

CHIEF EXECUTIVE

Pouarua

Candidate briefing

HAURAKI PLAINS / THAMES VALLEY · EARLY 2027

POUARUA FARMS

01 THE OPPORTUNITY

Build on a strong foundation

Pouarua's five iwi owners purchased the farms in 2013, initially operating under a sharemilking arrangement with Landcorp. In 2019, they assumed full operational control following the end of that arrangement. Since then, Pouarua has evolved from a predominantly dairy operation into a diversified agribusiness spanning dairy, horticulture, cropping and beef finishing. The focus has been on building a commercially strong business while taking a long-term approach to the whenua and the assets held for future generations.

The Chief Executive will lead Pouarua through its next phase, embedding the operating models developed during its establishment and growth, strengthening consistent ways of working and driving further efficiency. Pouarua continues to evolve, with a clear focus on growth and delivering enduring commercial value

After eight years under its inaugural Chief Executive, the business is moving from establishment and growth into its next phase. The foundations are in place across the farming portfolio, supply relationships, infrastructure and operating models. The opportunity now is to build on those foundations, strengthen execution and shape the next stage of Pouarua's growth.

Commercial purpose and enduring ownership

Joint iwi ownership brings a long-term perspective. Pouarua is a commercial asset expected to perform and provide dividends for its five iwi shareholders, while caring for people and protecting the whenua for future generations. The Chief Executive role is to understand those responsibilities and make sound commercial decisions within that context.

The Chief Executive's key relationship is with the Board. The Board maintains relationships with iwi owners and brings shareholder aspirations to inform strategic direction and performance expectations. Within that framework, the Chief Executive has the mandate to lead the business, identify opportunities and bring strategic recommendations to the Board.



02 THE PORTFOLIO

A diversified farming business

Jointly owned by five iwi, Pouarua operates a diversified farming portfolio centred on the Hauraki Plains, with a beef finishing property at Onewhero. Over the past eight years, the business has established and developed its enterprises, commercial arrangements and operating models following purchase.



Dairy

Eight dairy units milking approximately 4,500 cows on the Hauraki Plains, supplying Tatua and operating a supply agreement for Jersey and A2 milk products for Lewis Road Creamery.



Blueberries

A fully canopied 10ha commercial blueberry orchard producing for export with provisions to grow to 20ha.



Food-grade grain

A separate 400 ha property on the Hauraki Plains producing food-grade grain.



Beef finishing

A 400 ha beef finishing property at Onewhero, operating under a supply agreement.

03 THE BOARD

Meet the Board

Five iwi representative directors and an independent director bring experience in commercial governance, finance, iwi leadership and the primary sector.



Paul Majurey

Chair | Ngāti Maru elected director

Lawyer specialising in environmental and Treaty of Waitangi matters, with extensive governance experience across iwi investment, property and statutory entities.



Hinerangi Raumati Tu'ua

Independent director

Fellow Chartered Accountant and experienced governor and executive, with a background in investment, financial management and Māori commercial entities, including primary sector businesses.



John McEnteer

Ngāti Tamaterā elected director

Experienced iwi leader and Treaty negotiator, with senior leadership experience in local and central government and the Hauraki Māori Trust Board.

03 THE BOARD / CONTINUED



Heta Hudson

Ngāti Paoa elected director

Business adviser with more than 20 years' experience, spanning large accounting practices and his own advisory practice. Works with iwi organisations, Māori land trusts and whānau businesses.

Dr Amelia Williams

Ngāti Tara Tokanui director

Executive Chair of Ngāti Tara Tokanui Trust and a mandated Treaty negotiator, with experience in iwi leadership and progressing settlement aspirations.



Rick Braddock

Te Patukirikiri elected director

Farmer and professional director with extensive primary sector experience. His governance background spans agricultural, horticultural and forestry businesses, alongside property and valuation expertise.

The Chief Executive reports to the Board and leads the business. The outgoing Chief Executive's Board advisory role supports continuity and knowledge transfer.

04 THE MANDATE

Lead the whole business

The existing priority is to consolidate what has been built: embed the operating models, make processes consistent and improve efficiency. This sits alongside considered growth, land-use change and capital development where the commercial case supports investment. Potential projects include new dairy sheds, further orchard infrastructure and additional land purchases.

Pouarua currently operates within a lean structure. Internal capability covers dairy operations, asset management and technical support; other functions are outsourced. The Chief Executive will have scope to shape how this capability is organised for the next phase, ensuring the structure, responsibilities and specialist support are aligned with the direction and needs of the business.

Direction and delivery through others

The Chief Executive leads strategy and performance, finance and commercial matters, and people and capability across the portfolio. The role sets priorities, allocates resources and develops leaders who can deliver through their teams.

The role requires sufficient agricultural and horticultural understanding to challenge plans and make sound commercial decisions, together with the ability to develop leaders and achieve results through others. It also carries oversight of safety, animal welfare, environmental stewardship, business risk and assurance.





