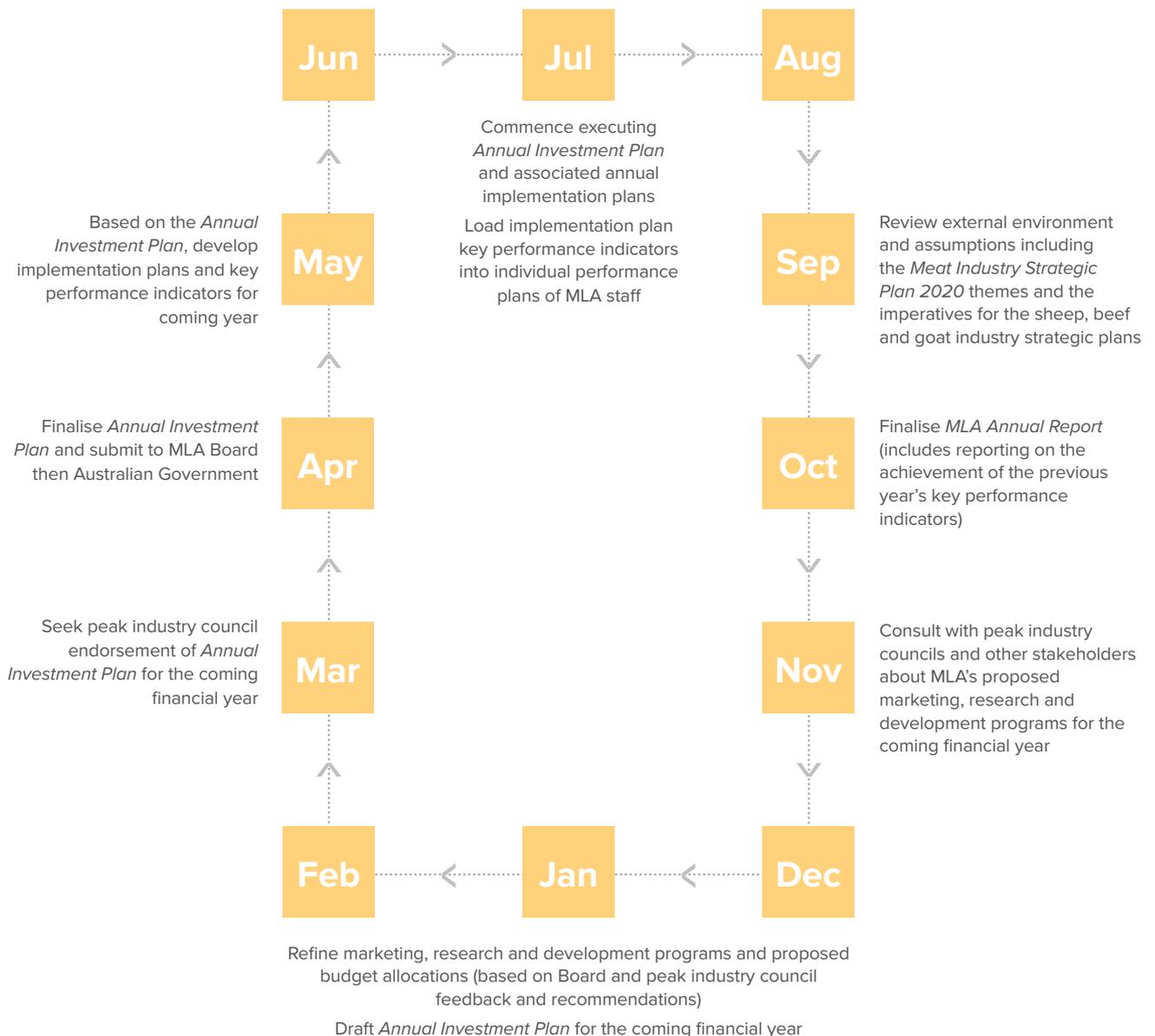
MLA operates in partnership with the Australian Government and value chain partners to deliver research, development and marketing to benefit red meat and livestock producers, value chain partners and the Australian community.

