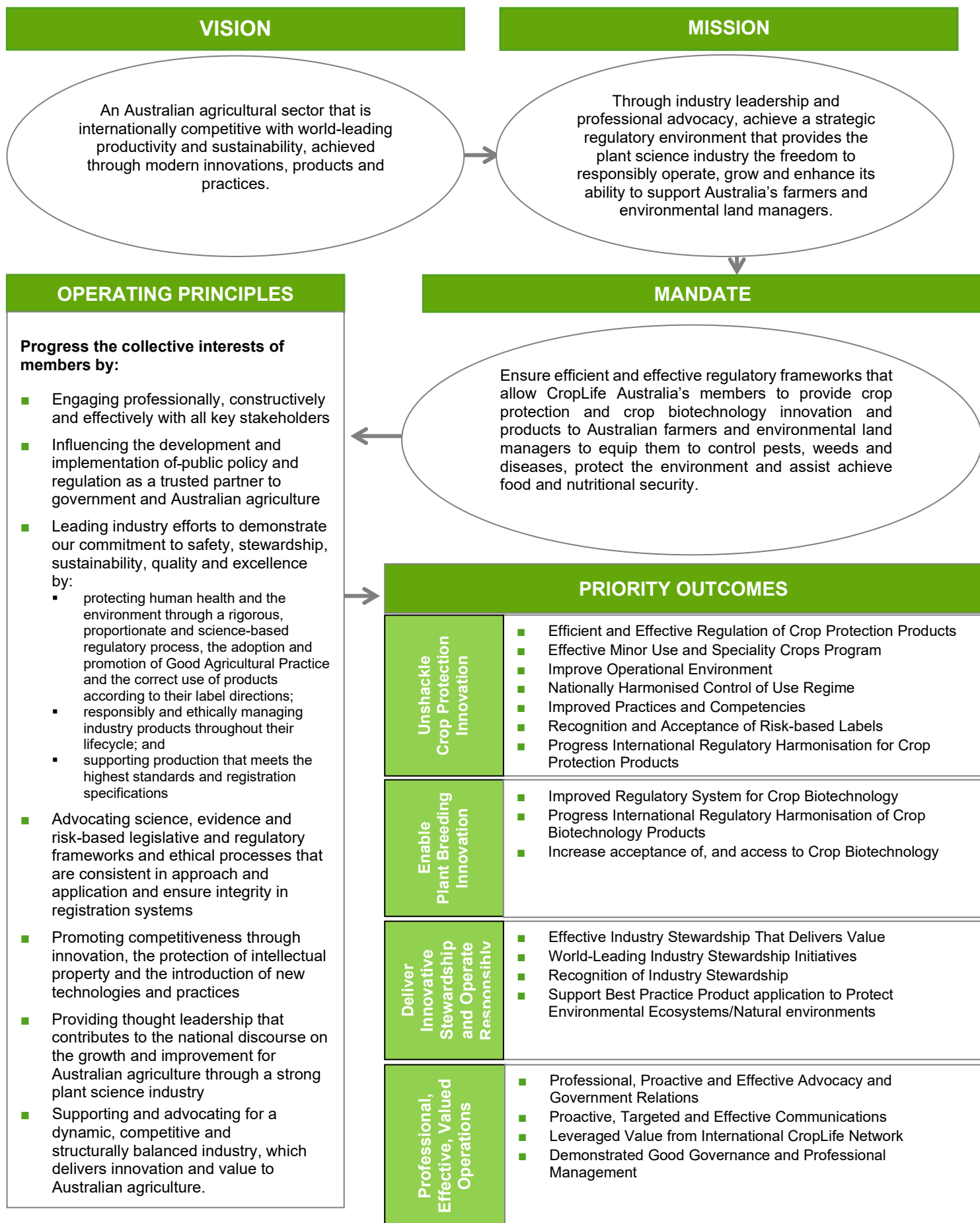

Strategic Operational Plan

2025-26



STRATEGIC STATEMENT (VISION, MISSION, MANDATE, PRINCIPLES AND OUTCOMES)



PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION

PROJECT: EFFICIENT AND EFFECTIVE REGULATION OF CROP PROTECTION PRODUCTS				
LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY				
Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Establishment of an efficient, effective and predictable next generation regulatory environment	<ul style="list-style-type: none"> • Delivery of an Australian centre of excellence for agricultural chemical regulatory science that drives Australian agricultural productivity through innovation and efficiency • Streamlined regulatory processes to improve regulatory efficiency and performance 	<ul style="list-style-type: none"> • Advocate for refocussing of the recommendations of <i>Independent Review: Agvet Chemicals National Regulatory Framework</i> while leveraging momentum in subsequent stages for the <i>Next Generation Pesticide Regulation</i> to result in a modern, flexible, risk-appropriate regulatory system 	Phase 1: Completed Phase 2: Completed Phase 3: Ongoing	Budgeted
		<ul style="list-style-type: none"> • Actively participate in the APVMA Information and Communications Technology Innovation Forum to increase regulatory efficiency and performance 	Ongoing	
		<ul style="list-style-type: none"> • Advocate for necessary structural and business model changes and initiatives required for the successful creation of a centre of excellence, leveraging technology to streamline APVMA and associated regulatory operations 	Phase 1: Completed Phase 2: Completed Phase 3: Ongoing	

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION *(cont.)*

PROJECT: EFFICIENT AND EFFECTIVE REGULATION OF CROP PROTECTION PRODUCTS <i>(cont.)</i> LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY				
Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Efficient and effective regulation that is commensurate with risk, cost and benefit to the community	<ul style="list-style-type: none"> APVMA/Department of Agriculture, Fisheries and Forestry operational and legislative reform focused on improving assessment process efficiency APVMA activities that are not core business are funded by government 	<ul style="list-style-type: none"> Advocate CropLife position for ongoing APVMA efficiency reforms to key stakeholders, decision-makers and influencers Actively contribute to relevant federal and state/territory ministerial and associated committees Liaise with states/territories to advocate for improved APVMA efficiencies Actively engage with relevant government departments and other relevant agencies to improve the approach to risk assessment and processes. Ensure that only core APVMA functions are industry funded Advocacy to focus legislative agenda in support of APVMA operational reform to improve efficiency, consistency and predictability Liaise with the Department of Agriculture, Fisheries and Forestry and the APVMA to increase community confidence in the safety of crop protection products 	Phase 1 December 2025 + Ongoing	Budgeted
	<ul style="list-style-type: none"> Commensurate and appropriate regulatory alignment for organics that accommodates conventional and modern crop protection-based farming systems and facilitates tolerance to GMO thresholds 	<ul style="list-style-type: none"> Actively participate in Federal Government review of organics regulation, including advocacy with parliamentarians, public policy makers and key stakeholders 	Ongoing	Budgeted

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION *(cont.)*

PROJECT: EFFICIENT AND EFFECTIVE REGULATION OF CROP PROTECTION PRODUCTS *(cont.)*
LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources	
Effective and efficient regulation that is commensurate with risk, cost and benefit to the community <i>(cont.)</i>	<ul style="list-style-type: none"> Increased competitively sourced health and environment assessments Reliable pool of skilled and efficient external scientific reviewers 	<ul style="list-style-type: none"> Guide development enabling increased APVMA capability and reliance on competitively sourced assessments Ensure new APVMA business model and operations include increased use of competitively sourced expert assessments Leverage outsourced assessments to drive adoption of an Integrated Assessment Tool 	Phase 1 December 2025 + Ongoing	Budgeted	
	Improved and more efficient poison scheduling decision timeframes and outcomes	<ul style="list-style-type: none"> Actively engage with the Department of Health and Aged Care and the Therapeutic Goods Administration (TGA) to regarding timeliness and appropriateness of poison scheduling decisions Advocate for poison scheduling to be fast-tracked to improve poison scheduling timeframes as the existing legislation intended 		March 2026 + Ongoing	Budgeted
		<ul style="list-style-type: none"> Liaise with relevant government stakeholders including ministers, departments and agencies to maintain support for improvement in poison scheduling 		October 2025	
		<ul style="list-style-type: none"> Liaise with the TGA and the APVMA to ensure development and implementation of MOU to formalise APVMA oversight and input into decisions for poison scheduling applications 		Phase 1 October 2025 + Ongoing	

