

Candidate Skills Assessment

Name	John Langbridge
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Rating Key

Rating	Description
5	Expert level of skill, professional experience/expertise, supported by a formal qualification
4	Advanced level expertise/experience
3	Competent level expertise/experience
2	Developing level expertise/experience
1	No skill or expertise/experience

Skills Self-Assessment

Please provide a self-assessment of your skills against the following Areas of Expertise by providing a rating using the Rating Key above. Please also provide brief comments to support the rating provided.

Area of Expertise	Rating	Supporting Comments
Governance, risk, and compliance	4	Experience gained as a member of the Teys Senior Leadership Team. Have been responsible for the Governance, risk, and compliance for business units in DAFF.
Finance, accounting, and audit	3	Have been responsible for the establishment and management of budgets in both Government and Teys. I have a Graduate Certificate in Management which covered financial accounting and industrial relations
Human resources	4	Have managed the delivery of meat inspection services in a number of states on behalf of DAFF (AQIS) and have a small number of staff answerable to me in my role at Teys
R&D, innovation, and technology	5	Have had a long experience working on R&D projects with DAFF (AQIS), and Teys. Have contributed to the development of third party inspection models, animal health disease data collection, and risk based inspection models. Co-author of a number of scientific papers and chapters in text books on meat safety and quality. As practical examples • Worked with ALMTECH to identify the pathway to get Objective Carcase Measurement Devices approved by AUSMEAT and MSA. • Drove change to inspection procedures in Schedule 2 of AS4696 (TB and Bovis)

Commercialisation, adoption of R&D, and technology transfer	5	Developed with principal researcher the implementation pathway and risk management methods for changes to inspection procedures (TB and Bovis) Have contributed to the implementation of third party inspection models, and animal health disease data collection systems. As further examples have implemented: • Objective Carcasses measurement devices in Teys. • Use of EQG cipher and acceptance by customers • Scrag trim retrieval (after gaining DAFF approval)
Product promotion and marketing (including communications)	4	Assist the Teys Marketing area with promoting Food safety, Meat quality and Animal Welfare.
Exports, and domestic and export market development	5	Worked in DAFF (AQIS) for 27 years. Developed most of the regulatory framework, guidance and verification materials currently used by DAFF. For a period managed the export standards branch (Market Access) when the incumbent (Dr Ann McDonald) was assisting in the Ministers office. Have been involved in a number of market access negotiations. Was a member of and for the final meeting head of the Australian delegation to the Codex Meat Hygiene committee.
Meat processing industry knowledge, including plant and livestock management and animal welfare	5	Worked in DAFF (AQIS) for 27 years, AMIC for 4 and Teys for 8. Developed most of the regulatory framework, guidance and verification materials currently used by DAFF. Was a member of the Australian delegation to the Codex Meat Hygiene committee. Was DAFF representative to Meat Standards Committee, AUSMEAT, the industries 2nd edition of the AAWCS standard, and the FSANZ PPS committee for meat.
Public policy and administration	5	Worked in DAFF (AQIS) for 27 years, AMIC for 4 and Teys for 8. Developed most of the regulatory framework, guidance and verification materials currently used by DAFF. Was a member of the Australian delegation to the Codex Meat Hygiene committee. Was DAFF representative to Meat Standards Committee, AUSMEAT, the industries 2nd edition of the AAWCS standard, and the FSANZ PPS committee for meat.
Strategy development, implementation and execution	5	Developed most of the regulatory framework, guidance and verification materials currently used by DAFF Developed with principal researcher the implementation pathway and risk management methods for changes to inspection procedures (TB and Bovis)

	Have contributed to the implementation of third party inspection models, and animal health disease data collection systems.
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Biography

Please provide a short bio in 100 words (or fewer).

John Langbridge is a veterinarian who worked for the Australia Department of Agriculture for 27 years, AMIC for 4 years, before accepting his current role of General Manager - Industry Affairs for Teys Australia. He represented Australia on the Codex Meat Hygiene Committee, the Australian Meat Standards Committee, FSANZ PPS working group, and the AMILSC. In his current role he provides technical advice to Teys and their customers, and liaises between Teys, industry, government and customers on issues related to meat safety, animal welfare, animal health, meat production, processing and exports. He also has responsibility for the Teys R&D programs.

Declaration

I declare that I have completed this Candidate Skills Assessment in an honest and truthful manner, and that my Skills Self-Assessment provides a true and accurate reflection of my actual level of skill within each Area of Expertise.

I acknowledge that this Candidate Skills Assessment will be relied upon for the purposes of assessing my suitability as a director of Australian Meat Processor Corporation Ltd.

I grant express permission for Australian Meat Processor Corporation Ltd to make the completed Candidate Skills Assessment available to members of Australian Meat Processor Corporation Ltd to inform voting during a director election.



 Signature

28 September 2026

Date