The Australian Government sets high priority research and development objectives covering community, industry and environmental concerns.

Peak industry councils provide policy direction, review budgets and monitor MLA's performance on behalf of the red meat industry. These are the Australian Lot Feeders' Association, the Cattle Council of Australia, the Goat Industry Council of Australia and the Sheepmeat Council of Australia.

MLA also works closely with the Red Meat Advisory Council, the Australian Meat Processor Corporation, the Australian Meat Industry Council, LiveCorp and the Australian Livestock Exporters' Council to develop programs that address key industry issues and opportunities through the supply chain, manage projects and communicate outcomes.

MLA's strategic and operational planning process



Industry consultation arrangements

Livestock producers influence the investment of their levies through a number of industry consultation mechanisms.

The Red Meat Advisory Council (RMAC) is the peak body that represents the collective interests of the Australian red meat industry. RMAC is responsible for the development of the *Meat Industry Strategic Plan* which provides the overarching strategic framework that enables the direction, measurement and reporting of overall industry progress to government and industry stakeholders. Levy payers are consulted by RMAC during the development of the five-year *Meat Industry Strategic Plan*.

Examples of areas where consultation occurs include:

On planning and whole of red meat industry priority areas:

- *Meat Industry Strategic Plan*
- *Beef Industry Strategic Plan*
- *Sheepmeat Industry Strategic Plan*
- *Goat Industry Strategic Plan*
- *MLA Strategic Plan*
- *MLA Annual Investment Plan*
- *Beef Industry Sustainability Framework*.

Each year, MLA also consults with the peak industry councils regarding research, development and marketing investments.

Examples of where consultation occurs include:

On research and development:

- Research, development and adoption investment priorities
- Red Meat Co-investment Committee
- Regional consultation model (see page 38) and the Southern Australia Meat Research Council, the Western Australia Livestock Research Council and the North Australia Beef Research Council
- Sheep and beef forecasting committees
- Sheep Genetics Advisory Committee
- MSA Taskforce and R&D Pathways Committee
- Resource Flock Steering Committee
- Genetics Steering Committee
- Integrity Systems Taskforce.

On marketing:

- Region-specific global marketing and market access strategies for beef, sheepmeat and goatmeat (Australia, Japan, Korea, North America, Middle East, Europe/Russia, Indonesia, China and South Asia)
- MSA taskforce.

The global marketing and market access consultation process underpins the overarching market strategy specific to each region. This process involves peak industry councils and industry representatives consulting with MLA to help set strategic priorities for growing demand and improving market access for the Australian red meat industry across global markets.

The consultation process involves a number of steps for industry to guide MLA's global market investment strategy. This encompasses reviewing the output/outcomes from the previous year's activities and investments, evaluating MLA's performance, setting strategic priorities, advising budget allocations for the upcoming financial year and importantly, confirming key performance indicators.

MLA strives to ensure all members have the opportunity to participate in the Annual General Meeting (AGM) by rotating its location around the nation. The 2016 AGM was held in Hahndorf, SA and was preceded by Brisbane, Queensland (2015), Sydney, NSW (2014), Wodonga, Victoria (2013), Fremantle, WA (2012), Longreach, Queensland (2011), Launceston, Tasmania (2010), Darwin, NT (2009), Orange, NSW (2008) and Rockhampton, Queensland (2007).

Collaboration

MLA has a long history of collaborating with the Australian Government, research organisations, value chain partners, Cooperative Research Centres and other Research and Development Corporations by co-investing in projects and consortiums with mutual benefits.

Composition of MLA's members

Members	2012–13	2013–14	2014–15	2015–16	2016–17
Grassfed cattle	41,334	41,828	42,295	42,275	42,087
Grainfed cattle	5,308	5,391	5,430	5,430	5,453
Sheep/prime lambs	17,862	19,262	18,523	18,583	18,634
Sheep only	9,713	9,625	9,568	9,483	9,415
Goats	2,360	2,386	2,414	2,415	2,403
Total members	48,608	49,260	49,845	49,892	49,726

In 2016–17, MLA was successful in having four projects approved under the Department of Agriculture and Water Resources Rural R&D for Profit program. MLA is the lead for all of these projects and all projects have multiple collaborators. Refer to Appendix C for an overview of all Rural R&D for Profit projects involving MLA.