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION *(cont.)*

PROJECT: EFFICIENT AND EFFECTIVE REGULATION OF CROP PROTECTION PRODUCTS <i>(cont.)</i>				
LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY (SUPPORTED BY DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY)				
Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Efficient and effective regulation that is commensurate with risk, cost and benefit to the community <i>(cont.)</i>	<ul style="list-style-type: none"> APVMA worker exposure risk assessments are undertaken using contemporary regulatory information 	<ul style="list-style-type: none"> Advocate for improvements to Australia’s IP and Data Protection measures to enable access to AHED. 	Ongoing	Budgeted
		<ul style="list-style-type: none"> Advocate for MOU between APVMA and PMRA to facilitate access to review decisions that contain AHED data 	July 2026	
	<ul style="list-style-type: none"> APVMA improves statutory and elapsed times for assessments and registrations 	<ul style="list-style-type: none"> Actively promote to Minister, Department of Agriculture, Fisheries and Forestry and other key influencers/decision-makers the need to tighten APVMA statutory and elapsed times. Realign failure to meet these timeframes with alternative regulatory efficiency drivers 	Ongoing	Budgeted
Recognition that the APVMA’s chemical reconsideration program effectively ensures protection of human health and the environment	<ul style="list-style-type: none"> APVMA develops and implements improved guidance that: <ul style="list-style-type: none"> - increases efficiency and consistency in regulatory decisions - instils community confidence and minimises pressure for regulatory action 	<ul style="list-style-type: none"> Collaborate with the APVMA to ensure publication and acceptance of non-regulatory guidance for specific issues such as pollinators, terrestrial vertebrates and bystanders, where appropriate Collaborate with the APVMA to ensure publication and acceptance of regulatory guidance for specific issues, as required Advocate for development of an updated Efficacy Reviewers Manual 	Ongoing	Budgeted
Recognition that the APVMA’s chemical reconsideration program effectively ensures protection of human health and the environment	<ul style="list-style-type: none"> APVMA improves timeliness of reconsiderations Minimise duplication of reconsideration processes Avoid increased regulatory burden in the existing reconsideration process 	<ul style="list-style-type: none"> Actively engage with the APVMA to ensure reconsideration timeframes are met to maintain community and stakeholder confidence in the existing reconsideration program Advocacy with key stakeholders to maintain confidence in the existing reconsideration program 	Ongoing	Budgeted

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION *(cont.)*

PROJECT: EFFICIENT AND EFFECTIVE REGULATION OF CROP PROTECTION PRODUCTS <i>(cont.)</i>		LEAD: CHIEF FINANCIAL AND OPERATIONS OFFICER / DIRECTOR OF AGRICULTURAL CHEMICAL POLICY		
Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>Appropriate and equitable APVMA fee structure that meets the diverse interests of CropLife Australia members</p>	<ul style="list-style-type: none"> • Minimising increase in funds recovered from registrants in the absence of clearly demonstrated performance improvements by the Regulator and establishing of a modern industry preferred model of cost recovery 	<ul style="list-style-type: none"> • Maintain coalition of support for preferred cost recovery model • Promote the need for comprehensive reconsideration of cost recovery by the Department of Agriculture, Fisheries and Forestry • Ensure a reconsideration of cost recovery by the Department of Agriculture, Fisheries and Forestry incorporates a comparison with international regulators undertaken by an independent third-party • Direct and public advocacy on APVMA efficiency and minimising regulatory costs on industry • Advocate for a model of cost recovery that places less burden on CropLife members while encouraging innovative label uses are enabled earlier in the registration process • Advocate for the APVMA governance board to be funded by government • Minimise increases in cost recovery arrangements until formal implementation and adoption of a new business model 	<p>December 2025 and Ongoing annually</p>	<p>Budgeted</p>

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION *(cont.)*

PROJECT: EFFECTIVE MINOR USE AND SPECIALTY CROPS PROGRAM
LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>Australian farmers have access to a sufficient suite of industry products in circumstances where little economic incentive exists for CropLife Australia members to register new uses for small markets</p>	<ul style="list-style-type: none"> Improvement of the Minor Use and Speciality Crops program (Agchem Access Priorities Forum (AAPF)) Maintenance of an acceptable Minor Use and Specialty Crops Program (Agchem Access Priorities Forum) that enables and facilitates data generation resulting in increased label uses for minor uses and specialty crops Implementation of an official crop grouping list and representative crop to facilitate increased minor uses on label Establish an investment incentive cost recovery scheme for registrants to recover investment in supporting off-patent products 	<ul style="list-style-type: none"> Maintain the support of other relevant strategic allies to strengthen CropLife’s mandate and message Directly and actively engage in development of a program declaring agchems to the Agchem Access Priorities Forum Advocate for greater collaboration with international programs Pursue as part of broader regulatory reform agenda establishment of an investment incentive cost recovery scheme 	Ongoing	Budgeted
		<ul style="list-style-type: none"> Advocate for additional and ongoing government funding for an expanded and fully operational Minor Use and Speciality Crops Program that enables data generation and results in increased label uses through utilisation of the Agvet Chemistry and Technology Innovation Centre of Excellence 	Federal Budget 2026	
	<ul style="list-style-type: none"> Creation of a centre of excellence for regulatory science financed by government, incorporating but extending beyond the APVMA 	<ul style="list-style-type: none"> Advocate for a government funded Agvet Chemistry and Technology Innovation Centre of Excellence 	Federal Budget 2026	Budgeted

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION (cont.)

PROJECT: IMPROVE OPERATIONAL ENVIRONMENT				
LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY				
Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Maintain and increase incentive for industry innovation	<ul style="list-style-type: none"> Improved timeliness of registrations but reduced registration effort through the use of international assessments 	<ul style="list-style-type: none"> Secure articulation of CropLife position by relevant strategic partners Direct engagement with APVMA to have increased utilisation of international assessment packages Promote the need for legislative incentives for registrants in conjunction with ongoing public funding to improve attractiveness of adding minor uses to labels 	Ongoing	Budgeted
	<ul style="list-style-type: none"> Improved of legislative incentives for registrants to include minor uses on label 	<ul style="list-style-type: none"> Advocate for delivery of APVMA operational and management efficiencies measures 	Ongoing	Budgeted
	<ul style="list-style-type: none"> Improve competitiveness of the Australian market by reducing unnecessary regulatory burden and having an incentivised-based IT system 	<ul style="list-style-type: none"> Advocate to government to make changes to Australia’s IP arrangements to allow for extended patent protection to offset regulatory time-under-review 	Ongoing	Budgeted Off-budget special allocation
		<ul style="list-style-type: none"> Utilising the CropLife Australia commissioned report, <i>An Australian patent credit system: Boosting investment an innovation in agriculture – 30 June 2023</i>, advocate to government to make changes to Australia’s IP arrangements to allow for extended patent protection to offset regulatory time-under-review 	Ongoing	

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION *(cont.)*

PROJECT: IMPROVE OPERATIONAL ENVIRONMENT *(cont.)*
LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>Ensure effective and efficient regulatory structures and organisations for crop protection products</p>	<ul style="list-style-type: none"> • Agricultural chemicals are regulated by a specific, technically proficient regulator • Minimise or eliminate duplication between registration agencies and systems 	<ul style="list-style-type: none"> • Actively engage in the National Cabinet consultancy on chemical assessment regulatory structures (formerly COAG consultancy) • Advocate for the <i>Next Generation of Pesticide Regulation</i> to support measures that result in a more focussed and streamlined, risk-appropriate regulatory system by recommending the elimination of duplicative regulation • Coordinate CropLife position with key stakeholders, decision-makers and influencers for ongoing regulation of agricultural chemicals by the APVMA • High level advocacy effort for the implementation of non-legislative regulatory initiatives that streamline regulatory processes 	<p>Ongoing</p>	<p>Budgeted</p>

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION (cont.)

