agresearch
āta mātai, mātai whetū

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TAUĀKĪ WHAKAMAUNGA RANGATŌPŪ

Statement of Corporate Intent

2024

RĀRANGI TAKE

Contents

KO WAI MĀTOU

About Us

We are one of seven Crown Research Institutes who collectively bring in approximate revenue of $1B to spend on science to improve Aotearoa New Zealand.

The Meat and Dairy sector account for

$34.9B

(48%) of Aotearoa New Zealand's exported goods. [1]

The agricultural production, processing and manufacturing sectors employs

125,000

people

We use research to enhance the value, productivity, and profitability of Aotearoa New Zealand's pastoral, agri-food and agri-technology sector.

8 Research farms

178 Live patents

570 Research projects

424 **Scientists (FTE)**

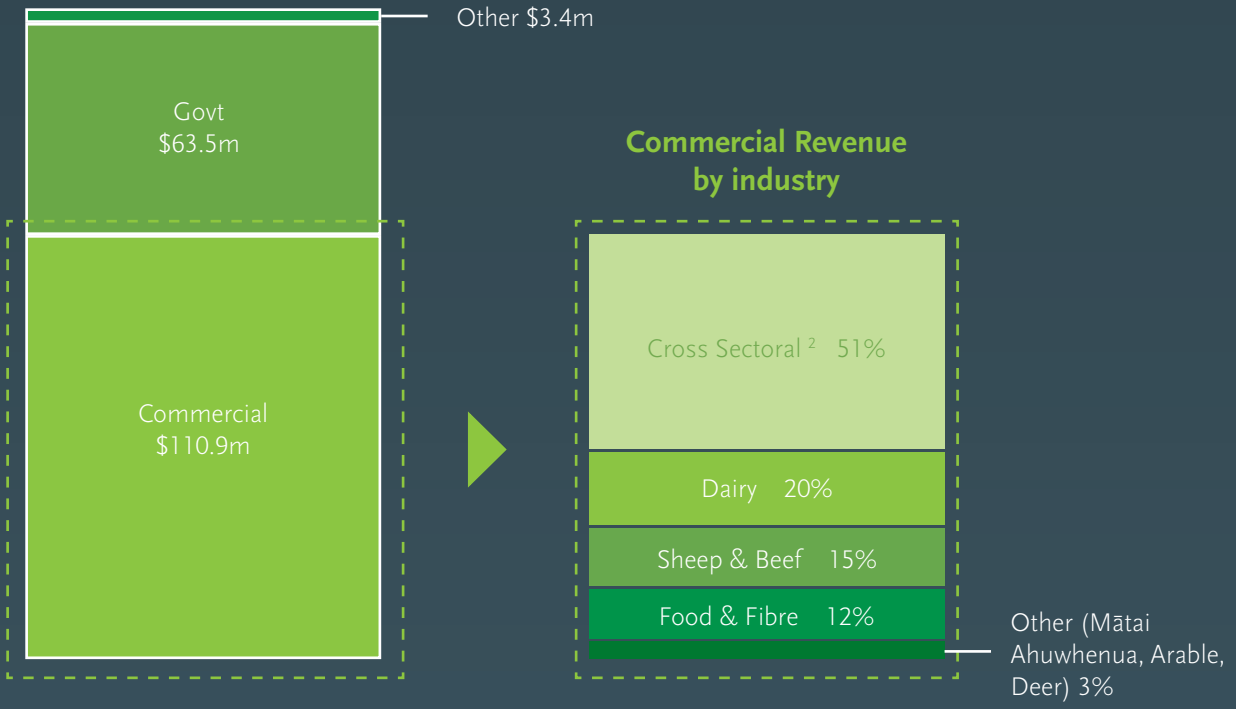
70,000 stored seed samples from **100** different countries

351 Academic Papers [3]

OUR TOTAL REVENUE

Figures based on FY23

$177.8m



STORED DATA

1.5 Petabytes

Find out more about us online by scanning this code or visiting www.agresearch.co.nz/about-us

SCAN ME

[1] *Ministry for Primary Industries, Situation and Outlook for Primary Industries December 2023; Statistics New Zealand Infoshare. Group: Exports - Summary Data – EXP, Table: Rolling Annual Exports (Monthly) – 2023M06*

[2] *Cross Sectoral revenue refers to research completed for the betterment of all Aotearoa New Zealand. This includes but is not limited to Low Input Systems, Pesticide Reduction, Freshwater research, Forage research.*

[3] *2023 Calendar Year*

TE AROTAKE A TE HEAMANA ME TE MANAHAUTŪ

Chair and Chief Executive's review

Kia ora and welcome to our Statement of Corporate Intent in which we set forth our plans for the next three years, and on behalf of the Board, we also publicly issue a note of caution about the current constraints being felt by our business.

AgResearch, like many organisations, is grappling with challenging circumstances. This includes a long history of under-costing our science, supporting and replacing sprawling and outdated infrastructure, in addition to today's significant financial headwinds. As you may be aware, AgResearch has run at an operational deficit for most of its existence. The Board has been clear that this is neither prudent nor sustainable. As a result, we are two years into a 3–4-year programme of work to get ourselves to a position where we have an operational surplus, and we are on track to do this. Our 'Business Improvement Programme' is improving the overall operational and financial performance of our business with a focus on costing, pricing, contracting, overheads, utilisation, planning, forecasting, IT systems and project delivery.

We continue to have a laser focus on revenue. We work closely with our industry partners and investors to provide them with research and development that they need while fully costing and charging for our services. We also have a greater focus on building global collaborations to leverage international funding opportunities such as Horizon Europe and commercial opportunities abroad.

We are increasing our efforts in commercialisation, both to increase impact from our research and to generate alternate revenue streams. For example, our subsidiaries and business units, Grasslanz Technology Ltd and GenomNZ, are focused on providing commercialisation pathways for our science and scientists. We will more strongly leverage KiwiNet Innovation Network and its pre-seed funds for commercialisation activities to ensure the services we provide, and the intellectual property we own, are maximised to their full commercial potential.

The Board is making difficult decisions it needs to get the organisation to financial sustainability. This includes reducing organisational costs and overheads, and exiting some areas of unfunded or underfunded research in the next few months as we deepen our focus on our key research priorities. We are updating agencies, other CRIs and stakeholders on our final research priorities and will discuss any significant changes with them. These decisions, inevitably, will have an impact on the breadth of research we have traditionally delivered to help accelerate the performance of the Aotearoa New Zealand economy.

As a research organisation, we do like a challenge and, amid the gloom I am pleased to say, despite the many challenges we are facing, AgResearch continues to produce the type and standard of research that we are internationally renowned for.

