

Candidate Assessment Panel

Process Booklet 2026

Introduction

The CBH Board has implemented a candidate assessment panel (“CAP”) for CBH Member Director Elections with the dual purpose of seeking to have high calibre Member Director candidates nominate for election to the CBH Board; and to provide an assessment of candidates against the skills and attributes sought in CBH Member Directors (refer Appendix A) in order to better inform CBH members when voting in Member Director Elections.

The CAP process is mandatory for incumbent Directors to participate in. Whilst it is voluntary for other candidates, all candidates are strongly encouraged to participate in the CAP process. Through the CAP process, a candidate’s experience, skills and attributes relevant to the role of a CBH Director are assessed and a rating is provided which will be included in the voting material made available to all CBH Members entitled to vote in the relevant election.

It is important to note that the CAP will not recommend a preferred candidate or candidates to CBH Members. The CAP is limited in its role to assessing candidates against the desired skills and attributes sought by the CBH Board and will provide both an overall rating (“demonstrated”, “potential” or “not demonstrated” – refer definitions below) and qualitative comments regarding the candidate’s abilities and how they fit with the role of a CBH Director.

Candidate Assessment Panel

The CAP is a three-person, majority independent panel, comprising one CBH Member Director and two members external to CBH. The external members will be respected in the field of governance; have an understanding of CBH and the agricultural industry; and be appropriately qualified to assess prospective candidates for the CBH Board. The members of the CAP are:



Terry Agnew
Independent Member
(former CEO of RAC)

Terry was the Group CEO of RAC (WA) from August 1998 to March 2019 and has held a range of executive and board roles with private and public companies, mutual and member organisations, government, and educational organisations. Terry is a former Chair of the Business Council of Co-operatives and Mutuals (BCCM).



Suzanne Ardagh
Independent Member
(Director of Board Advisory Services
at Lester Blades)

Suzanne is a senior management executive and business leader with more than 30 years' international and domestic experience. Her career has spanned diplomacy, corporate affairs, the tertiary education sector and membership associations. Suzanne is a professional director and has been on boards for over 15 years.



Simon Stead
Grower Director
(CBH Board Chair)

Simon has been a Director of the CBH Board since February 2015 and was appointed Deputy Chair in April 2019 and Chair in April 2020. Simon runs a mixed sheep, cattle and cropping operation in the Esperance port zone. He is a member of the Industry Advisory Board of the UWA Institute of Agriculture.

The Process

Candidates will be assessed by the CAP against the skills and attributes sought by the CBH Board in its Directors. The key components to the assessment process are as follows:

1. Document preparation / submission – up to 2 hours

Candidates will receive an email from the CAP requesting them to complete and submit the following documents by return email to CAP@cbh.com.au by 5 November 2025:

- **Self-assessment**

A self-assessment form will be emailed to each candidate once their nomination has been validated by the Western Australian Electoral Commission, to enable them to demonstrate how they believe they meet the skills and attributes sought by the CBH Board, and to identify any gaps in specific skills and attributes and how any such gaps might be addressed.

- **CV / Resume**

Detailing the experience, skills and attributes relevant to the role as a CBH Director. Note that CVs will be for the reference of the CAP only and will not be included in the voting material made available to CBH Members.

2. Structured interview – 1 hour

The CAP will explore each candidate's skills, attributes and experience in a formal interview. The interview will consist of a series of questions and discussion topics designed to assist each candidate to demonstrate their skills, attributes and experience and therefore assist the CAP to make an informed assessment regarding a candidate's capability as a potential CBH Director.

Interviews will occur between 10 and 11 November 2025 and will be arranged at a time to be determined based on the availability of candidates and the CAP. Interviews will be held in Perth or via the use of technology if required. Candidates will be contacted soon after nominations close for candidates participating in the CAP (30 October 2025) to organise exact location and timing.