During 2016–17 MLA also partnered with six consortiums:

- National Livestock Genetics Consortium
- Managing Climate Variability Program – phase V
- Reef Alliance
- National Sheep Monitoring project
- Australian Livestock Spatial Innovation CRC
- Animal Welfare Strategic Partnership.

MLA continued its collaboration with the Sheep CRC and the Invasive Animals CRC in 2016–17.

Co-investment in projects through MLA Donor Company also accelerated in 2016–17. Collaborators included both local and global research organisations, value chain partners and commercial participants.

Membership

Membership of MLA is voluntary and free to all levy-paying grassfed cattle, grainfed cattle, sheep, lamb and goat producers. MLA had 49,726 members at 30 June 2017, a decrease of 166 members on the previous year.

The table below shows the composition of MLA's members.

How we're funded

Transaction levies

MLA is primarily funded by transaction levies paid on livestock sales by producers. Levies received by MLA are accounted for in two streams – one to support marketing activities and the other to support research and development.

Transaction levies are charged by the Australian Government on the sale of each head of cattle, sheep and goat sold under the *Primary Industries (Excise) Levies Act 1999*.

Transaction levies are collected, administered and disbursed by the Department of Agriculture and Water Resources on a cost-recovery basis and invested back into the industry to assist in research and development, marketing and market access services.

Total levies charged in 2016–17 were \$5/head of grassfed and grainfed cattle transacted, \$1.50/head for lambs*, 20 cents/head for sheep+ and 37.7 cents/head of goats transacted (see figures below). MLA is not the only recipient of livestock transaction levies – it is one of three organisations alongside Animal Health Australia and the National Residue Survey.

Government matched contributions

The Australian Government also contributes a dollar for each levy dollar MLA invests in eligible research and development.

Government matched voluntary contributions

MLA generates additional income via voluntary contributions which are matched by the Australian Government. This funding is invested in research and development partnerships that benefit the Australian red meat industry through MLA Donor Company.

Unmatched grants

MLA also receives unmatched grants from the Australian Government and cooperative contributions from other Research and Development Corporations, individual processors, wholesalers, foodservice operators and retailers. This includes grants as part of the Rural R&D for Profit program (see Appendix C).

CoMarketing funding

Exporters and importers can also co-invest with MLA (via transaction levies) on marketing activities through the CoMarketing Program (see page 61).

Other levies

Processors and livestock exporters also co-invest levies into MLA programs through their service companies: Australian Meat Processor Corporation and LiveCorp.

See pages 74–75 for a summary of MLA's income and expenditure by funding source in 2016–17.

Grassfed cattle levy allocation



Total levy \$5 – per head, per transaction

Grainfed cattle levy allocation



Total levy \$5 – per head, per transaction

Sheep levy allocation



Total levy 20 cents – per head, per transaction+

Lamb levy allocation



Total levy \$1.50 – per head, per transaction*

Goat levy allocation



Total levy 37.7 cents – per head, per transaction

+ Per head, where defined sale price is greater than or equal to \$10. Where defined sale price is less than or equal to \$10, levy is 2% of the sale price. Where there is no defined sale price, levy is set at 20 cents per head.

* Per head, where defined sale price is greater than \$75. Where defined sale price is less than or equal to \$75, levy is 2% of the sale price. Where there is no defined sale price, levy is set at 80 cents per head.

How we're governed

Corporate governance

MLA's corporate governance framework is set by the Board having regard to the best interests of our members, the values of our organisation MLA's obligations set out under our Funding Agreement with the Commonwealth of Australia, and in accordance with the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations* (3rd edition). This long established framework has been implemented to ensure that we remain accountable to our stakeholders and that stakeholder interests are protected. MLA's governance arrangements are reviewed regularly to reflect industry developments, stakeholder expectations and regulatory and legislative changes. This statement and documents and policies relevant to our corporate governance framework are also available on our website.