PROJECT: NATIONALLY HARMONISED CONTROL OF USE REGIME
LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY (SUPPORTED BY DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Nationally consistent, efficient and effective Control of Use laws that minimise opportunity for jurisdictional differences	<ul style="list-style-type: none"> Improved consistency among states and territories with respect to training, licensing, access to products and Control of Use 	<ul style="list-style-type: none"> Advocate CropLife position through relevant government consultation and negotiation processes Promote an expanded minor use program to key strategic allies and decision-makers as a key element of a nationally consistent Control of Use framework Support individual state/territory approaches to improving Control of Use Advocate for industry supported measures that result in a more unified approach to Control of Use as the Commonwealth develops recommendations from the <i>Detailed response to the Final Report on Future Structure and Governance Arrangements for the Australian Pesticides and Veterinary Medicines Authority (Rapid Evaluation)</i>. 	Ongoing	Budgeted
	<ul style="list-style-type: none"> Federal, state and territory regulators continue to seek opportunities to harmonise Control of Use laws 	<ul style="list-style-type: none"> Coordinate with relevant state government departments to establish baseline harmonisation Communicate and advocate CropLife position through appropriate media channels Liaise with user/farming organisations to draw support for harmonisation initiatives Promote minor use program to address user concerns regarding access to chemicals Engage with states and territories to highlight importance of continued harmonisation efforts 	Ongoing	Budgeted

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION *(cont.)*

PROJECT: IMPROVED PRACTICES AND COMPETENCIES
LEAD: DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY (SUPPORTED BY DIRECTOR OF AGRICULTURAL CHEMICAL POLICY)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Consistent Control of Use laws that include mandatory base-level competencies for all farm chemical users to improve health, safety and environmental outcomes	<ul style="list-style-type: none"> Minimising farmers receiving advice to use chemicals 'off-label' 	<ul style="list-style-type: none"> Promote to state and territory decision-makers the importance of providing high quality advice as a key element of Control of Use reforms Advocate minor use program to key strategic allies and decision-makers as a means to reducing the need for 'off-label' advice 	Ongoing	Budgeted
	<ul style="list-style-type: none"> Government recognition of user competence as an essential element of minimising the risk from agricultural chemicals 	<ul style="list-style-type: none"> Develop and engage strategic alliances with user groups and training organisations to secure broader industry support for CropLife's stewardship position Coordinate with industry-initiated stewardship programs to ensure measures are consistent with reduced product risk Link need for appropriate feedback loops as critical part of compliance regime 	Ongoing	Budgeted

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION *(cont.)*

PROJECT: RECOGNITION AND ACCEPTANCE OF RISK-BASED LABELS
LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY (SUPPORTED BY DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>Agricultural chemical labels are regulated on risk-based principles underpinned by scientific evidence</p>	<ul style="list-style-type: none"> • Recognition of current APVMA risk-based labelling system as satisfying all worker health and safety considerations 	<ul style="list-style-type: none"> • Actively engage with Department of Agriculture, Fisheries and Forestry to ensure alignment with CropLife position • Advocate to relevant members of the Federal Government and state/territory governments to form a coalition of support for risk-based labelling for agricultural chemicals • Work closely with key industry stakeholders to ensure CropLife position reflected in the position of those entities • Promote importance of consistency between regulators and advocate for no overlap between regulators • Advocate for support measures that will facilitate the adoption of e-labels to improve adherence to label instructions • Advocate to relevant members of the Federal Government and state/territory governments to form a coalition of support for electronic labelling for agricultural chemicals 	<p>Ongoing</p>	<p>Budgeted</p>

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION *(cont.)*

PROJECT: RECOGNITION AND ACCEPTANCE OF RISK-BASED LABELS <i>(cont.)</i> LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY (SUPPORTED BY DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY)				
Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Agricultural chemical labels are regulated on risk-based principles underpinned by scientific evidence <i>(cont.)</i>	<ul style="list-style-type: none"> • Updated pre-NRS labels with modern assessment mitigate drift 	<ul style="list-style-type: none"> • Advocate for labelling/stewardship project to update pre-NRS, grandfathered and generic products to have updated buffer/runoff assessment • Utilise the labelling update to demonstrate the utility of the Integrated Assessment Tool in performing regulatory operations and assessments • Develop next generation labelling policy, including e-labels, through the Crop Protection and Stewardship Committee Taskforce 	October 2025 + Ongoing	Partially Budgeted (may require special allocation for specific project)

PRIORITY OUTCOME: UNSHACKLE CROP PROTECTION INNOVATION (cont.)

PROJECT: PROGRESS INTERNATIONAL REGULATORY HARMONISATION FOR CROP PROTECTION PRODUCTS
LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY (SUPPORTED BY DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>Australian Government alignment with industry on international activities relating to the plant science (crop protection) sector</p>	<ul style="list-style-type: none"> • Australia’s risk-based regulatory system for crop protection products is recognised as an effective model within the Asian region • Industry preferred positions on international negotiations in respect of crop protection product issues are recognised and adopted by the Australian Government 	<ul style="list-style-type: none"> • Ongoing advocacy with Australian Government officials on key international issues • Communicate CropLife Australia’s views in international discussions with CropLife International • Ensure, where appropriate, CropLife Australia’s positions align with that of CropLife International and seek Australian Government alignment with these positions for key international discussions, including those held within: <ul style="list-style-type: none"> - OECD Pesticides Working Group and Expert Group on the Electronic Exchange of Pesticide Data - Codex - Stockholm, Rotterdam and Basel Conventions - Convention on Biological Diversity (Global Biodiversity Framework) - FAO/WHO Meeting on Pesticide Residues (JMPR) - Global Joint Reviews - FAO regarding HHP’s and Code of Conduct 	<p>Ongoing</p>	<p>Normal operations Budgeted</p> <p>(Noting international convention work identified as high-resource strain in 2024/25. Special resourcing allocations may be required, or funding sought from CropLife International)</p>

PRIORITY OUTCOME: ENABLE PLANT BREEDING INNOVATION

PROJECT: IMPROVED REGULATORY SYSTEM FOR CROP BIOTECHNOLOGY
LEAD: DIRECTOR OF CROP BIOTECHNOLOGY POLICY (SUPPORTED BY DIRECTOR OF GOVERNMENT & STRATEGIC RELATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
NATIONAL				
<p>Improved, predictable and effective regulation and policy positions in Australia that is commensurate with the risk, cost and benefit to the nation</p>	<ul style="list-style-type: none"> • Regulation and policy support the commercialisation, cultivation and trade of agricultural biotechnology products • Streamlining of regulatory frameworks • Cost recovery by regulatory agencies is justifiable and proportionate to core business • Government regulatory reviews occur as needed, are finalised in an appropriate timeframe and reflect CropLife positions • Regulatory agencies' policies on intellectual property protection reflect CropLife positions • Harmonisation, coordination and recognition between regulatory agencies with respect to cost recovery • Potential negative crop biotechnology issues on the Federal political agenda are neutralised 	<ul style="list-style-type: none"> • Develop and advocate for improved biotechnology regulatory solutions • Implementation of the Government Review of the <i>Gene Technology Act 2000</i> and <i>Gene Technology Regulations</i> reflect CropLife positions • Proactively engage with, and brief federal, state and territory ministers, parliamentarians and departmental officials to advocate CropLife positions on regulatory issues including: <ul style="list-style-type: none"> - Intellectual property (patents); - Food labelling; - Coexistence; - Low level Presence; - Quarantine and biosecurity - Review and updates to the National Gene Technology Scheme and the Australian and New Zealand Food Standards Code and corresponding Acts - Plant Breeding Innovations (PBIs) and new products; and - Stack regulations • Passive and active engagement on crop biotechnology industry issues on the federal political agenda • Remove identified duplication in regulatory assessments • Review and strengthening intellectual protection across agencies 	<p>Ongoing</p>	<p>Budgeted (Recurrent / project specific International Crop Bio Acceptance Funding)</p>

PRIORITY OUTCOME: ENABLE PLANT BREEDING INNOVATION (cont.)