At the start of the interview, candidates will be asked to make a brief introduction describing their background and experience. The candidates will then be asked to describe how they believe they demonstrate each of the attributes required to be a Director on the CBH Board. The candidates will be asked to provide behavioural examples and experiences to support their statements.

The CAP will also ask candidates to describe which of the skills from the desired list they possess. Candidates will be asked to provide details of the qualifications and experiences they believe have contributed to their development of these skills and knowledge, and examples of instances where the candidates have utilised and demonstrated these skills.

It is not expected that all candidates will possess all of the desired skills as published by the CBH Board and candidates will be asked to identify any skills where they believe they currently have gaps and any actions the candidates plan to take to address those gaps.

Given the significant role and responsibilities of a CBH Director, CAP interviews will be relatively formal in nature. It is recognised that some candidates may not have participated in a formal interview for some time and it would be beneficial for these candidates to dedicate time to prepare for their interview. Candidates are encouraged to contact the CBH company secretariat or the CAP Chair in advance of their interview should they have any specific queries about the interview process.

3. Feedback session – 30 minutes

Following the structured interview and on or prior to 1 December 2025, the CAP will arrange with each candidate a confidential feedback session to discuss their assessment, key findings and their ongoing development. At this session the CAP, or a person appointed by it, will provide the candidate with their rating, being one of the following:

- **“Demonstrated”**
Consistently demonstrated many of the relevant skills and attributes and demonstrated the capability to operate at a level appropriate to the scale/complexity of CBH’s business;

- **“Potential”**
Demonstrated sufficient skills and attributes to have the capability to operate at a level appropriate to the scale/complexity of CBH’s business, with the benefit of additional training, education or experience; or
- **“Not demonstrated”**
Did not demonstrate the relevant skills and attributes at a desired level.

Whilst candidates can discuss their rating with the CAP, or a person appointed by it, there will be no appeal against the ratings provided by the CAP. Following the feedback session, candidates will have an opportunity to withdraw from the process by contacting the Returning Officer for the elections on or before 5.00pm on 3 December 2025. If a candidate does not withdraw from the process on or before 5.00pm on 3 December 2025, their nomination will be confirmed. The names of candidates that decide not to proceed with their candidacy will remain confidential. Candidates who participate in the CAP process in any given year and decide to withdraw are unable to stand outside of the CAP process in the same year.

Following the CAP process

The CAP will provide a report to the Returning Officer on the process undertaken by the CAP and the CAP’s assessment of candidates who have not withdrawn from the election process. Once the candidates identified through the CAP process have been confirmed and announced on 4 December 2025, nominations will open for non-CAP candidates. Once all nominations have been received and confirmed by the Returning Officer, all candidates will be announced on 5 January 2026 and the voting materials prepared and made available to all CBH Members entitled to vote in the relevant election.

The voting materials will include the candidate profiles submitted by each candidate. In the case of candidates that participated in the CAP process, the CAP’s report including the rating and assessment comments for each CAP candidate will also be included. The voting materials will clearly specify which candidates did, and did not, participate in the CAP process.

Key Dates

Date	Item
18 September 2025	Advertising for vacant Director positions begins. Nomination forms and information packs available from the Returning Officer
2 October 2025	Nominations open for CAP process candidates
2 to 30 October 2025	CAP to email each CAP candidate regarding completion of the candidate self-assessment, submission of their CVs and preparing for the interview once the Returning Officer has validated their nomination form
30 October 2025	Nominations close for CAP process candidates at 12 noon. CAP candidates must submit nomination forms to the Western Australian Electoral Commission prior to close of nominations
5 November 2025	Deadline for submission of CAP candidate self-assessments and CVs to CAP@cbh.com.au
10 to 11 November 2025	CAP interviews
1 December 2025	Final date for CAP to verbally provide confidential assessment outcomes / feedback to candidates
3 December 2025	Final date for CAP participants to confirm candidacy with the Returning Officer or withdraw from the election process (by 5.00pm). Returning Officer to advise CBH and CAP of any candidates that have withdrawn.
4 December 2025	CAP process candidates announced Nominations open for non-CAP process candidates
8 December 2025	CAP candidates to be provided their individual CAP assessment report
5 January 2026	Nominations close for non-CAP process candidates at 12 noon All candidates announced and candidate profiles due to Returning Officer
12 January 2026	Ballot packs released by mail and email, including candidate profiles and CAP assessment report, to CBH voters
23 February 2026	Close of Poll and announcement of successful candidate/s

Questions?