05 THE PRIORITIES

Embed the model, consider growth

01 Embed the leadership structure

Clarify responsibilities and accountabilities across internal leaders and outsourced functions, while keeping the structure lean.

02 Make processes part of everyday practice

Establish consistent ways of working, reliable information and create the disciplines that enable Pouarua to perform at its best and continue lifting efficiency and commercial performance

03 Assess the next investments

Develop sound business cases for capital projects, land-use change and suitable growth opportunities. Potential projects include dairy sheds, orchard infrastructure and land purchases, with investment assessed against returns, risk and long-term asset performance.

The Chief Executive and Board will agree priorities, timing and performance expectations through business planning. Asset values, revenue, profitability and financial information can be discussed with suitable candidates as recruitment progresses.



06 THE LEADER

Commercial judgement with humility

Pouarua seeks a capable leader who develops people and achieves results through them. The successful candidate will take time to understand the assets and operating context, test assumptions and use commercial evidence and specialist advice to make decisions.

Confidence, humility and openness to challenge matter. The incoming Chief Executive will bring their own ideas and be prepared to improve how the business works, with care for the people, relationships and assets that underpin its long-term performance.

Experience and capability

- Senior leadership experience in agribusiness or a comparable business with multiple operating sites and accountability for commercial and organisational outcomes.
- Financial and commercial capability covering budgets, cash flow, capital allocation, investment cases, contracts and business performance.
- The ability to develop capable leaders, set clear expectations, manage performance and lead organisational change.
- Experience building a constructive relationship with a Board, providing clear advice and translating strategy into results.
- Agricultural and horticultural understanding, with the judgement to seek and use specialist advice.
- Respect for iwi ownership, commitment to stewardship and a practical approach to safety, animal welfare, environmental obligations and risk.



07 VALUES AND ACCOUNTABILITY

Care for what has been entrusted

The Chief Executive has autonomy and responsibility for running the business. The Board sets strategic direction, oversees performance and approves matters reserved to it. The Chief Executive provides candid advice & recommendations, keeps the Board informed and raises material issues early. Integrity, judgement and personal accountability are essential.

Kaitiakitanga

Steward the whenua, animals, people, assets and resources entrusted to Pouarua. Balance current performance with long-term resilience.

Mahi Tahi and Whanaungatanga

Create shared direction, communicate openly and develop capable, accountable leaders. Build constructive relationships across the business and with partners.

Manaakitanga

Lead fairly and create an environment where people are supported and concerns can be raised safely. Act promptly on risks to people or animals.

Pono me te Tika

Provide clear, timely advice, own decisions and follow through on action. Apply standards consistently and remain open to challenge.





08 THE APPOINTMENT

The next chapter at Pouarua

Location and commencement

The Chief Executive will need to be based within 30 minutes of the farm office in the Hauraki Plains / Thames Valley. Travel relates to farm visits and industry representation. Intended commencement is early 2027.

A supported transition

The outgoing Chief Executive's Board advisory involvement will support continuity and knowledge transfer. The incoming Chief Executive will have authority to lead the business, bring their own ideas and challenge existing thinking, with accountability to the Board.

Confidential discussions with No8 HR

No8 HR is managing recruitment. Remuneration, package arrangements and any relocation support will be discussed confidentially during the process.

NB: Read alongside the Chief Executive position description for the full responsibilities, authority and role requirements.

09 RECRUITMENT

Recruitment Process

The process is designed to give candidates a clear understanding of the role, the operating environment and the expectations of Pouarua, while allowing both parties to assess the alignment of experience, leadership approach and future aspirations.

The anticipated process will include:

1. **Application**
   Submit a current CV and covering letter outlining your interest in the opportunity and relevant leadership experience.
2. **Initial assessment**
   No8HR will assess applications against the experience, leadership capability and attributes required for the role.
3. **No8HR interview**
   Selected candidates will meet with No8HR for a detailed discussion about their background, leadership experience, career motivations and suitability for the opportunity.
4. **Reference and background checks**
   Comprehensive reference and background checks will be completed before an offer is confirmed, including financial, credit and criminal history checks. Reference checking will be managed sensitively and in consultation with the candidate.
5. **Pourarua interview**
   Shortlisted candidates will meet with Pourara's Recruitment Committee and may be invited to visit the farms to develop a fuller understanding of the operations, people and environment.
6. **Final assessment**
   Preferred candidates may be asked to complete further assessment relevant to the position and, subject to a confidentiality agreement (NDA), will be provided access to more detailed financial, commercial and operational information to support their assessment of the opportunity
7. **Appointment**
   The successful candidate will receive a formal offer and agree on an appropriate commencement date.

Find Out More

For a confidential discussion about the opportunity, contact:

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Ready to apply? Submit your CV and covering letter by emailing toni@no8hr.com