PROJECT: IMPROVED REGULATORY SYSTEM FOR CROP BIOTECHNOLOGY (cont.)
LEAD: DIRECTOR OF CROP BIOTECHNOLOGY POLICY (SUPPORTED BY DIRECTOR OF AGRICULTURAL CHEMICAL POLICY AND DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
NATIONAL (cont.)				
Improved, predictable and effective regulation in Australia that is commensurate with the risk, cost and benefit to the nation (cont.)	<ul style="list-style-type: none"> Product discontinuation and off-patent traits are managed appropriately and are in line with CropLife stewardship principles 	<ul style="list-style-type: none"> Develop and distribute an Australian industry-wide stewardship program for GM Crops on the GMO Register 	July 2025	Budgeted (Recurrent / project specific International Crop Bio Acceptance Funding)
	<ul style="list-style-type: none"> Effectiveness and consistency in regulatory decisions are increased 	<ul style="list-style-type: none"> Advocate for modern and improved decision-making, with more efficient OGTR systems Engage with Tasmanian Government and relevant stakeholders to reverse SDN-1 biosecurity provisions 	Ongoing	Budgeted
	<ul style="list-style-type: none"> Ensure labelling related to agricultural biotechnology products is science-based and consistent with industry guidance 	<ul style="list-style-type: none"> Prevent non-GM label claims on foods and food ingredients where there is no GM alternative product Engage with subject matter experts on non-GM labelling Create a brief outlining CropLife's position on deceptive non-GM labelling and distribute to appropriate agencies and stakeholders 	July 2025 + Ongoing	Not budgeted (International Crop Bio Acceptance funding)
Improved Australian national standards for organic and biodynamic produce	<ul style="list-style-type: none"> Australian organic standards align with those internationally and facilitate tolerance to GMO thresholds 	<ul style="list-style-type: none"> Actively advocate during the Federal Government's organics review committee's operations for the accommodation of biotechnology- and modern innovation-based farming Advocate for a national organic standard consistent with CropLife Australia priorities 	Ongoing	Budgeted (Recurrent / project specific International Crop Bio Acceptance Funding)

PRIORITY OUTCOME: ENABLE PLANT BREEDING INNOVATION (cont.)

PROJECT: IMPROVED REGULATORY SYSTEM FOR CROP BIOTECHNOLOGY (cont.)
LEAD: DIRECTOR OF CROP BIOTECHNOLOGY POLICY (SUPPORTED BY DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
STATE/TERRITORY				
State/territory-based policy and regulatory frameworks provide members with certainty of freedom to develop, commercialise, cultivate and trade in agricultural biotechnology products	<ul style="list-style-type: none"> All state/territory governments endorse the national regulatory scheme for gene technology and provide industry with certainty of freedom to operate in all jurisdictions State/territory farming organisations endorse consistent and coherent policy positions on crop biotechnology and advocate these positions to state/territory governments 	<ul style="list-style-type: none"> Support state and territory ministers as part of the Legislative and Governance Forum on Gene Technology to ensure proposals to update the National Gene Technology Scheme are approved by the Forum 	Ongoing	Budgeted
		<ul style="list-style-type: none"> Advocate for states and territories to strongly push the Federal Government to implement recommendations from reviews in a timely manner Proactively engage with, and brief state/territory ministers, parliamentarians and state/territory departmental officials to advocate CropLife positions on crop biotechnology issues Provide technical assistance to, and proactively engage with state/territory farming and/or agricultural industry organisations to develop positive policy positions on crop biotechnology Coordinate messaging and advocacy activity through CropLife’s established network 	Ongoing	

PRIORITY OUTCOME: ENABLE PLANT BREEDING INNOVATION (cont.)

PROJECT: PROGRESS INTERNATIONAL REGULATORY HARMONISATION OF CROP BIOTECHNOLOGY PRODUCTS
LEAD: DIRECTOR OF CROP BIOTECHNOLOGY POLICY (SUPPORTED BY DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>Improved Australian Government alignment with industry on international activities relating to the agricultural biotechnology sector</p>	<ul style="list-style-type: none"> • Australia’s science-based regulatory system for gene technology is recognised as a preferred model for the Asian region • Preferred positions on international negotiations in respect of crop biotechnology issues are recognised and adopted by the Australian Government • Export markets are receptive to Australian agricultural biotechnology products 	<ul style="list-style-type: none"> • Ongoing engagement, as required, with relevant ministers, parliamentarians and departmental officials to advocate CropLife’s positions on key international issues • Input Australian members’ views into CropLife International committee and processes • Through active advocacy measures support CropLife International positions, where appropriate, consistent with member interests on: <ul style="list-style-type: none"> - Convention on Biological Diversity - Trade • Ensure, where appropriate, CropLife Australia’s positions align with CropLife International positions and seek to input these to Australian Government positions for key international discussions, including those held within: <ul style="list-style-type: none"> - OECD - Convention on Biological Diversity - Nagoya Protocol - Biosafety Protocol - Codex - International Treaty on Plant Genetic Resources for Food and Agriculture - WTO regarding national legislation on GM crops - Global LLP Initiative 	<p>Ongoing</p>	<p>Budgeted (Recurrent / project specific International Crop Bio Acceptance Funding)</p>

PRIORITY OUTCOME: **ENABLE PLANT BREEDING INNOVATION** *(cont.)*

PROJECT: **PROGRESS INTERNATIONAL REGULATORY HARMONISATION OF CROP BIOTECHNOLOGY PRODUCTS** *(cont.)*
LEAD: **DIRECTOR OF CROP BIOTECHNOLOGY POLICY** (SUPPORTED BY DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Improved Australian Government alignment with industry on international activities relating to the agricultural biotechnology sector <i>(cont.)</i>	<ul style="list-style-type: none"> Government policy in international jurisdictions on crop biotechnology matters aligns with that of CropLife and the agricultural biotechnology sector 	<ul style="list-style-type: none"> Support of advocacy activities of Animal & Plant Health New Zealand and BioTechNZ where there is direct immediate impact within the Australian regulatory environment or the Australian market Where appropriate, engage with New Zealand stakeholders and government to facilitate adoption of a gene technology framework consistent with CropLife priorities 	Phase 1 December 2025 + Ongoing	Very low-level activity budgeted

PRIORITY OUTCOME: ENABLE PLANT BREEDING INNOVATION *(cont.)*

PROJECT: INCREASE ACCEPTANCE OF AND ACCESS TO CROP BIOTECHNOLOGY
LEAD: DIRECTOR OF CROP BIOTECHNOLOGY POLICY (SUPPORTED BY DIRECTOR OF MEDIA AND COMMUNICATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>CropLife Australia recognised, respected and acknowledged as the leading credible voice for the Australian crop biotechnology industry and supports the industry's license to operate</p>	<ul style="list-style-type: none"> • Timely, balanced and appropriate representation of CropLife/industry views in the media • Quality of CropLife submissions, communication and advocacy improves CropLife's profile as the leading credible voice for the Australian crop biotechnology industry • CropLife is seen as an appropriate, trusted source of information about biotechnology (meaning our website/social media streams are used for people to make up their minds) • Misinformation/disinformation is appropriately addressed and refuted as needed 	<ul style="list-style-type: none"> • Proactively develop fact sheets, infographics and briefing notes for use on our platforms • Foster positive working relationship with key editors/journalists through direct briefings and meetings • Timely response, when appropriate, to negative media focus • Proactively produce positive stories, or articles when appropriate, and seek publication thereof • Initiate, organise and/or participate in industry events and conferences when appropriate 	<p>Ongoing</p>	<p>Budgeted (Recurrent / project specific International Crop Bio Acceptance Funding)</p>