The Board

The MLA Board's 10 directors combine a broad range of skills, experience and expertise to work with industry to set strategic priorities for the company and to approve and monitor progress against MLA's *Strategic Plan 2016–2020*. It evaluates performance and budgets, overseas risk management and compliance and ensures the company abides by its obligations under the Red Meat Industry Memorandum of Understanding, the Funding Agreement, and under corporations law. Many Directors are also producers and members of the company. See pages 53–55 for biographies of MLA's Board Directors.

Board selection

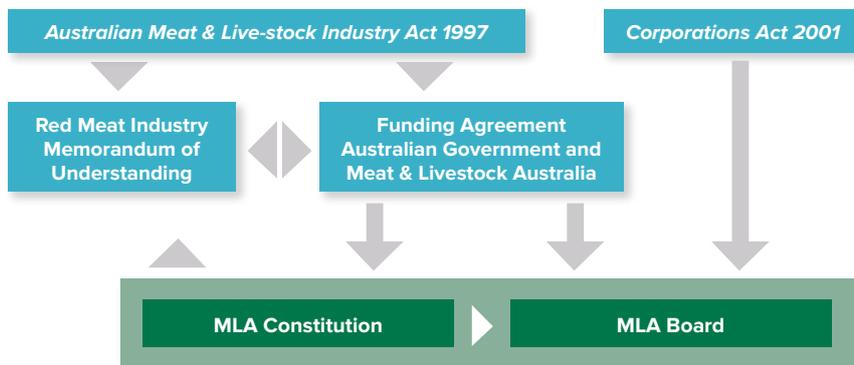
The Managing Director is the only executive director and appointed by the Board. Otherwise, Directors are nominated through the Selection Committee and appointed by members at MLA AGMs for a three-year term under MLA's constitution. After such term a director may reapply for a position on the Board in the same way as other candidates. Further information about the Selection Committee is on page 66. The Chair of the Board was elected in 2011 and is an independent director.

Board committees

Two Board committees met during the year:

- Audit and Risk Committee
- Remuneration Committee.

MLA's governance framework



These Committees are comprised solely of non-executive directors, with management attending committee meetings by invitation only. The Chair of each Committee provides a verbal update of each committee meeting to the Board and minutes of Committee meetings are provided in the Board papers.

The role of each Committee is set out in the Committee charters, which are regularly reviewed. The members of each Committee, together with each member's attendance at meetings, are set out in the 'Directors' report' on page 76.

Audit and Risk Committee

The Audit and Risk Committee oversees MLA's risk program and has oversight responsibility of the company's financial reporting, internal control structure, risk management and the internal and external audit functions. In keeping with community expectations, the chair of the committee is not the Chair of the Board.

The Audit and Risk Committee is required to meet at least three times a year and holds closed sessions with the external auditor at least once each year. The Audit and Risk Committee is responsible for making recommendations to the Board for the approval of the annual audit plan and annual financial statements.

As at 30 June 2017, the Audit and Risk Committee consisted of Alan Beckett (Chair), Steven Chaur and Allister Watson. Details of each members' attendance at meetings is set out in the 'Directors' report' on page 76.

External auditor

MLA's external auditor is EY. The Committee holds discussions with the external auditors and management

before the annual financial statements are submitted to the Board.

The Audit and Risk Committee oversees MLA's relationship with EY, including:

- making recommendations to the Board about the appointment of MLA's auditors based on their qualifications, independence, engagement, fees and performance
- reviewing and assessing the performance, independence and objectivity of EY
- reviewing EY's proposed annual audit scope and audit approach, including materiality levels.

Internal auditor

The Audit and Risk Committee reviews the adequacy and effectiveness of internal controls, including the company's policies and procedures, to assess, monitor and manage business risk and legal and ethical compliance programs. This review includes monitoring the implementation of MLA's Risk Management Plan, Fraud Control Plan and Intellectual Property Plan. It also reviews the company's foreign exchange and treasury management and oversees the company's risk management program.