We're also pleased to formally share for the first time our new Research Priorities, which have been in gestation for over a year. Many of our stakeholders have participated in the many hours of work behind their development, prompted by the changing needs of the sector we serve and the subsequent need for research to evolve.

You can read about them in greater detail in this report. But suffice to say we believe they are a strong statement to anyone with an interest in science about who we are, what we stand for and what we as an organisation plan to achieve over the next three years.

They align with our Minister's expectations for us to be technology and future-focused, to fully maximise the impact of our research, to help drive the Aotearoa New Zealand economy and enable our pastoral farming stakeholders to be profitable and more sustainable. It's a challenge we relish and have risen to amid challenging times.

We have invested in state-of-the-art facilities, most notably in Lincoln, and we will continue to ensure we create the right workplace and culture for our people to thrive and collaborate with others. Our main focus will continue to be providing advice, designing solutions and new pieces of technology to tackle climate change, improve food systems, and create relationships that are of mutual benefit and value for farmers.

We have, and continue to make, an invaluable contribution to the Aotearoa New Zealand research ecosystem, and look forward to contributing input and ideas into the Government's recently announced review of the science sector. We know that the research, innovation and tertiary education sectors are essential to Aotearoa New Zealand's future prosperity and success. The world is going through a knowledge and technology explosion, and we need structures and strategies in place to make the most of this.

By making better use of Aotearoa New Zealand's science resources, and linking arms with our commercial partners, we can fully realise the potential and impact of our science. We have already made progress in this regard. The proportion of our research that is commercially funded has grown to be our most significant revenue stream; tangible evidence and validation of our contribution and the value we provide to our stakeholders.

We are therefore pleased to report in this Statement of Corporate Intent on our plan to deliver on our core purpose to use science to enhance the value, productivity and profitability of Aotearoa New Zealand's pastoral, agri-food and agri-technology sector value chains to contribute to economic growth and beneficial environmental and social outcomes for Aotearoa New Zealand.

Dr Paul Reynolds QSO
Chair
30 June 2024

Dr Sue Bidrose
Chief Executive Officer
30 June 2024

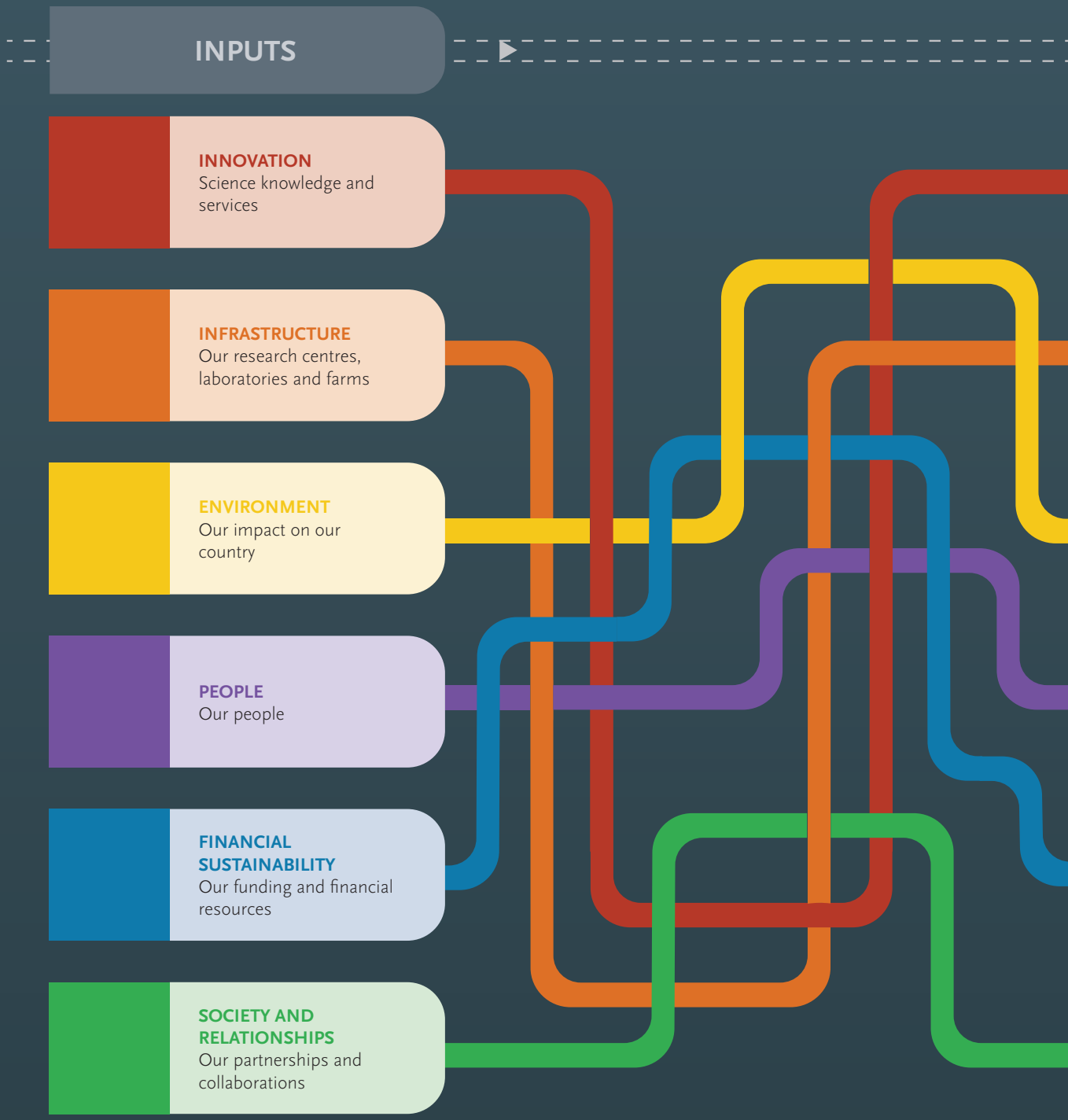
Ā MĀTOU WHAKAAROTAU RANGAHAU

Our Research Priorities

By supporting the creation of a strong, sustainable agriculture sector, AgResearch aims to enable Aotearoa New Zealand to build thriving landscapes in a changing climate with agriculture as the backbone of the Aotearoa New Zealand economy.