PRIORITY OUTCOME: ENABLE PLANT BREEDING INNOVATION *(cont.)*

PROJECT: INCREASE ACCEPTANCE OF AND ACCESS TO CROP BIOTECHNOLOGY *(cont.)*
LEAD: DIRECTOR OF CROP BIOTECHNOLOGY POLICY (SUPPORTED BY DIRECTOR OF MEDIA AND COMMUNICATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
CropLife Australia recognised, respected and acknowledged as the leading credible voice for the Australian crop biotechnology industry <i>(cont.)</i>	<ul style="list-style-type: none"> • CropLife objectives achieved through joint/collaborative initiatives with relevant peak industry groups • Agricultural Biotechnology Council of Australia (ABCA) projects support and reinforce CropLife strategy • Maintaining a strong and credible ABCA 	<ul style="list-style-type: none"> • Build coalition of support from within relevant peak industry groups and implement effective communication mechanisms within this coalition • Seek to ensure alignment of ABCA outputs in support of CropLife initiatives • Develop and implement issue-specific campaigns relevant to the promotion and acceptance of ag biotechnology • Develop local stories and multimedia material for use on social media platforms and for advocacy • Foster strong relationships with researchers and academic and research institutions in Australia in support of information and advocacy endorsement and support. 	Ongoing	Budgeted (Recurrent / project specific International Crop Bio Acceptance Funding)
		<ul style="list-style-type: none"> • Update the ABCA Australian Reference Guide for Agricultural Biotechnology and GM Crops 	March 2026	
	<ul style="list-style-type: none"> • Maintain strong membership base 	<ul style="list-style-type: none"> • Specific engagement to maintain or increase current membership levels 	Ongoing	Budgeted

PRIORITY OUTCOME: DELIVER INNOVATIVE STEWARDSHIP AND OPERATE RESPONSIBLY

PROJECT: EFFECTIVE INDUSTRY STEWARDSHIP THAT DELIVERS VALUE
LEAD: DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>Prevention of unintended and unanticipated impacts from improper and irresponsible chemical management and use</p>	<ul style="list-style-type: none"> • Government regulatory measures: <ul style="list-style-type: none"> - are based on sound policy development; - take account of the need for agricultural industries to continue to cost-effectively produce high-quality and healthy produce for both Australian and overseas markets; - recognise training as the tool by which to ensure safe and effective chemical use; - acknowledge that very low concentrations, while detectable, should not give rise to regulatory action; and - are flexible enough to accommodate superior application methods 	<ul style="list-style-type: none"> • Support and contribute to National Working Party on Pesticide Application • Lead the coordination of-the National Working Party on Pesticide Application and actively engage with other key stakeholders, including state/territory governments, to foster collaboration, ensure stakeholder involvement and drive informed decision-making. • Work with state/territory governments, industry associations and farmer/commodity groups to develop, implement and promote appropriate spray drift mitigation plans and guidelines and tools 	<p>Ongoing</p>	<p>Budgeted (Recurrent & project specific)</p>

PRIORITY OUTCOME: DELIVER INNOVATIVE STEWARDSHIP AND OPERATE RESPONSIBLY (cont.)

PROJECT: EFFECTIVE INDUSTRY STEWARDSHIP THAT DELIVERS VALUE (cont.)
LEAD: DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY (SUPPORTED BY DIRECTOR OF MEDIA AND COMMUNICATIONS AND DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Prevention of unintended and unanticipated impacts from improper and irresponsible chemical management and use (cont.)	<ul style="list-style-type: none"> An increased awareness of the factors that contribute to spray drift and the tools/techniques available to prevent off-target events 	<ul style="list-style-type: none"> Ensure the maintenance and relevance of all CropLife stewardship policies and documentation Promote actions being taken to minimise off-target events and highlight positive outcomes through appropriate communication mechanisms 	Ongoing (Project specific)	Budgeted (Recurrent & project specific)
		<ul style="list-style-type: none"> Engage with Mary O'Brien, <i>Spray Drift Girl</i>, to develop best-practice resources 	December 2025	Budgeted (Special allocation)
	<ul style="list-style-type: none"> BeeConnected app recognised by government and industry as an essential component of pesticide management 	<ul style="list-style-type: none"> Continue partnership with Australian Honey Bee Industry Council Actively engage with all potential end-users to ensure maximum uptake of BeeConnected Promote uptake and useability of BeeConnected app with government and industry stakeholders 	Ongoing	Restricted budget
	<ul style="list-style-type: none"> CropLife stewardship programs recognised by governments and industry as an essential component of pesticide management 	<ul style="list-style-type: none"> Promote StewardshipFirst and Agsafe stewardship programs to government and supply chain 	Ongoing	Budgeted (Recurrent & project specific)

PRIORITY OUTCOME: DELIVER INNOVATIVE STEWARDSHIP AND OPERATE RESPONSIBLY (cont.)

PROJECT: EFFECTIVE INDUSTRY STEWARDSHIP THAT DELIVERS VALUE (cont.)
LEAD: DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY (SUPPORTED BY DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS AND DIRECTOR OF MEDIA AND COMMUNICATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Prevention of unintended and unanticipated impacts from improper and irresponsible chemical management and use (cont.)	<ul style="list-style-type: none"> Government recognition of industry initiatives to prevent off-target drift events 	<ul style="list-style-type: none"> Liaise with governments and regulators to ensure potential regulatory measures are consistent with existing supply chain stewardship responses Work with Agsafe, Macquarie Valley Stop Off-target Spraying Action Group, Environment Protection Authority and other organisations and government agencies to develop training and awareness of spray drift and how it can be minimised 	Ongoing	Budgeted (Recurrent & project specific)
CropLife Australia's StewardshipFirst initiatives recognised as world's best practice	<ul style="list-style-type: none"> Increased awareness of CropLife's StewardshipFirst initiatives with end users, grocery retail sector and decision-makers Recognition of the individual stewardship programs and initiatives of CropLife Australia members 	<ul style="list-style-type: none"> Develop and update web-based and print material to promote CropLife's StewardshipFirst programs Benefits of CropLife's StewardshipFirst programs and initiatives communicated through CropLife publications, advertising and editorial content 	Ongoing	Budgeted (Recurrent & project specific)

PRIORITY OUTCOME: DELIVER INNOVATIVE STEWARDSHIP AND OPERATE RESPONSIBLY (cont.)

PROJECT: EFFECTIVE INDUSTRY STEWARDSHIP THAT DELIVERS VALUE (cont.) LEAD: DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY				
Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Prevention/eradication of illegal imported and unregistered agricultural chemical products	<ul style="list-style-type: none"> • Increased vigilance and prosecution of offences by regulatory compliance agencies • Systemic correction to disrupt illegal import of product 	<ul style="list-style-type: none"> • Ongoing data collection in respect of non-compliance and illegal activity • Maintain profile of illegal product importation with government agencies (Border Force, APVMA, state/territory governments, Australian Federal Police) and the media • Ongoing identification of gaps in existing border controls • Ongoing coordination with the National Farmers' Federation and key industry groups on joint activities • Direct targeting of supply chain • Provide technical assistance to the APVMA on Quality Assurance issues • Participate in ongoing Border Force briefing and information sessions 	Ongoing / Low Priority	Budgeted

PRIORITY OUTCOME: DELIVER INNOVATIVE STEWARDSHIP AND OPERATE RESPONSIBLY (cont.)

PROJECT: WORLD-LEADING INDUSTRY STEWARDSHIP INITIATIVES
LEAD: DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY (SUPPORTED BY DIRECTOR OF MEDIA AND COMMUNICATIONS AND DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>Avoidance of unnecessary government regulatory intervention beyond normal registration process</p>	<ul style="list-style-type: none"> • Industry-led StewardshipFirst policies and initiatives recognised and supported by regulator and policy-makers • Advocate for industry-led packaging stewardship policies that align with CropLife’s stewardship initiatives, ensuring regulatory frameworks support practical, effective and sustainable solutions • Minimal mandatory regulatory responses in relation to Great Barrier Reef issues, protection of pollinators, spray drift and other crop protection product use issues • Recognition of CropLife and our member companies’ commitment through industry StewardshipFirst activities • Grocery retail sector adoption of CropLife stewardship initiatives as part of their quality assurance and sustainability programs, avoiding the introduction of secondary standards 	<ul style="list-style-type: none"> • Maintain and expand CropLife’s responsible use and stewardship initiatives and facilitate adoption by growers, agronomists, distributors and applicators • Maintain, enhance and promote StewardshipFirst initiatives to key stakeholders <ul style="list-style-type: none"> - Develop online learning platform for current StewardshipFirst resources • Review and update CropLife website to further promote stewardship initiatives • Ensure adoption of and recognition by the grocery retail sector within their quality assurance and sustainability programs of relevant StewardshipFirst initiatives, programs and products • Respond strategically to media reports of pesticide impacts on the Great Barrier Reef • Ensure relevant up-to-date Great Barrier Reef specific information is available and promoted as part of a communications strategy. 	<p>Ongoing</p>	<p>Budgeted (Partial project specific funding for online learning initiative)</p>

PRIORITY OUTCOME: DELIVER INNOVATIVE STEWARDSHIP AND OPERATE RESPONSIBLY (cont.)