If you have any questions about this process please contact Glen Smith, CBH's Head of Company Secretariat & Governance at glen.smith@cbh.com.au or Terry Agnew, Independent Chair of the Candidate Assessment Panel at CAP@cbh.com.au.

Appendix A

List of desired skills and attributes sought by CBH in CBH Directors

CBH has published the following list of desirable skills and attributes for all CBH Member Directors:

Skills

- 1. In-depth grain farming experience** – Has deep on-farm grain experience, having owned and run grain farming operations as a member of our co-operative, with an understanding of, and empathy with, WA grain growers and grain-growing communities.
- 2. Financial literacy and commercial acumen** – Has strong financial skills and knowledge to be able to understand and analyse CBH's financial position and critical financial issues, together with sound business experience and acumen.
- 3. Strategic thinking** – Has the ability to make a positive contribution to the development of Board-level strategic thinking and strategy formulation, having regard to changes in the grain industry and in the external environment, and to remain focused at a strategic level during Board dialogue.
- 4. Strong commitment to co-operative values and principles** – Has a sound understanding of co-operative principles and CBH's co-operative values, and of the benefits CBH provides to WA grain growers as Australia's largest co-operative.
- 5. Governance** – Has broad governance experience and a commitment to the highest standards of governance, with a sound understanding of the role and duties of a Director and the difference between the role of a Director and management role.
- 6. Risk Management** – Has a sound understanding and appreciation of risk and risk management frameworks, including grain marketing and trading, health and safety and reputational risk management.
- 7. Community and stakeholder relations and engagement** – Has experience in building stakeholder relationships and partnerships, including with growers and with government and industry bodies.
- 8. Technology strategy and governance** – Has knowledge and experience in the governance, strategic use and risk management of technology including information systems.
- 9. Corporate sustainability and responsibility** – Has knowledge and a sound understanding of corporate sustainability, including the management of environmental, social and governance factors and their contribution to long-term value creation.
- 10. Innovation and research and development** – Has experience in, or a sound understanding of, the management or governance of research and development and applied innovation.

Attributes

- 1. Honesty / Integrity** – in all dealings whilst representing CBH.
- 2. Teamwork** – ability to respect alternative viewpoints, to work cohesively with fellow Directors and make a positive contribution to boardroom deliberations.
- 3. Respect / Fairness** – towards CBH, its employees and other Directors.
- 4. Emotional Intelligence** – ability to interact constructively and positively with fellow Directors, management and other stakeholders.
- 5. Critical Thinking / Decision Making** – ability to comprehend and analyse significant amounts of information provided in Board papers and then form a considered view on an issue, make commercially-astute judgements, and show clear and decisive leadership on behalf of growers.
- 6. Capability** – strong intellect / intellectual capacity with the capability and breadth of experience to contribute to Board discussions on a wide variety of topics.
- 7. Inquisitive nature** – ability to ask insightful and probing questions in a constructive manner to assist the Board to explore and assess ideas and, where appropriate, to offer alternative viewpoints.
- 8. Continuous improvement** – demonstrates self-awareness of strengths and weaknesses and a willingness to undertake education, training and self-improvement in relevant areas, including an expectation to graduate from the Company Directors Course run by the Australian Institute of Company Directors in the first term as a Director.
- 9. Communication** – ability to communicate views and concepts in a clear and succinct manner.
- 10. Dedication** – is always well-prepared for meetings and willing and able to dedicate appropriate time and energy to fulfil Director responsibilities and expectations.