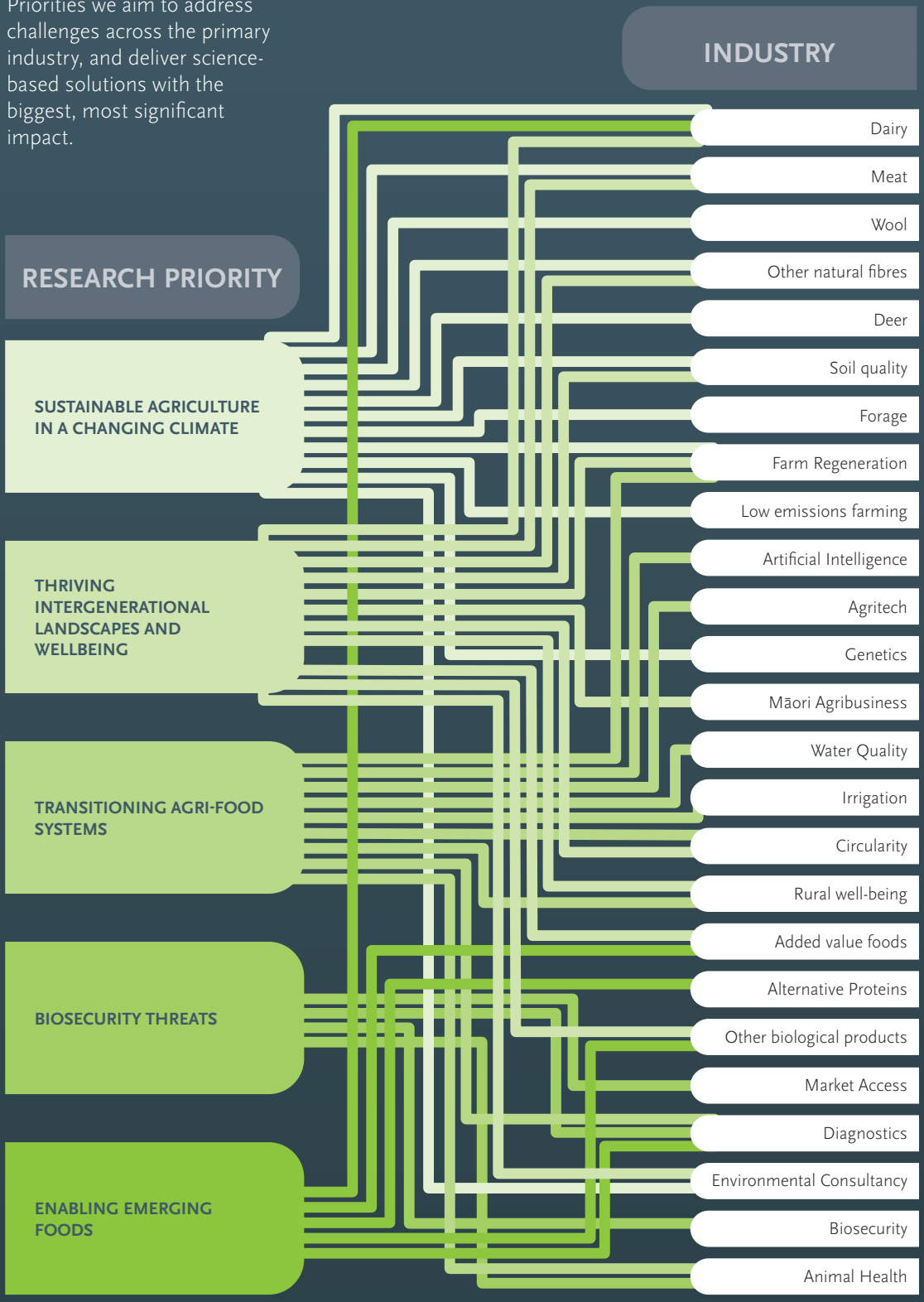
Creating impact and value

AgResearch is an organisation that aims to create value and impact not only for its people, but for the betterment of the agricultural sector and Aotearoa New Zealand.



OUTPUTS	IMPACT
Research that is strategic, designed with, and aligned to, our science end-users, and delivers and provides value for our commercial partners. Our science contributes to scientific understanding, thought leadership, and return on investment.	**CREATE THE WORLD'S MOST SUSTAINABLE FOOD PRODUCTION SYSTEMS THROUGH THE INTEGRATION OF WESTERN SCIENCE AND MĀTAURANGA MĀORI.**
Innovation created in places and spaces that are modern, cutting edge, and co-located with New Zealand's emerging and leading researchers, and thought leaders.	**WORKPLACES THAT INCUBATE INNOVATION, COMMERCIAL OPPORTUNITIES AND PUBLIC GOOD OUTCOMES.**
A commitment to sustainability and lighter footprint on the planet.	**AGRESEARCH PROVIDES AN EXAMPLE AND LEADERSHIP FOR OUR PARTNERS TO FOLLOW.**
Creative and innovative thinkers who work in a safe supportive and inclusive setting that fosters success.	**VALUES AND A COMPANY CULTURE THAT ENHANCES AND FOSTERS THE WORLD'S MOST IMPACTFUL AND ESTEEMED RESEARCHERS.**
Sustainable business operations that strive to be responsible, efficient and mitigate risk.	**ROBUST AND RESILIENT REVENUE STREAMS THAT ENABLE SMART INVESTMENTS.**
Deep and enduring stakeholder relationships. Commercial partners and research funders who are valued and engaged in our research.	**A RESPONSIVE AND AGILE ENTITY THAT IS COMMERCIALLY AND CULTURALLY FOCUSED ON PROVIDING SOLUTIONS TO THE PROBLEMS OF TODAY AND TOMORROW.**

With our new Research Priorities we aim to address challenges across the primary industry, and deliver science-based solutions with the biggest, most significant impact.



CAPABILITY

Aotearoa New Zealand is a leader in the production of premium food and fibre, and design and development of novel agri-food innovations. Our science capability spans the agricultural value chain with a focus on integrated systems - all aspects of our research can be linked.

In February 2023, we began a programme of work to refresh our research strategy to better respond to the rapidly evolving challenges affecting the agriculture, agri-food, and agri-tech sectors.

Our aim was to:

- Address the major challenges facing the pastoral industry, both currently and in the foreseeable future.
- Narrow the breadth of our research to focus on areas where we can have the most significant impact on the agriculture, agri-food, and agri-tech sectors.
- Build depth in these key areas to maintain or gain national and global leadership in the field and be the preferred research provider.
- Demonstrate thought leadership in agriculture, agri-food and agri-tech related science.
- Prepare and position our workforce for future challenges and opportunities.
- Ensure long-term financial sustainability for AgResearch.

We undertook an iterative consultative process involving extensive engagement with both scientific and other staff members within our organisation as well as external stakeholders and thought leaders.