PROJECT: WORLD-LEADING INDUSTRY STEWARDSHIP INITIATIVES (cont.)
LEAD: DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY (SUPPORTED BY DIRECTOR CROP BIOTECHNOLOGY POLICY)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>Robust stewardship practices enable the crop biotechnology industry to deliver valuable results and provide an additional tool for meeting growing world demand for food, feed and fibre</p>	<ul style="list-style-type: none"> • Recognition by governments and the wider community of the agricultural biotechnology industry’s good stewardship practices as a demonstration of its commitment to responsible use of the technology • Confidence in the supply chain to provide coexistence of GM and non-GM products is enhanced 	<ul style="list-style-type: none"> • Maintain Associated Membership of the Excellence Through Stewardship (ETS) initiative and develop relevant locally-based stewardship documentation, as required • Where appropriate, promote ETS stewardship objectives, principles and management practices • Where appropriate, promote industry’s stewardship initiatives through relevant submissions, media (traditional and online), presentations and meetings with key politicians and bureaucrats 	<p>Ongoing</p>	<p>Budgeted (Recurrent / project Specific International Crop Bio Acceptance Funding) Directly supported by Crop Biotech</p>

PRIORITY OUTCOME: DELIVER INNOVATIVE STEWARDSHIP AND OPERATE RESPONSIBLY (cont.)

PROJECT: RECOGNITION OF INDUSTRY STEWARDSHIP
LEAD: DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY (SUPPORTED BY DIRECTOR OF MEDIA AND COMMUNICATIONS AND DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Recognition that the responsible use of industry products provides economically viable solutions to pest control, whilst contributing towards the quality of the environment	<ul style="list-style-type: none"> Farmers recognise resistance management as a vital aspect of maintaining the crop protection option for integrated crop management Government recognises the importance of integrated Resistance Management Strategies as integral to sound agricultural practices 	<ul style="list-style-type: none"> Coordinate the annual review of CropLife's Resistance Management Strategies in respect of fungicides, herbicides and insecticides Strategies circulated to key target audiences and available on CropLife's website In coordination with Agsafe, increase promotion and distribution of strategies among resellers Increase promotion and distribution of strategies through the publication of articles in targeted grower publications 	Annual deadlines and ongoing	Budgeted
	<ul style="list-style-type: none"> Government recognises the importance of CropLife's StewardshipFirst programs and initiatives 	<ul style="list-style-type: none"> Develop coordinated branding and promotion of CropLife's StewardshipFirst programs and initiatives Benefits of CropLife's StewardshipFirst programs and initiatives communicated through CropLife publications 	Ongoing	Budgeted
	<ul style="list-style-type: none"> Crop protection products are recognised in public policy as a critical tool for sustainable agricultural production Establishment of a Federal Government pesticide sustainability policy to ensure farmer access to industry products and innovation 	<ul style="list-style-type: none"> Ensure key stakeholders understand that sustainable agricultural production is only possible with the judicious use of crop protection products and guide federal policy development to align with this view Promote Pesticides Guide and MyAgCHEMUSE with government (federal and state/territory) and other key stakeholders Develop and publish a 'home gardener best practice guide for crop protection products' 	Ongoing	Budgeted
			Temporarily suspended	Unbudgeted

PRIORITY OUTCOME: DELIVER INNOVATIVE STEWARDSHIP AND OPERATE RESPONSIBLY (cont.)

PROJECT: RECOGNITION OF INDUSTRY STEWARDSHIP
LEAD: DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY (SUPPORTED BY DIRECTOR OF MEDIA AND COMMUNICATIONS AND DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Recognition that the responsible use of industry products provides economically viable solutions to pest control, whilst contributing towards the quality of the environment (cont.)	<ul style="list-style-type: none"> • Collaboration between CropLife and appropriate PhD research centres and organisations to produce high level issue specific papers • Support the development links with the scientific and research sectors through active support of PhD student internships 	<ul style="list-style-type: none"> • Engage a STEM PhD student intern to: <ul style="list-style-type: none"> - Enable strategic alliances with researchers/research programs - Collaborate on synergistic research projects, uniting academic expertise with industry impact - Develop awareness of and maintain support from the research sector of CropLife’s advocacy position • Develop research papers, evidence briefs or case study examples for CropLife advocacy activities 	August 2025 May 2026 Ongoing	Budgeted (Second intake)

PRIORITY OUTCOME: DELIVER INNOVATIVE STEWARDSHIP AND OPERATE RESPONSIBLY (cont.)

PROJECT: RECOGNITION OF INDUSTRY STEWARDSHIP (cont.)
LEAD: DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY (SUPPORTED BY DIRECTOR OF AGRICULTURAL CHEMICAL POLICY)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Avoidance of unnecessary government regulatory intervention in management of industry waste and safety standards for the storage, transport and handling of agvet chemicals	<ul style="list-style-type: none"> Agsafe continues to provide world-leading stewardship programs that meet international standards CropLife members and decision-makers remain confident in the benefits of drumMUSTER[®], ChemClear[®] and other Agsafe programs Investigate opportunities to leverage CropLife stewardship programs through Agsafe e.g., re: training etc (such as spray drift management, BeeConnected etc) Effective implementation and recognition of an industry bag collection program 	<ul style="list-style-type: none"> Develop bagMUSTER[®] as a solution for the collection and recycling soft plastics Work with Agsafe to ensure eligibility requirements and focus of stewardship programs are aligned with their strategic goals 	Ongoing	Budgeted (Project specific)
	<ul style="list-style-type: none"> CropLife members and decision-makers remain confident in the benefits of drumMUSTER[®], ChemClear[®] and other Agsafe programs 	<ul style="list-style-type: none"> Develop coordinated branding and promotion of CropLife's industry stewardship programs and initiatives Benefits of drumMUSTER[®], ChemClear[®] and other Agsafe programs and CropLife approved stewardship programs communicated through CropLife publications Active engagement to ensure specific needs of CropLife and our collective membership are reflected in Agsafe operations and programs 	Ongoing	Budgeted
	<ul style="list-style-type: none"> Monitor to ensure CropLife Code of Conduct remains relevant and is recognised as world's best practice 	<ul style="list-style-type: none"> Update and maintain the CropLife Code of Conduct to ensure its requirements and goals are reinforced and align with world's best practice 	Monitoring / Ongoing	Budgeted

PRIORITY OUTCOME: DELIVER INNOVATIVE STEWARDSHIP AND OPERATE RESPONSIBLY *(cont.)*

PROJECT: RECOGNITION OF INDUSTRY STEWARDSHIP <i>(cont.)</i> LEAD: DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY (SUPPORTED BY DIRECTOR OF AGRICULTURAL CHEMICAL POLICY)				
Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Uniformly high safety standards for the storage, transport and handling of agvet chemicals	<ul style="list-style-type: none"> Agsafe continues to meet the stewardship and compliance needs of CropLife members and the agricultural chemicals input sector as a whole 	<ul style="list-style-type: none"> Ongoing analysis of any change in the stewardship needs of the distribution sector Ensure industry stewardship initiatives recognise the importance of Agsafe programs 	Ongoing	Budgeted

PRIORITY OUTCOME: DELIVER INNOVATIVE STEWARDSHIP AND OPERATE RESPONSIBLY (cont.)