To assist its function, the Audit and Risk Committee, with management and a dedicated Risk & Assurance Manager, works with internal auditor Deloitte Touche Tomatsu (Deloitte). Deloitte's role during 2016–17 was to conduct a review of MLA's insurance program, workplace health and safety, payroll and accounts payable (including credit cards). Deloitte's annual program of audit activities assists management with independent and objective assurance on the effectiveness of MLA's governance, risk management and internal control processes.

Remuneration Committee

The Remuneration Committee consisted of Steven Chaur (Chair), Michele Allan, Erin Gorter and Chris Mirams at 30 June 2017.

The Remuneration Committee oversees remuneration practices across the company. The Committee commissioned a broad review of Board remuneration in 2016–17 to have director remuneration benchmarked against like organisations. As part of an annual work program the Committee also reviews the policies and systems in place for managing remuneration for the rest of the company to ensure they are appropriate and consistent with company objectives and values.

The responsibilities of the Remuneration Committee include the review of:

- remuneration matters, including:
 - establishing and monitoring KPIs, a remuneration framework for, and the performance of, the Managing Director
 - remuneration and incentive framework for senior executives and all staff
 - recruitment, remuneration and retention strategies
- succession plans for senior executives and key staff
- strategic human resources policies and practices.

Details of each members' attendance at meetings is set out in the 'Directors' report' on page 76.

Selection Committee

The Selection Committee assesses candidates against a range of criteria, including experience and skills, personal qualities and their available time commitment. In accordance with good governance practice, appropriate checks of each candidate are undertaken before each nominee is put forward to members as a candidate for election, as a director. The composition of the Selection Committee, together with each member's attendance at meetings is set out in the 'Directors' report' on page 76.

Board meetings

The Board had eight scheduled meetings during 2016–17. The agendas for Board meetings for each of the MLA Group of companies are formulated in preparation for each meeting and also incorporate items from annual agendas to ensure regular review of key aspects of the business of the MLA Group.

The agenda items include regular reviews of MLA's financial position and management reports, a detailed review of the company's strategic imperatives and marketing and research and development programs. The annual agenda also sets key review dates for items that must come before the Board under the categories of performance, compliance and governance.

The Board continually strives to ensure its meetings are conducted efficiently to enable sufficient discussion and contribution from all directors. The Board regularly considers and discusses key strategic issues at both a company group and industry level. Management attends and presents information relevant to their portfolios and to respond to issues arising in Board meetings.

Independence

The Board considers each director's independence on an annual basis. Directors are considered to be independent if they are not a member of management and are free of any business or other relationship that materially interferes with – or could reasonably be perceived to materially interfere with – the independent exercise of their judgement. In assessing a director's independence, materiality is considered on a case-by-case basis by reference to each director's circumstances. A policy on the independence of directors, which requires that the Board assess independence annually, or more regularly if a director's circumstances change, is currently implemented and in force. The Board has determined that all of the non-executive directors are independent.

Conflicts of interest

In accordance with the requirements of the *Corporations Act* and its conflict of interest policy and procedures, Directors must declare any conflict of interest they may have, and must follow the procedures set out in our policy. In certain circumstances, directors will abstain from participating in any discussion or voting on matters in which they have a material personal interest. At the time of their appointment and as notified from time to time, each director provides to the Board information about their business and other interests. The Board records such notifications in its minutes and maintains a register in accordance with the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations* (3rd edition) and

in compliance with the requirements of MLA's Funding Agreement with the Commonwealth dated 13 October 2016.

Reporting framework

The 2016 Independent Performance Review undertaken by ACIL Allen Consulting recognised MLA is a mature company which acts in the best interests of the red meat industry and through its strong, organisational and governance structure delivers on its goals. Following this positive review, MLA and the Commonwealth of Australia, through its Department of Agriculture and Water Resources, agreed to a new Funding Agreement for the period 2016–2020. This came into effect from 14 October 2016. The Funding Agreement sets out the requirements for the company's expenditure of levy funds and matching funds and provides a framework under which the company must report to the Department.

Financial management

The Audit and Risk Committee has received a written declaration from the Managing Director and Chief Financial Officer that the financial reports represent a true and fair view, in all material respects, of the company's financial condition and operating results and are in accordance with relevant accounting standards.