This extensive process has resulted in five new research priorities (see below). With these priorities clearly defined, we aim to address primary industry challenges and deliver science-based solutions with the biggest, most significant impact.

Our five new research priorities

SUSTAINABLE AGRICULTURE IN A CHANGING CLIMATE
Dedicated to addressing the challenges and increasing threats from climate change faced by dairy, sheep and beef farmers, this priority delivers actionable, science-based solutions, tools, and knowledge to maintain both environmental and financial sustainability in farming practices.

THRIVING INTERGENERATIONAL LANDSCAPES AND WELLBEING
Grounded in kaupapa Māori principles and led by Māori, this priority is centred on creating resilient, thriving whenua Māori farming landscapes that are not only productive and sustainable but also cater to the cultural and social wellbeing of future generations.

TRANSITIONING AGRI-FOOD SYSTEMS
Transcending the scope of individual farms to catchments and regions, this priority challenges the paradigms of land use with community-centric sustainable design and practices that prioritise long-term environmental and community health, stability, and wellbeing.

BIOSECURITY THREATS
Safeguarding plant and animal health, this priority reinforces biosecurity defences by being squarely focused on establishing more resilient and environmentally responsible farming systems that can withstand the biosecurity challenges of today and tomorrow.

ENABLING EMERGING FOODS
Taking a highly partnered approach, this priority provides Aotearoa New Zealand with alternative proteins and technology-led production systems while ensuring food safety, quality, health and nutrition are not compromised.

Senior Scientist Melissa Roldan inspects our Hi-Ct White Clover plants in our containment facility based in Palmerston North

Excellent science, where it matters most

By focusing on areas where we can be most impactful, our five research priorities ensure that our scientific endeavours remain at the forefront of innovation and relevance. This approach enables us to continue producing high-quality, cutting-edge research that not only responds to current challenges but anticipates future trends in agriculture, and delivers to the evolving needs of both the agricultural sector and consumers.

Our research priorities also emphasise the formation of robust partnerships. By co-designing with Māori, other CRIs, industry, farmers, Government and other research institutions, we can create synergistic teams that bring diverse expertise and perspectives. This collaborative approach is pivotal to ensure that the outcomes of our research are comprehensive, inclusive, and have the greatest, positive impact on the sector and communities.

We choose to promote a kaupapa Māori research priority ('Thriving intergenerational landscapes and wellbeing') alongside others that offer opportunities to align traditional mātauranga Māori with contemporary scientific methods. With that, we aim to enrich our science in a way that is uniquely Aotearoa-based. This approach not only respects and preserves indigenous knowledge but also provides innovative perspectives to agricultural and agri-food science.

By identifying and focusing on key areas of research, we ensure that our resources are allocated effectively, maximising the return on investment. This approach allows us to deliver the most relevant and impactful science to meet Aotearoa New Zealand's needs, while also fostering a skilled and knowledgeable workforce.

It's important to note that our new research priorities are also focused on achieving financial sustainability for AgResearch and a stronger return on investment for Aotearoa New Zealand. By focusing on areas with the highest potential for impact and return, and making smart, forward-thinking investments in technology and people, we aim to create a more financially robust and sustainable organisation. This approach enables us to continue delivering high-quality research and development, while maintaining financial health and resilience.

Innovation

INPUT	OUTPUT	IMPACT
Science knowledge and services	Research that is strategic, designed with, and aligned to, our science end-users, that sets clear priorities and flagship programmes, and delivers value for our commercial partners.	**OUR SCIENCE CONTRIBUTES TO SCIENTIFIC UNDERSTANDING, THOUGHT LEADERSHIP, AND RETURN ON INVESTMENT. CREATE THE WORLD'S MOST SUSTAINABLE FOOD PRODUCTION SYSTEMS THROUGH THE INTEGRATION OF WESTERN SCIENCE AND MĀTAURANGA MĀORI.**

OBJECTIVES			FY25 Target
i	Drive and demonstrate research impact	Commercial reports per scientist FTE *	1.00
		Independent evidence-based impact analyses	10
		Continue to grow impact-enabling capability and culture	Achieved
ii	Adopt a Tiriti-led approach	Enabling Māori Strategic Science Investment Fund (SSIF) allocation	$5.15m
		Innovate to meet needs of whenua Māori and Māori agribusiness (aligned research priorities)	> 40%
iii	Creative Collaboration	People have easy access to colleagues to explore ideas or receive feedback	> 70%
iv	Peer-reviewed publications	Impact of scientific publications (mean citation score *)	2.07 **

* *KPIs that are mandated by MBIE across CRIs*

** *By signing DORA, AgResearch made a public commitment to valuing the scientific content of a paper over and above any publication metrics or journal indices. The Metrics Toolkit (https://www.metrics-toolkit.org/metrics/citations_articles/) advises, "Citation counts should never be interpreted as a direct measure of research quality". We request that MBIE reconsiders its requirement to report this metric in light of this information.*

Our Research Priorities

To realise the full potential of our new science priorities through delivery and excellence.

Research excellence is our primary focus at AgResearch.

Science excellence underpins our contribution to ensuring we as a nation have a thriving and growing economy and an agricultural sector that is efficient, sustainable and profitable.

To ensure our science remains fit-for-purpose, we have conducted a detailed review of our research priorities. The process, designed to ensure that our science and services are focused on and aligned to what our shareholders require and need today and tomorrow, has created an organisational strategic roadmap for the next five years.

SUSTAINABLE AGRICULTURE IN A CHANGING CLIMATE

Dedicated to addressing the challenges and increasing threats from climate change faced by dairy, sheep and beef farmers, this priority delivers actionable, science-based solutions, tools, and knowledge to maintain both environmental and financial sustainability in farming practices.

We will focus on research that reduces inputs, enhances efficiency and embraces innovative farming practices. We have the unique ability to test tools, technologies and methodologies across different farming systems and across the value-chain. The solutions we develop will be comprehensive, pragmatic and directly relevant to the everyday challenges encountered by farmers.

This priority also considers other pressing environmental challenges, such as freshwater quality and availability, soil health and erosion, and biodiversity conservation.

The focus is on optimising the use of natural resources, improving the resilience of pastures and livestock to climate change, and aligning farming practices with global market standards and consumer expectations. These will equip Aotearoa New Zealand's dairy, sheep and beef farmers with the tools and technologies necessary to sustainably maintain market access and productivity.

THRIVING INTERGENERATIONAL LANDSCAPES AND WELLBEING

Grounded in kaupapa Māori principles and led by Māori, this priority is centred on creating resilient, thriving whenua Māori farming landscapes that are not only productive and sustainable but also cater to the cultural and social wellbeing of future generations.