PROJECT: SUPPORT BEST PRACTICE PRODUCT APPLICATION TO PROTECT ENVIRONMENTAL ECOSYSTEMS/NATURAL ENVIRONMENTS
LEAD: DIRECTOR OF AGRICULTURAL CHEMICAL POLICY (SUPPORTED BY DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Appropriate regulatory protection of natural environments	<ul style="list-style-type: none"> Regulatory interventions to address natural environments (e.g., Great Barrier Reef) from pesticide risks based on proven sound science Any regulatory intervention does not place additional burden on registrants and is consistent with the APVMA's risk-based approach for controlling agvet products Regulatory frameworks and public(?) discourse distinguish between the responsibilities of individual users and broader industry responsibility, ensuring fair and targeted interventions. 	<ul style="list-style-type: none"> Actively engage in Great Barrier Reef related forums, including the Queensland Government's Department of Agriculture and Fisheries Pesticide Working Group Maintain positive working relationships with relevant state Environment Protection Authorities (EPA) and other relevant government stakeholders e.g., the Great Barrier Reef Marine Park Authority Maintain networks with grower organisations and support their advocacy on pesticide impacts 	Ongoing	Budgeted
	<ul style="list-style-type: none"> Develop new advocacy and stewardship actions specific to Great Barrier Reef 	Ongoing		

PRIORITY OUTCOME: PROFESSIONAL, EFFECTIVE AND VALUED OPERATIONS

PROJECT: PROFESSIONAL, PROACTIVE AND EFFECTIVE ADVOCACY AND GOVERNMENT RELATIONS
LEAD: DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS (SUPPORTED BY DIRECTOR OF MEDIA AND COMMUNICATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>CropLife Australia is highly regarded and respected for its professional operations by Government, political parties, decision-makers, strategic allies and the wider agricultural industry.</p>	<ul style="list-style-type: none"> • CropLife is the trusted voice of the Plant Science Industry that Government and other decision-makers look to for endorsement when developing public and industry policy that impacts the industry and agriculture more broadly 	<ul style="list-style-type: none"> • Ensuring key members of Parliament and their offices (Federal, State/Territory and Local) are aware of CropLife and the Plant Science Industry, its role, industry values, interests and concerns • Host events that strengthen relationships and create direct industry engagement with key decision makers • CropLife is represented at appropriate at key political/government events and conferences • Provide strong leadership in policy and public debates that support CropLife's Priority Outcomes • CropLife addresses relevant conferences and events 	<p>Ongoing</p>	<p>Budgeted</p>

PRIORITY OUTCOME: PROFESSIONAL, EFFECTIVE AND VALUED OPERATIONS (cont.)

PROJECT: PROFESSIONAL, PROACTIVE AND EFFECTIVE ADVOCACY AND GOVERNMENT RELATIONS (cont.)
LEAD: DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS (SUPPORTED BY DIRECTOR OF MEDIA AND COMMUNICATIONS)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Achieve policy and regulatory reforms that progress the interests of the Plant Science Industry	<ul style="list-style-type: none"> Policy and regulatory interests of members effectively represented with government officials 	<ul style="list-style-type: none"> Advocate for CropLife's interests with government officials and support/coordinate subject matter experts' advocacy Secure and foster representation on key consultative mechanisms (domestic/international) to advocate for the attainment of CropLife Australia's Priority Outcomes Develop industry position briefing notes and other communications with government officials as required. Develop quality submissions that position solutions that enable the plant science industry to contribute to the National Interest. CropLife is represented at relevant public inquiries 	Ongoing	Budgeted
	<ul style="list-style-type: none"> CropLife will broaden the supportive voice for policy favourable to the plant science industry by facilitating the involvement of other industry groups, organisations and individuals. 	<ul style="list-style-type: none"> Identify and develop strategic alliances and tactical partnerships that pursue common interests relating to CropLife Australia's Priority Outcomes. Develop and maintain positive relationships with industry and farming organisations to manage and implement sponsorship/partnership benefits 	Ongoing	Budgeted

PRIORITY OUTCOME: PROFESSIONAL, EFFECTIVE AND VALUED OPERATIONS *(cont.)*

PROJECT: PROACTIVE, TARGETED AND EFFECTIVE COMMUNICATIONS
LEAD: DIRECTOR OF MEDIA AND COMMUNICATIONS (SUPPORTED BY DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS AND COMMUNICATIONS OFFICER)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Member services that provide value	<ul style="list-style-type: none"> • CropLife events and functions that provide valuable information and networking opportunities for members 	<ul style="list-style-type: none"> • National Members' Forum(s) • Issue specific 'one-off' events that assist direct industry engagement with key decision-makers 	Ongoing	Budgeted
	<ul style="list-style-type: none"> • Provide regular, accessible and timely information that is valued by members • Crisis communications leadership in the media, where appropriate, to support the continuation of business as usual for members • Website leveraged as an effective source of information and communication for members 	<ul style="list-style-type: none"> • Effectively utilise heads up alerts to all members on important updates for industry • Provide weekly summary of key news for industry and CropLife media activities • Hot issue specific webinars as and when required • Amplify messaging through member channels and networks, where appropriate • Provide useful industry information on CropLife website, including news, media and policy/fact sheets/case studies • Ensure all publications and information materials are up-to-date • Maintain the member section on CropLife's website and provided valued offerings for members 		

PRIORITY OUTCOME: PROFESSIONAL, EFFECTIVE AND VALUED OPERATIONS *(cont.)*

PROJECT: PROACTIVE, TARGETED AND EFFECTIVE COMMUNICATIONS *(cont.)*
LEAD: DIRECTOR OF MEDIA AND COMMUNICATIONS (SUPPORTED BY DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS AND COMMUNICATIONS OFFICER)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
CropLife Australia recognised as a credible and authoritative source of information in respect of the plant science industry	<ul style="list-style-type: none"> • CropLife’s recognition as a source of credible information leads to accurate, timely and balanced representation of CropLife positions and reflects positively on its membership base • Ensure positive public impressions and acceptance of the plant science industry • A strong, positive presence for the plant science industry in relevant media fora, events and publications • Timely, balanced and appropriate representation of CropLife/industry views in the media • Improved reach of CropLife voice in both urban and rural media coverage of plant science industry and products 	<ul style="list-style-type: none"> • Develop and maintain a series of media target lists relevant to specific areas of CropLife’s operations • Foster positive working relationship with key editors/journalists through direct briefings and meetings • Facilitate forums for relevant CropLife personnel to directly engage with media personnel • Engage strategically in media and other communication opportunities to promote CropLife and its membership base • Timely response, when appropriate, to negative media focus • Timely response, when appropriate, to new and media opportunities to represent industry • Proactively produce positive stories, when appropriate, and seek publication thereof 	Ongoing	Budgeted

PRIORITY OUTCOME: PROFESSIONAL, EFFECTIVE AND VALUED OPERATIONS *(cont.)*

PROJECT: PROACTIVE, TARGETED AND EFFECTIVE COMMUNICATIONS *(cont.)*
LEAD: DIRECTOR OF MEDIA AND COMMUNICATIONS (SUPPORTED BY DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS AND COMMUNICATIONS OFFICER)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
CropLife Australia recognised as a credible and authoritative source of information in respect of the plant science industry <i>(cont.)</i>	<ul style="list-style-type: none"> • Impactful marketing and communication projects • Publicly accessible and useful industry information 	<ul style="list-style-type: none"> • Produce relevant publications and information materials that are informative, engaging and facilitate an increased understanding of industry issues and CropLife’s position thereon • Provide useful industry information on CropLife website, including news and media and policy/fact sheets/case studies • Ensure website is up-to-date and when appropriate, linked to social media communication 	Ongoing	Budgeted

PRIORITY OUTCOME: PROFESSIONAL, EFFECTIVE AND VALUED OPERATIONS (cont.)

