CHIEF EXECUTIVE

POSITION DESCRIPTION

ROLE PURPOSE

Pouarua is an iwi-owned farming business, jointly owned by five iwi, with a portfolio centred on dairy production in the Hauraki Plains alongside livestock, horticulture, grain and other enterprises. Its purpose brings together commercial performance, care for people and the enduring wellbeing of the whenua for future generations.

The Chief Executive leads Pouarua to fulfil this purpose by setting direction, building organisational capability and allocating resources to deliver sustained performance and continuous improvement. The role leads strategy and performance, finance and commercial matters, and people and capability.

Working through functional leaders and operational managers, the Chief Executive translates strategy into coordinated business priorities, establishes clear accountabilities and ensures people have the capability and resources to deliver. Functional leaders develop and oversee production, feed, asset, supply chain and improvement programmes, while operational managers lead people and daily execution on farm. The Chief Executive holds these leaders accountable for outcomes across the business.

The Chief Executive provides advice to the Board, which approves strategic direction and reserved decisions and oversees performance. The role implements Board decisions and exercises management authority within approved delegations, referring matters outside those delegations to the Board.

POUARUA VALUES

KAITIAKITANGA Guardianship and wise management of what has been entrusted to us, considering the whenua today and for the future.	**MAHI TAHI AND WHANAUNGATANGA** Teamwork and relationships through shared experiences, mutual support and a shared sense of belonging.
MANAAKITANGA Care in our work, creating the best environment for our people and animals and understanding our responsibilities to others.	**PONO ME TE TIKA** Honesty and integrity, remaining open to feedback and differing views and conducting ourselves with pride.

ROLE SCOPE

Reports to	The Board of Directors through the Chair
Direct reports	Leaders and roles within the Board approved organization structure
Portfolio	All Pouarua business activities, people, assets and commercial commitments within Board approved delegations
Delegated Authority	Board approved annual budget
Internal relationships	Board, Senior Leadership Team, Farm Managers, Contract Milkers, farm teams, finance, administration, machinery and wider Pouarua teams
External relationships	Veterinarians, advisers, contractors, suppliers, stock agents, milk processors, regulators, contract partners and industry partners

HEALTH AND SAFETY EXPECTATIONS

- Everyone working for or on behalf of Pouarua must take reasonable care of their own health and safety and ensure their actions or omissions do not adversely affect others.
- Pouarua's policies, procedures and critical-risk controls must be understood and followed. Workers must use required equipment, follow lawful and reasonable instructions and participate in safety activities.
- Everyone has authority and responsibility to stop or challenge unsafe work. Hazards, incidents, near misses and health, safety or wellbeing concerns must be reported promptly.

BOARD ADVICE and REPORTING

Provide timely, concise Board papers that explain performance, emerging issues, options and recommendations. Report material risks and exceptions promptly, follow through on Board decisions, and maintain a constructive relationship with the Chair.

KEY ACCOUNTABILITIES

STRATEGY and COMMERCIAL LEADERSHIP	
RESPONSIBILITIES	**KEY OUTCOMES**
• Lead the development of strategy with the Board, informed by owner aspirations, business capability, market conditions and the long-term needs of the whenua. Translate approved strategy into annual plans and priorities. • Assess opportunities for diversification, partnerships and business development. Present balanced business cases covering returns, risk, capability, funding and implementation. • **Hold overall accountability for Pouarua's financial and commercial performance including** develop budgets, forecasts and cash flow plans. Monitor profitability, liquidity, debt and business performance, and act promptly on material variances. • Allocate operating resources and recommend capital investment priorities. Oversee approved expenditure, asset lifecycle planning and delivery of major projects. • Lead commercial relationships and significant negotiations, including milk supply, lenders, customers, suppliers and partners, within delegated authority. • Maintain robust financial controls, procurement disciplines, contract oversight and reliable financial reporting, supported by appropriate specialist advice.	• A clear, credible strategy and coordinated business plan guide decisions, resources and delivery. • Investment decisions are supported by sound evidence and advance the approved strategy. • The business remains financially resilient and delivers against agreed financial objectives. • Capital and resources are directed to the greatest business need and value; projects deliver agreed benefits. • Commercial arrangements protect Pouarua's interests and support reliable revenue, funding and supply. • Business information is trusted, expenditure is controlled and commitments remain within approved authority.