The overarching goal of this priority is to establish a strong kaupapa Māori and transdisciplinary research foundation that supports the development of resilient, flourishing, healthy landscapes for Māori and all New Zealanders.

We will co-design and co-develop research that includes Māori people (hapū, businesses, Māori agribusiness, iwi, hapori), resources (whenua Māori and kai grown, jobs created), and knowledge (kaupapa Māori approaches, mātauranga Māori, farmer knowledge) to ensure the research equally benefits Māori as well as all New Zealanders. This leadership approach ensures that the research is grounded in Māori perspectives and methodologies, paving the way for innovative, economically productive and culturally resonant approaches in agriculture which leads to resilient, flourishing and healthy landscapes including farms, marae and rural communities.

We will focus on:

- Emphasising the health of the whenua to achieve food security
- Sustainable land stewardship to maintain productivity for future generations
- Developing value chains that prioritise the needs of the whenua and community, balancing economic, environmental and social aspects of sustainability
- Promoting and integrating Māori knowledge, people and resources, to ensure that Māori perspectives are at the forefront of shaping the future of farming landscapes.

TRANSITIONING AGRI-FOOD SYSTEMS

Transcending the scope of individual farms to catchments and regions, this priority challenges the paradigms of land use with community-centric sustainable design and practices that prioritise long-term environmental and community health, stability, and wellbeing.

We will reimagine the future of agriculture within the broader context of entire landscapes and communities. With a place-based focus on the needs of catchments and regions, together we will create a model of agriculture that not only coexists with but actively supports and enhances the natural environment for the benefit of current and future generations.

We are committed to building a robust scientific foundation to support sustainable land use changes, and foster ecosystems that are regenerative and resilient to climate change. Our goal is to shift conventional agriculture practices toward more holistic, sustainable models that respect and integrate the dynamics of natural ecosystems.

We anticipate that a shift to land use practices which prioritise ecological balance and sustainability will enhance the resilience of farming systems and provide a broader range of benefits to society.

This priority aligns strongly with our 'Thriving landscapes and wellbeing' priority. It will include te ao Māori principles and approaches so we can work in partnership with Māori communities and kaitiaki to enable diversification.

Our 'Respecting Knowledge Systems' pou in our strategy of Te Ara Tika highlights the value of using together AgResearch science and kaupapa Māori research approaches involving mātauranga Māori. This pou is also closely aligned with the 'Cultural Intelligence' pou. These will be collectively led by the Chief Scientist, Director Research Capability, and Director Māori Research and Partnerships.

Key actions under this pou include:

- Embedding te ao Māori within all research priority flagship programmes
- Facilitating a common language among our science and research community about kaupapa Māori research, and science and mātauranga Māori knowledge systems.
- Maturing AgResearch's vision mātauranga competency with Our Land and Water's tool called Te Ara Hourua Vision Mātauranga by focusing on fit-for-purpose vision mātauranga content in all contestable funding applications from 1 March 2024.

BIOSECURITY THREATS

Safeguarding plant and animal health, this priority reinforces biosecurity defences by being squarely focused on establishing more resilient and environmentally responsible farming systems that can withstand the biosecurity challenges of today and tomorrow.

We will focus on research that aims to foster healthier farming ecosystems, leading to stronger rural economies and communities. We aim to develop a fully integrated biosecurity system that encompasses animals, plants, humans and food by enhancing co-ordination and response mechanisms to ensure comprehensive coverage and preparedness against biosecurity and food safety challenges.

Our research will enable the agricultural sector to reduce its reliance on synthetic chemicals, advance food safety standards and protocols, and integrate biosecurity across farm systems.

A robust biosecurity framework is essential to maintaining, and potentially expanding, market access for Aotearoa New Zealand's agricultural and agri-food products. By demonstrating strong, sustainable biosecurity practices, Aotearoa New Zealand can assure international markets of the safety and quality of its exports, thereby preserving and enhancing Aotearoa New Zealand's reputation as a trusted global food supplier.

By focusing on advanced biosecurity measures and sustainable farming practices, this priority aims to ensure that agriculture thrives in harmony with the environment, and safeguards ecological integrity and public health.

ENABLING EMERGING FOODS

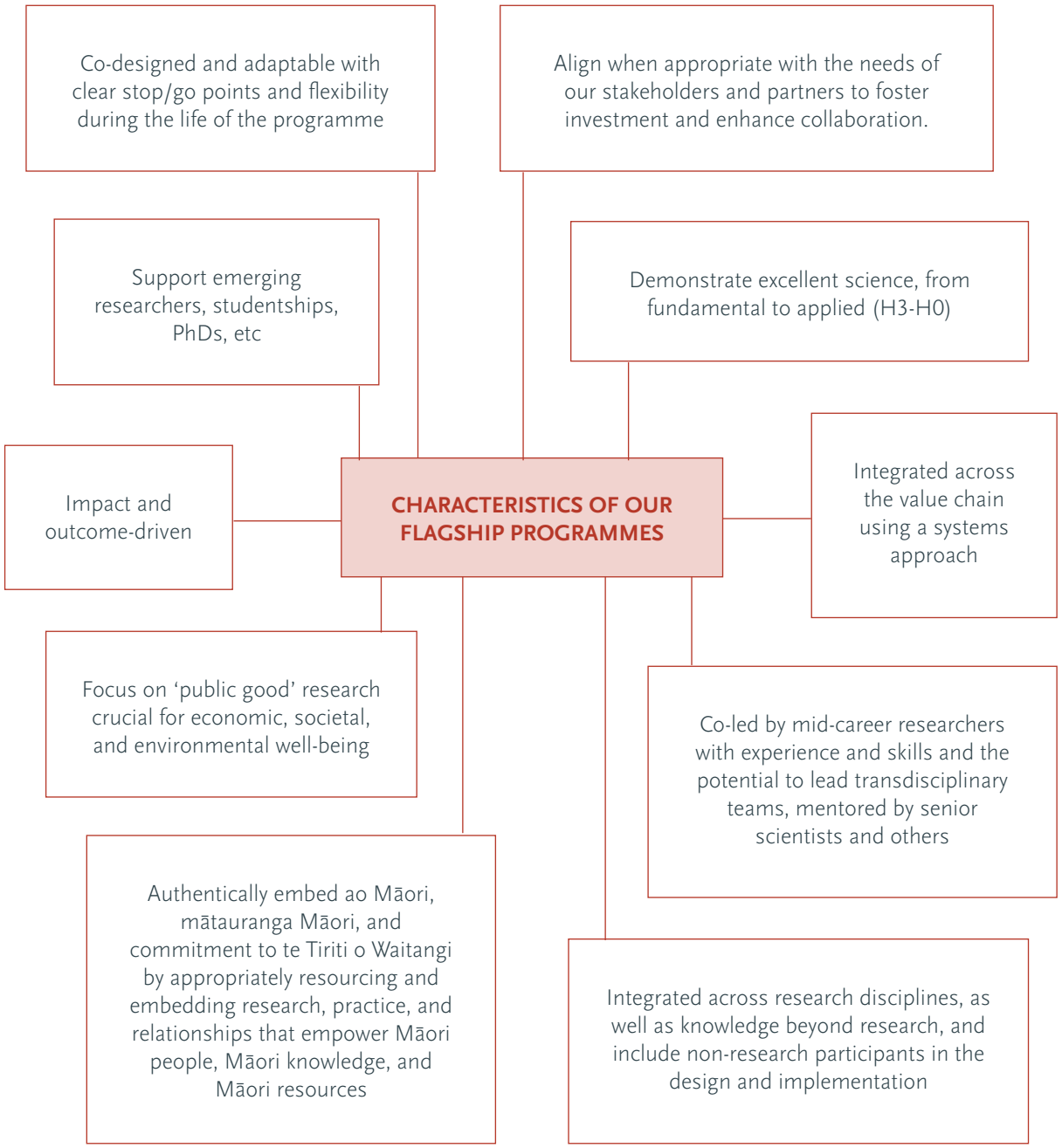
Taking a highly partnered approach, this priority provides Aotearoa New Zealand with alternative proteins and technology-led production systems while ensuring food safety, quality, health and nutrition are not compromised.