Code of business conduct and ethics

The Board endorsed the revised Code of business conduct and ethics (the code), which embodies the company's values of customer centricity, accountability through transparency and outcomes that make a difference. It otherwise sets out principles which must be met to ensure the company and its business associates meet its commitments to all stakeholders.

A copy of the code is provided to all new employees on commencement and is a feature of the formal induction training provided to new employees.

As part of an annual program of training and capability building within MLA, training in equal employment opportunities and anti-discrimination, risk management and intellectual property management, performance training sessions on competencies and capabilities was provided to all staff. Additionally, an external training platform has been implemented and is available to all staff on-demand as well as a wide range of professional development courses.

Diversity

Since April 2011, the Board has implemented a company-wide Diversity Policy. MLA also recognises the importance of gender diversity in senior leadership and leadership roles as well as to focus on other areas of diversity such as age, ethnicity and disability and further work in the area of flexibility for care givers.

As at 30 June 2017, 54% of MLA's staff were women. On the MLA Leadership Team, five of the 10 (50%) executives are female. On the MLA Board of nine non-executive directors, two directors are female, with one being the Chair of the Board.

The composition of MLA Group's workforce has also been recognised by the Workplace Gender Equality Agency as being compliant with the *Workplace Gender Equality Act 2012*.

Remuneration and performance arrangements

The total limit for directors' remuneration (excluding the Managing Director) is \$750,000. This limit was determined by members at the 2008 Annual General Meeting. In October 2016 an external review of non-executive director remuneration was undertaken by AON Hewitt. Following this review the Board determined in December 2016 that an increase in directors' fees would take effect from 1 January 2016. The increase reflects the time and effort that will be required as a result of MLA's Board assuming non-executive director positions for all MLA subsidiaries and in recognition of the additional workload on the Committee Chairs. The total per annum cost for Director remuneration is \$653,850.

The remuneration arrangements for each member of the MLA Leadership Team, including the Managing Director, comprise both fixed and performance-based remuneration.

The remuneration packages for the MLA Leadership Team are reviewed each year and include several gateways before eligibility to the performance-based component to ensure the remuneration structure aligns management effort with organisational objectives and attracts, retains and motivates quality management personnel.

Comparison of MLA's Corporate Governance Principles to ASX Corporate Governance Principles and Recommendations (3rd edition)

Principle/Recommendation	Description/reference of disclosure/compliance
Principle 1. Lay solid foundations for management and oversight	
Recommendation 1.1	
A listed entity should disclose: (a) the respective roles and responsibilities of its board and management; and (b) those matters expressly reserved to the board and those delegated to management.	This is outlined in the Board Charter and a detailed Delegations of Authority policy.
Recommendation 1.2	
A listed entity should: (a) undertake appropriate checks before appointing a person, or putting forward to security holders a candidate for election, as a director; and (b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.	As part of the Selection Committee process in relation to annual Director selection appropriate background checks are undertaken each year. Candidates are shortlisted by reference to the selection criteria that act as terms of reference for the committee to ensure there is an appropriate mix of skills in the candidates nominated for election. Candidate's biographical details included on the MLA Notice of Meeting are prepared from the material submitted through the Selection Committee process.
Recommendation 1.3	
A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.	MLA has written engagement letters for directors and executive employment contracts with all members of the senior leadership team.
Recommendation 1.4	
The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.	The Company Secretary is accountable to the Board through the Chair on all matters related to the proper functioning of the MLA Board.