PEOPLE CAPABILITY and BUSINESS PERFORMANCE	
RESPONSIBILITIES	**KEY OUTCOMES**
• Design and maintain an organisational structure with clear roles, decision rights and interfaces across farms and functions. Review capacity and secure specialist support where needed. • Appoint, coach and manage direct reports. Set expectations, provide regular feedback and address performance or conduct issues fairly and promptly. • Lead workforce planning, development and succession. Establish consistent people practices and ensure employment and contractor arrangements are appropriately managed. • Build a culture grounded in Pouarua's values, respectful relationships, clear expectations and	• Accountability is clear, duplication is reduced and people have the capability and resources to deliver. • Leaders are capable, accountable and confident in leading their teams. • Pouarua attracts and retains capable people and reduces dependency on individual knowledge or capability. • People understand the values, feel able to speak up and experience consistent leadership standards. Farms and functions deliver agreed outcomes together, with sound commercial judgement and consistent standards. • Leaders identify issues early, take corrective action and sustain improvements.

open communication. Model integrity and encourage people to raise concerns. • Set integrated operational and commercial expectations for all enterprises. Hold leaders accountable for production, animal performance, feed efficiency, asset reliability, cost and quality. • Establish a practical performance framework and review operating results, financial outcomes, people indicators and risk. Require recovery plans where performance falls short. • Sponsor continuous improvement, appropriate technology and consistent business processes. Ensure adoption, reliable data and retention of business knowledge.	• Systems simplify work, information supports decisions and improvements produce demonstrable value.

STEWARDSHIP and RELATIONSHIPS	
RESPONSIBILITIES	**KEY OUTCOMES**
• Lead a no-compromise approach to health and safety. Ensure effective critical risk controls, competent people, appropriate resources, worker participation and prompt action on unsafe conditions. • Maintain oversight of animal welfare, environmental obligations, regulatory requirements and assurance programmes. Require evidence that standards and corrective actions are being followed. • Embed stewardship of whenua, water, soils and other natural resources in planning and investment. Evaluate adaptation, research and land-use opportunities in line with approved strategy. • Maintain business risk and continuity arrangements. Identify emerging risks, assign management owners, monitor controls and escalate significant exposures to the Board. • Build trusted relationships with iwi owners and representatives, staff, contractors, customers, regulators, communities and industry partners, consistent with Board protocols. • Represent Pouarua professionally and lead agreed external communications. Manage sensitive issues and conflicts of interest with transparency and sound judgement.	• Safety is built into decisions and work; critical controls operate effectively and people are protected. • Animals receive appropriate care, environmental obligations are met and assurance is supported by reliable evidence. • Productivity and commercial returns support the long-term health and resilience of the whenua. • Risk informs decisions and the business can respond effectively to disruption. • Pouarua's reputation and relationships support its purpose and commercial objectives. • Stakeholders receive clear, accurate information and confidence in Pouarua is maintained.

ROLE REQUIREMENTS

EXPERIENCE and CAPABILITY

- Senior leadership experience in agribusiness or a comparable business with multiple operating sites, with accountability for commercial and organisational outcomes.
- Strong understanding of agricultural and horticulture systems and the relationship between people, feed, animal performance, assets and financial results; ability to challenge operational plans and use specialist advice effectively.
- Demonstrated financial and commercial capability, including budgets, cash flow, capital allocation, business cases, contracts and investment decisions.
- Experience working with a Board, providing clear advice, reporting performance and operating within delegated authority.
- Ability to build capable leaders, design clear roles, manage performance and lead organisational change.
- Practical commitment to health and safety, animal welfare, environmental stewardship and disciplined risk management.
- Ability to work respectfully in an iwi-owned business, understand owner aspirations and develop cultural capability and trusted relationships.

- Sound judgement, integrity and clear communication, including the ability to make timely decisions and address difficult issues.

QUALIFICATIONS and PERSONAL REQUIREMENTS

- A relevant agricultural or business qualification is desirable; substantial equivalent experience will be considered. A current full driver licence is required.
- A calm, visible and decisive leadership style, with sound judgement, high integrity and the confidence to address difficult issues.
- Personal accountability, commercial discipline and openness to feedback, challenge and differing views.
- Commitment to Pouarua's values and to the long-term success of its whenua, people, animals and shareholder interests.

AUTHORITY OF THE CHIEF EXECUTIVE

The Chief Executive exercises financial, people and contractual authority under the Board-approved delegations and budget. Matters reserved to the Board, commitments outside delegation and material changes to strategy or risk exposure must be referred for approval. The role commissions and manages specialist advice as needed while retaining management accountability.

HOW WE DEMONSTRATE POUARUA VALUES

The Chief Executive is expected to demonstrate Pouarua's values through business decisions, leadership and conduct.

KAITIAKITANGA

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

MAHI TAHI AND WHANAUNGATANGA

- Create shared direction, communicate openly and develop capable, accountable leaders.
- Build constructive relationships across farms, Pouarua and external partners.

MANAAKITANGA

- Lead fairly and create an environment where people are supported and concerns can be raised safely.
- Act promptly where the health, safety or welfare of people or animals may be at risk.

PONO ME TE TIKA

- Provide clear, timely advice, own decisions and ensure corrective action is completed.
- Apply standards consistently, remain open to challenge and act within delegated authority.

NON-LIMITATION CLAUSE

This position description identifies the principal responsibilities of the role. The employee may also be asked to undertake other lawful and reasonable duties consistent with the nature and seniority of the position, their skills and experience, and the needs of Pouarua.

ACKNOWLEDGEMENT

I have read and understand this position description.

Name _____ **Signature** _____ **Date** _____