Taking a highly partnered approach, this is our 'new tech' food priority where we will apply our capabilities into 'disruptive' food systems including alternative methods for food and protein production. We will leverage our expertise in food protein science, microbial technologies, food fermentation and our deep dairy engineering knowledge to support the growth of emerging foods and alternative proteins. This includes innovation around new, low-cost feedstock to achieve better outcomes from the environment – for example, reduction of waste and by-products – and commercial viability for Aotearoa New Zealand.

New flagship science programme development

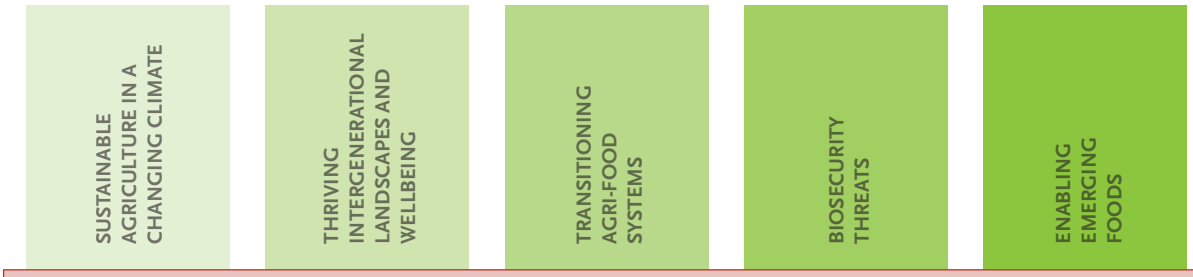
Each of our new research priorities has one or more flagship science programmes. A flagship programme is a large, integrated programme of research funded, at least in part, through our Strategic Science Investment Fund, and contributes directly to the outcomes articulated for each research priority.

At the time of writing, our flagship programmes are in the process of co-design. They will be designed and contracted to begin by 1 July 2024.



Integrated traverse themes for AgResearch's research priorities

In the realm of agricultural research and innovation, the integration of traverse themes transcends our flagship projects, applying universally across all research priorities. This inclusive approach underscores our commitment to addressing the multifaceted challenges and opportunities within the sector, guided by the expertise of distinguished leaders in five key areas: Te Ao Māori, Systems Biology, Data Science and Digital Technology, Social Science and Farmer Engagement.



SYSTEMS BIOLOGY

Systems Biology adopts a holistic approach to understanding and improving the intricate interactions within ecosystems. This theme is pivotal for achieving ecological balance, promoting sustainable land use and enhancing the health of ecosystems. By embracing systems thinking, we aim to foster resilience and sustainability in agriculture, ensuring that our practices contribute positively to the well-being of both the environment and communities.

DATA SCIENCE AND DIGITAL TECHNOLOGY

This is all about harnessing the power of Data Science and Digital Technology to drive innovation and enhance decision-making across all research priorities. From predictive modelling and supply chain analytics to the early detection of biosecurity threats, this theme plays a crucial role in transforming agricultural practices through cutting-edge technologies and data-driven insights.

SOCIAL SCIENCE (INCLUDING ECONOMICS)

The Social Science theme, including Economics, enriches our research by embedding human behaviour and economic considerations into our strategies. This theme is essential for informing policy recommendations, addressing social and cultural factors, and understanding market dynamics. Our expertise ensures that our research is not only scientifically sound but also economically viable and socially responsible.

FARMER ENGAGEMENT

Our Farmer Engagement theme emphasises the importance of connecting with and understanding the needs of the farming community. This theme is dedicated to ensuring that our research is grounded in the realities of agricultural practice, fostering collaboration and communication that address the aspirations and challenges of farmers. We aim to create research outcomes that are directly relevant and beneficial to those at the heart of the agricultural sector.

TE AO MĀORI

The principles of Te Ao Māori are woven throughout our research endeavours, reflecting a deep respect for the cultural values and knowledge systems unique to Aotearoa. This theme champions the integration of indigenous perspectives across our research priorities, ensuring that our scientific pursuits honour Māori values and practices and incorporate them when appropriate.

Ag:PAC Trailer in use at our Invermay campus

Strategic Science Investment Fund (SSIF)

Effective allocation of SSIF funding is essential to sustain our research excellence. Our SSIF funding allocation strategically channels this important resource to ensure that each research priority is adequately funded and empowered to achieve its objectives. This structure is a blueprint for operationalising our strategic vision. It enables AgResearch not only to pursue scientific and mātauranga Māori excellence, but also to provide tangible solutions and benefits to the agricultural and agrifood sectors, Māori communities and Aotearoa New Zealand society.

SSIF is contracted by the Ministry of Business, Innovation & Employment at $44,962,557 p.a. until June 2026. This amount has not been inflation-adjusted since it was first awarded as Core Funding in 2011. The only exception was a 'Cost Pressure Adjustment' of $6M p.a. in 2020 because of the COVID-19 pandemic.