Principle/Recommendation	Description/reference of disclosure/compliance
Recommendation 1.5	
<p>A listed entity should:</p> <p>(a) have a diversity policy which includes requirements for the board or a relevant committee of the board to set measurable objectives for achieving gender diversity and to assess annually both the objectives and the entity's progress in achieving them;</p> <p>(b) disclose that policy or a summary of it; and</p> <p>(c) disclose as at the end of each reporting period the measurable objectives for achieving gender diversity set by the board or a relevant committee of the board in accordance with the entity's diversity policy and its progress towards achieving them, and either:</p> <p>(1) the respective proportions of men and women on the board, in senior executive positions and across the whole organisation (including how the entity has defined "senior executive" for these purposes); or</p> <p>(2) if the entity is a "relevant employer" under the <i>Workplace Gender Equality Act</i>, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.</p>	<p>The Diversity Policy is available on MLA's website mla.com.au.</p> <p>The Board recognises and fosters a culture that encourages divergent views and robust discussion. In assessing candidates, the Selection Committee considers diversity of education, the nature of the businesses and business functions in which candidates have gained experience and the roles held, as well as the more obvious aspects of diversity such as gender, age, ethnicity and cultural background.</p> <p>MLA also enunciates its commitment to diversity in other policies such as equal employment opportunity and anti-discrimination policy and misconduct and discipline policy which are regularly reported to, monitored by and adjusted with approval by the Board.</p> <p>The proportion of women as at the date of this report:</p> <ul style="list-style-type: none"> • Board members: 20% • Leadership team: 50% • Whole organisation: 54%
Recommendation 1.6	
<p>A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.</p>	<p>The Board evaluates its performance through an annual performance review, which is periodically facilitated by an external specialist.</p> <p>As part of the Board's review process in 2016–17 it completed the Australian Institute of Company Directors Governance Analysis Tool survey and reviewed the feedback as part of the annual review.</p>
Recommendation 1.7	
<p>A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of its senior executives; and</p> <p>(b) disclose, in relation to each reporting period, whether a performance evaluation was undertaken in the reporting period in accordance with that process.</p>	<p>The Remuneration Committee and Board conduct an annual assessment of the performance of the Managing Director and the Leadership Team against agreed KPIs.</p> <p>In accordance with the annual work plan, the performance evaluation process for the Managing Director and the Leadership Team was completed.</p>
Principle 2. Structure the board to add value	
Recommendation 2.1	
<p>The board of a listed entity should:</p> <p>(a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings;</p> <p>or</p> <p>(b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.</p>	<p>MLA's Constitution and operation of the Selection Committee reflects this requirement.</p> <p>Refer also to the section about the Selection Committee on page 66.</p>

Principle/Recommendation	Description/reference of disclosure/compliance
Recommendation 2.2	
A listed entity should have and disclose a board skills matrix setting out the mix of skills and diversity that the board currently has or is looking to achieve in its membership.	Biographical details of directors are published on the MLA website mla.com.au/directors .
Recommendation 2.3	
A listed entity should disclose: (a) the names of the directors considered by the board to be independent directors; (b) if a director has an interest, position, association or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position, association or relationship in question and an explanation of why the board is of that opinion; and (c) the length of service of each director.	The MLA Board currently considers the independence of its directors on an annual basis. Refer also to the Director Independence section on page 66. Length of service of each director is included in the Director biographies.
Recommendation 2.4	
A majority of the board of a listed entity should be independent directors.	All of the directors are independent with the exception of the Managing Director.
Recommendation 2.5	
The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	The role of the Chair and the Managing Director are not performed by the same person.
Recommendation 2.6	
A listed entity should have a program for inducting new directors and A listed entity should have a program for inducting new directors and provide appropriate professional development opportunities for directors to develop and maintain the skills and knowledge needed to perform their role as directors effectively.	MLA has a program for inducting new directors and provides appropriate professional development. Refer also to the Director training section in the 'Corporate Governance Statement'.
Principle 3. Act ethically and responsibly	
Recommendation 3.1	
A listed entity should: (a) have a code of conduct for its directors, senior executives and employees; and (b) disclose that code or a summary of it.	MLA has a Code of Conduct which covers the governance and sets the expectation for the Board and all MLA personnel. The Code of Conduct is on MLA's website.
Principle 4. Safeguard integrity in corporate reporting	
Recommendation 4.1	
The board of a listed entity should: (a) have an audit committee which: (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and (2) is chaired by an independent director, who is not the chair of the board, and disclose: (3) the charter of the committee; (4) the relevant qualifications and experience of the members of the committee; and (5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or (b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.	The Board has established an Audit and Risk Committee which is structured so that it: • consists of only non-executive, independent directors • is chaired by an independent chair who is not chair of the board • consists of at least three members of the Board. The charter of the committee is on MLA's website. Biographical details of directors are published to the MLA website mla.com.au/directors . Refer also to the Audit & Risk Committee section on page 65.