PROJECT: PROACTIVE, TARGETED AND EFFECTIVE COMMUNICATIONS (cont.)
LEAD: DIRECTOR OF MEDIA AND COMMUNICATIONS (SUPPORTED BY DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS AND COMMUNICATIONS OFFICER)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
CropLife Australia recognised as a credible and authoritative source of information in respect of the plant science industry (cont.)	<ul style="list-style-type: none"> Utilise digital and social media channels strategically to enhance CropLife’s presence in the agricultural industry - providing a variety of mediums in which to express core messages to target audiences 	<ul style="list-style-type: none"> Use of social media channels to be considered for every communication opportunity Utilise digital and social media channels to engage stakeholders and to ensure they are provided with relevant and factual information regarding the plant science industry and its benefits to agriculture Amplify messaging through stakeholder digital channels and networks, where appropriate Further develop ‘CropLife Australia’ multi-media material promoting the plant science industry 	Ongoing	Budgeted

PROJECT: PROACTIVE, TARGETED AND EFFECTIVE COMMUNICATIONS (cont.)
LEAD: DIRECTOR OF MEDIA AND COMMUNICATIONS (SUPPORTED BY DIRECTOR OF GOVERNMENT AND STRATEGIC RELATIONS, COMMUNICATIONS OFFICER AND DIRECTOR OF STEWARDSHIP AND SUSTAINABILITY POLICY)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
CropLife Australia recognised, respected and acknowledged as the leading credible voice for the Australian plant science industry (cont.)	<ul style="list-style-type: none"> Improved recognition of the CropLife brand / visual identity as Australia’s plant science industry advocacy organisation 	<ul style="list-style-type: none"> Maintain appropriate branding guidelines and ensure adherence to visual strategy Undertake a full CropLife Australia Branding Audit 	March 2026	Budgeted

PRIORITY OUTCOME: PROFESSIONAL, EFFECTIVE AND VALUED OPERATIONS *(cont.)*

PROJECT: PROACTIVE, TARGETED AND EFFECTIVE COMMUNICATIONS *(cont.)*
LEAD: DIRECTOR OF MEDIA AND COMMUNICATIONS, DIRECTOR OF FOOD AND NUTRITION POLICY (SUPPORTED BY COMMUNICATIONS OFFICER)

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>CropLife Australia recognised as a credible and authoritative source of information in respect of the plant science industry</p>	<ul style="list-style-type: none"> • Recognition of CropLife and the Australian Plant science industry's contribution towards food security, human health and nutrition • Ensure positive public impressions and acceptance of the plant science industry 	<ul style="list-style-type: none"> • Enhance nutrition related collateral and messaging • Develop additional web page and social media content linking plant science to nutrition and food • Establish and maintain a series of health/lifestyle media and influencers' target lists relevant to this tactical objective • Facilitate events to directly engage with health/lifestyle media and influencers 	<p>Ongoing</p>	<p>Budgeted</p>

PRIORITY OUTCOME: PROFESSIONAL, EFFECTIVE AND VALUED OPERATIONS *(cont.)*

PROJECT: LEVERAGED VALUE FROM THE INTERNATIONAL CROPLIFE NETWORK
LEAD: CHIEF EXECUTIVE OFFICER

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
<p>CropLife Australia recognised as a key contributor by leaders in CropLife International and key CropLife regional/national associations</p>	<ul style="list-style-type: none"> • CropLife initiatives and positions across the international network aligned with, and complementary to those of CropLife Australia 	<ul style="list-style-type: none"> • Maintain and use position on CropLife Asia Coordinating Council • Maintain position on CropLife International Stewardship Steering Committee • Monitor and actively contribute to CropLife initiatives across the international network • Develop and maintain direct professional engagement and exchange with CropLife International, CropLife America, CropLife Canada and CropLife UK 	<p>Ongoing</p>	<p>Budgeted</p>

PRIORITY OUTCOME: PROFESSIONAL, EFFECTIVE AND VALUED OPERATIONS (cont.)

PROJECT: DEMONSTRATED GOOD GOVERNANCE AND PROFESSIONAL MANAGEMENT				
LEAD: CHIEF EXECUTIVE OFFICER/CHIEF FINANCIAL AND OPERATIONS OFFICER (SUPPORTED BY GROUP ACCOUNTANT)				
Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Maintain a strong and credible membership base	<ul style="list-style-type: none"> CropLife understanding the needs and wants of its membership base and providing a high value proposition for its members 	<ul style="list-style-type: none"> Active engagement, collectively and individually, by senior management with member company representatives 	Ongoing	Budgeted
To have effective systems, structures, policies and processes through which CropLife Australia's resources are efficiently used to achieve and monitor the objectives and financial viability of CropLife	<ul style="list-style-type: none"> Effective implementation and maintenance of CropLife's governance that facilitates continuous improvement in relation to strategy, performance, compliance and accountability 	<ul style="list-style-type: none"> Maintenance, close control and regular review of the CropLife Risk Register and associated risk mitigation plans as a means of avoiding negative consequences from any risk area Ensure ongoing alignment with relevant parts of the FAO International Code of Conduct on Pesticide Management Develop and implement effective solutions to any management issue identified during the audit to the satisfaction of the auditor 	Ongoing	Budgeted
		<ul style="list-style-type: none"> Maintenance of all financial records according to accounting standards and best practice indicated by a timely and unqualified audit of the company and its controlled entities 	Annually - September	
		<ul style="list-style-type: none"> Implement financial management system enhancements to improve financial reporting and timeliness of management reporting 	Ongoing continuous improvement	
		<ul style="list-style-type: none"> Maintain up to date policies and procedures including HR, Finance, Delegations and Reserves to reflect legislative and operational changes and better practices 		

PRIORITY OUTCOME: PROFESSIONAL, EFFECTIVE AND VALUED OPERATIONS *(cont.)*

PROJECT: DEMONSTRATED GOOD GOVERNANCE AND PROFESSIONAL MANAGEMENT <i>(cont.)</i>				
LEAD: CHIEF FINANCIAL AND OPERATIONS OFFICER (SUPPORTED BY GROUP ACCOUNTANT)				
<p>To have effective systems, structures, policies and processes through which CropLife Australia’s resources are effectively used to achieve and monitor the objectives and financial viability of CropLife <i>(cont.)</i></p>	<ul style="list-style-type: none"> Effective implementation and maintenance of CropLife’s governance that facilitates continuous improvement in relation to strategy, performance, compliance and accountability <i>(cont.)</i> 	<ul style="list-style-type: none"> Monitor IT Environment – hardware, software etc., for operational improvements, security and cost savings 	Ongoing	Budgeted
		<ul style="list-style-type: none"> Maintain and keep current, registers of Domain Names, Trademarks, Business Names and other registerable intellectual property as it is generated 	Ongoing	
		<ul style="list-style-type: none"> Assess suitability of content management solution for creating, distributing and collaborating on board meeting materials. Full implementation if considered appropriate 	December 2025	
		<ul style="list-style-type: none"> Development and implementation of an enhanced Customer Relationship Management system to centralise and simplify data handling across CropLife’s administrative and communication procedures 		
	<ul style="list-style-type: none"> Transition of operations for legacy arrangements and provide value-add services within CropLife Group (to parent company and Agsafe subsidiary) 	<ul style="list-style-type: none"> Provide efficient and effective services as provided for under relevant Third-Party Service Level Agreements On-going monitoring and evaluation to identify and address any areas of concern Support ABCA activities where appropriate 	Ongoing	

PRIORITY OUTCOME: **PROFESSIONAL, EFFECTIVE AND VALUED OPERATIONS** *(cont.)*

PROJECT: **DEMONSTRATED GOOD GOVERNANCE AND PROFESSIONAL MANAGEMENT** *(cont.)*
LEAD: **CHIEF FINANCIAL AND OPERATIONS OFFICER (SUPPORTED BY DIRECTOR AGRICULTURAL CHEMICAL POLICY)**

Strategic Goal	Tactical Objective(s)	Tactical Initiative/KPIs	Completion Date	Resources
Regulators with efficient modern cost recovery models that minimise impact on industry and encourage innovation	<ul style="list-style-type: none"> Ensure high level and professional operations in advocacy for more efficient cost recovery models for regulators 	<ul style="list-style-type: none"> Coordinate, manage and support CRIS Taskforce, provide high level material on cost recovery issues and support Chief Executive Officer and relevant CropLife Directors and members 	Ongoing	Budgeted