Our SSIF distribution prioritises areas crucial for AgResearch's strategic goals. It ensures a balanced investment in flagship programmes ($31,168,647) and other areas core to our research portfolio.

A total of $1.15M is allocated to our Enabling Māori Fund. This is directed at supporting and developing our kaupapa Māori and mātauranga Māori capability relevant to the Research Priorities. Of this, $3.6M is being used to support Flagship Programmes in the Thriving Intergenerational Landscapes and Wellbeing Research Priorities.

We will also resource our agility and responsiveness to new challenges (via our Agility Fund, $4,600,000) for key resources required to deliver our research priorities, as well as public service research (via our Underpinning Resources and Public Service Fund, $3,500,000).

The funding structure has been carefully crafted to balance the need for foundational scientific research, the ability to respond quickly to emerging issues, support for underpinning resources and public service, and substantial investment in flagship programmes that embody the strategic thrust of AgResearch's renewed focus. It considers the critical feedback from internal and external stakeholders and aligns with the broader strategic imperatives of enhancing science excellence, building robust partnerships, and fostering the integration of mātauranga Māori into our research paradigm.

World class researchers

Science excellence criteria are traditionally defined by scholarly achievement. At AgResearch, we consider science excellence to be more than traditional scholarly output. We are building a culture of creativity, collaboration and inclusiveness through our new research priorities and a refresh of our career descriptor framework. Our science team leaders, working with science group managers, our Insights Team and others, provide direction, oversight and monitoring as part of assessing our delivery of impact. They work collaboratively with internal and external stakeholders to identify, plan for, deliver and ensure end-user uptake of current and future science opportunities through a fit-for-purpose portfolio of projects, programmes and integrated initiatives. This is delivered via national

and international scientific collaborations and internally co-ordinating science projects across multiple objectives.

Recognition

We recognise excellence by awarding annual prizes funded by SSIF. Traditionally, the AgResearch Science Prize has rewarded outstanding achievement in research quality, i.e. our foremost publication in the last five years. We have diversified this prize and added a foremost field-weighted publication to recognise publications that have a significant impact in their research field.

An Impact Prize recognises the achievement of outstanding scientific output(s) that deliver and/or contribute to sector impact(s).

A Student Prize recognises excellence among students working on research projects within AgResearch.

Our International Science Advisory Panel (SAP) remains an important voice in our evolution and continues to be a key influencer on science. The panel is made up of Chair Emily Parker (Te Herenga Waka–Victoria University of Wellington), Henning Steinfield (formerly Food and Agriculture Organisation of the United Nations), Rickey Yada (University of British Columbia) and Laurens Klerkx (Universidad de Talca, Chile).

Other key influences on our science excellence include our Emeritus Scientist cohort, who provide their collective experience and wisdom, and our Science Council which, on behalf of AgResearch staff, provides a 'bottom up' science voice to our Senior Leadership Team. Both groups embody what successful science looks like.

Maximising impact

By concentrating our efforts on high-impact research through our five new research priorities, we will be accelerating the research-to-market pipeline and focusing more on our extension and engagement activities with farmers, end-users and rural professionals.

To support this anticipated pipeline and ensure that we capture additional impact, we are also increasing the focus on early-stage product development to identify and assess scientific outputs that may be unique and valuable. We are also increasing our commercialisation focus to diversify our revenue streams and invest more in future science for the agriculture sector and Aotearoa New Zealand.

Intellectual Property and Impact

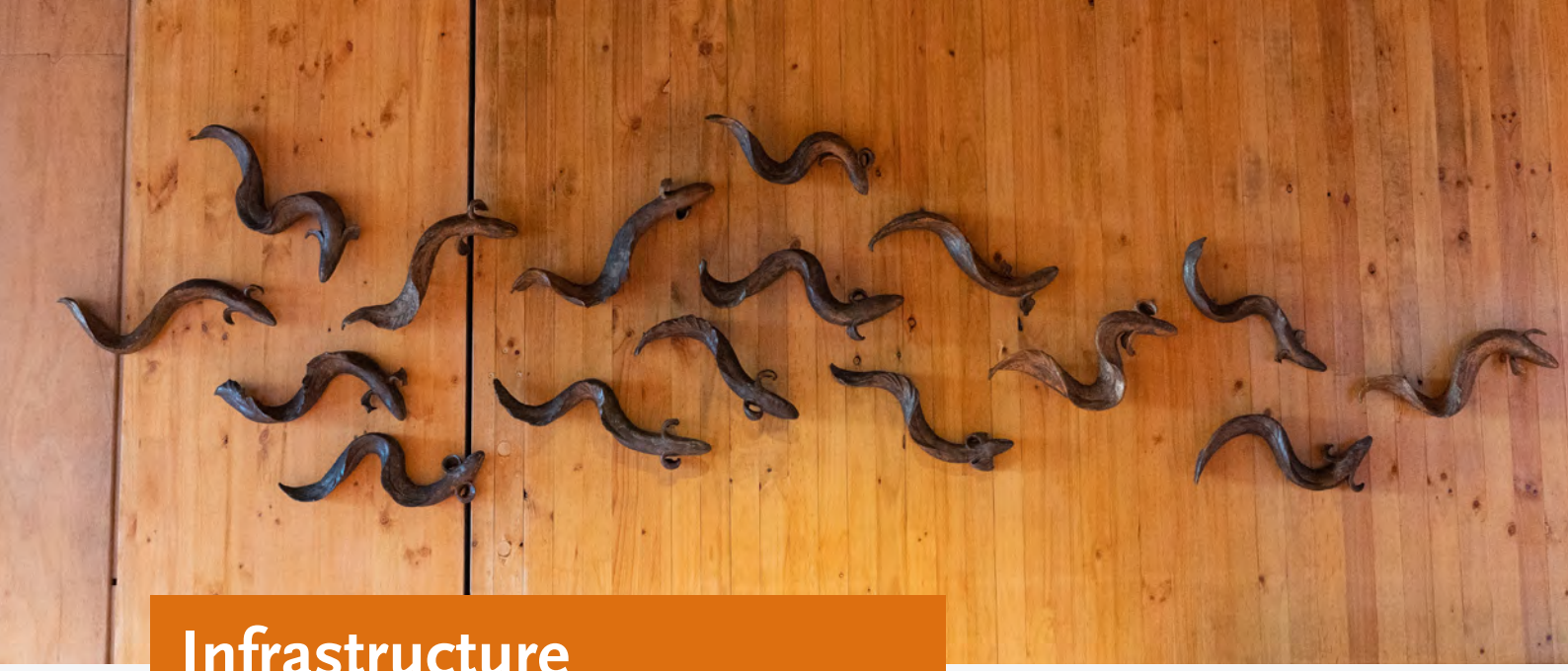
AgResearch aims to strategically manage and transfer intellectual assets in ways that ensure optimal benefit to Aotearoa New Zealand, as well as benefit and impact for stakeholders.