Principle/Recommendation	Description/reference of disclosure/compliance
Recommendation 4.2	
The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.	The wording of the declaration reflects the wording in the recommendation.
Recommendation 4.3	
A listed entity that has an AGM should ensure that its external auditor attends its AGM and is available to answer questions from security holders relevant to the audit.	MLA's external auditor attends each AGM and is available to answer questions from members relevant to the audit.
Principle 5. Make timely and balanced disclosure	
Recommendation 5.1	
A listed entity should: <ul style="list-style-type: none"> (a) have a written policy for complying with its continuous disclosure obligations under the Listing Rules; and (b) disclose that policy or a summary of it. 	As MLA is an unlisted public company, it is not an ASX disclosing entity but does report annually to members and to the Commonwealth Government on its operations and financial results.
Principle 6. Respect the rights of security holders	
Recommendation 6.1	
A listed entity should provide information about itself and its governance to investors via its website.	MLA provides information about itself and its governance framework on its website.
Recommendation 6.2	
A listed entity should design and implement an investor relations program to facilitate effective two-way communication with investors.	MLA has a Communications, Promotion and Engagement team and strategy to promote effective two-way communication with members, levy payers, representative councils and the Commonwealth Government.
Recommendation 6.3	
A listed entity should disclose the policies and processes it has in place to facilitate and encourage participation at meetings of security holders.	Information about how MLA facilitates and encourages participation by members at meetings is on MLA's website.
Recommendation 6.4	
A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	In addition to amending its constitution in 2009 to ensure information can be provided electronically, in 2016 MLA also ran an opt-in campaign for members to elect to receive electronic communications. This remains a standing option for current and new members.
Principle 7. Recognise and manage risk	
Recommendation 7.1	
The board of a listed entity should: <ul style="list-style-type: none"> (a) have a committee or committees to oversee risk, each of which: <ul style="list-style-type: none"> (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, and disclose: <ul style="list-style-type: none"> (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or <ul style="list-style-type: none"> (b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework. 	The Board has established an Audit and Risk Committee which is structured so that it: <ul style="list-style-type: none"> • consists of only non-executive, independent directors • is chaired by an independent chair who is not chair of the Board • consists of at least three members of the Board. The charter of the committee is on MLA's website. Refer also to the section about the Audit and Risk Committee on page 65.

Principle/Recommendation	Description/reference of disclosure/compliance
Recommendation 7.2	
<p>The board or a committee of the board should:</p> <p>(a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound; and</p> <p>(b) disclose, in relation to each reporting period, whether such a review has taken place.</p>	Refer to the section about the financial and risk management on pages 48–49 and 66.
Recommendation 7.3	
<p>A listed entity should disclose:</p> <p>(a) if it has an internal audit function, how the function is structured and what role it performs; or</p> <p>(b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its risk management and internal control processes.</p>	Refer to the section about the internal audit program on page 65.
Recommendation 7.4	
A listed entity should disclose whether it has any material exposure to economic, environmental and social sustainability risks and, if it does, how it manages or intends to manage those risks.	Refer to the section about MLA's risk management on pages 48–49. The risk register is a living document and is being broadly engaged with across the business.
Principle 8. Remunerate fairly and responsibly	
Recommendation 8.1	
<p>The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <ol style="list-style-type: none"> (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, <p>and disclose:</p> <ol style="list-style-type: none"> (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; <p>or</p> <p>(b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.</p>	Refer also to the Remuneration Committee and remuneration and performance arrangements sections on pages 66–67.
Recommendation 8.2	
A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	Refer to the remuneration and performance arrangements section on page 67.
Recommendation 8.3	
<p>A listed entity which has an equity-based remuneration scheme should:</p> <p>(a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and</p> <p>(b) disclose that policy or a summary of it.</p>	Not applicable as MLA does not have an equity-based remuneration scheme.