To accelerate adoption of innovation, AgResearch uses a range of technology transfer pathways. These include a mix of partnering, providing contract research and development services, executing licensing deals with industry, or (if necessary) forming new ventures to deliver impacts.

The approach to commercialisation and dissemination of knowledge varies, given the many and varied types of intellectual property rights which are generated, accessed and used across AgResearch. The most effective method of managing them to achieve maximum impact will vary on a case-by-case basis. In some instances, the best impact may be through widespread public release via publication or in conjunction with an industry body.

Commercialising science requires a return to justify that approach and attract external investment. So it is essential that we protect the core technology appropriately, on a case by case basis, through patents or other intellectual property rights, where needed.

Achieving impact through knowledge transfer is a key goal. But where the knowledge and technology has a market application and is expected to generate commercial returns, an equitable return from the commercial exploitation of intellectual property rights should be expected. This is important in enabling AgResearch to operate as a sustainable business and to continue to provide capability and expertise to support the pastoral sector.



Infrastructure

INPUT	OUTPUT	IMPACT
Our research centres, laboratories, and farms	Innovation created in places and spaces that are modern, cutting edge, and co-located with Aotearoa New Zealand's emerging and leading researchers and thought leaders.	**WORKPLACES THAT INCUBATE INNOVATION, COMMERCIAL OPPORTUNITIES AND SCIENCE THAT LEADS TO IMPACT.**

OBJECTIVES			FY25 Target
i	Effective and efficient use of infrastructure	Net campus cost per employee	$42.0K
		Find efficiencies and synergies across farm assets	Achieved

Infrastructure co-location

Help foster collaboration and ideas by sharing facilities

To ensure our researchers remain at the forefront of land-based science innovation, we must provide them with cutting edge facilities and opportunities to collaborate with a wide variety of researchers.

Our strategy is to co-locate our campuses with the tertiary sector. This is part of our commitment to enhance partnerships in the Aotearoa New Zealand research ecosystem, and to help foster the next generation of researchers through our support for PhD students and Postdoctoral staff.

Our new research facilities and corporate headquarters on the Lincoln University campus provide our people with modern facilities and will help attract new talent to our organisation. We will continue to explore further opportunities to share facilities, and identify the potential to save costs, generate more revenue, improve efficiency and ensure compatibility with our Research Priorities.

We currently share facilities with Massey University in Palmerston North where AgResearch co-occupies two significant buildings, the Hopkirk (leased from Massey since 2007) and Te Ohu Rangahau Kai (built with capital contributions from AgResearch 78% and Massey 22%).

Our Grasslands campus is 31.38ha, 20ha of which is used by the Animal Handling Facility to support land and forage sites. It also hosts the Margot Forde Germplasm Centre. The infrastructure focus is on upgrading ageing buildings and facilities, including a planned approach to recladding greenhouses and refurbishing laboratories.

Our Ruakura campus land (48.5ha) is leased from Tainui Group Holdings (TGH). It is a perpetual lease with 10 yearly renewal periods. Approximately 6ha contains buildings. The buildings and infrastructure are owned by AgResearch. We are currently reviewing our lease arrangements and intend to consider all practicable options, including lease renewal and lease back options, with investors. Our Ruakura Animal Containment Facility is due to be closed in June 2025.

Our Invermay campus is situated on 15.75ha near Mosgiel and is surrounded by the Invermay farm. We share the facility with over a dozen tenants, with scope to include more in the future.

from left: Inside Tuhiraki, Lincoln; Te Ohu Rangahau Kia, Palmerston North

Our farms

Finding efficiencies and synergies and maximise the research potential of farm assets

Clockwise from top left: Lincoln Farm, Invermay Farm, Tokanui farm, Ruakura farm

Research farms play a vital role in our research. They allow our scientists to conduct experiments at plot, field and farm scale. The Aotearoa New Zealand Research Farms Initiative is a pan-CRI, tertiary education and Pāmu programme to assess our joint farm holdings. We have shared information and familiarised participants with what and where our farms are located. Over the coming year we will explore whether synergies, for the betterment of research, might be realised.

We currently own farms in Tokanui, a 335ha Waikato dairy farm; Aorangi, a 191ha property that supports methane research located near Palmerston North; Woolfords block, a 85ha grazing unit that supports Aorangi; Ballantrae, a 473ha high country farm near Woodville; Lincoln Farm, a 129ha unit near Christchurch; Woodlands, a 248ha sheep farm near Invercargill, and Invermay, a 578ha unit on which we conduct sheep, deer and water quality research.

Farm ownership places a heavy financial burden and financial risk on relatively small organisations such as a Crown Research Institute (CRI). Therefore, AgResearch is assessing farm assets. This work is being led by an external contractor. It will provide options and opportunities, which our management and board will consider, to mitigate financial risk, and lead to better research outcomes and knowledge transfer.

Methane measurement facility

Design world-class facilities that enable us to conduct world-leading research and provide services that meet the changing needs of the sector and its consumers

The New Zealand Agricultural Greenhouse Gas Research Centre (NZAGRC) has been a core component of the New Zealand government's approach to understanding and managing greenhouse gases from agriculture since its creation in 2009. NZAGRC, alongside AgResearch, funds the New Zealand Animal Ruminant Methane Measurement Centre (NZRMMC), Aotearoa New Zealand's only respiration chamber facility for ruminant methane measurement.

NZRMMC was established in 2011 and has been crucial to measure methane emissions from ruminants to assist with Aotearoa New Zealand's inventory reporting. Respiration chambers, as a measurement tool, provide high-resolution data on the emissions patterns throughout the day. This helps determine the duration and magnitude of the effect of feeding events, dosage of inhibitory substances or any other experimental procedures. In addition to contributing to our inventory, the facility is very valuable in science programmes at the discovery end of the research pipeline, such as the AgResearch-led methane inhibitor and methane vaccine programmes.

However, Aotearoa New Zealand's current capacity to measure enteric methane emissions from cattle in respiration chambers is limited and cannot meet demand. The current waiting period for scheduling a trial at the Centre can be up to a year. This is a constraint on the development and testing of technologies aimed at reducing enteric methane emissions. It particularly impacts our ability to deliver new tools and technology to reduce on-farm emissions to farmers and industry quicker.

The Centre only has four respiration chambers for cattle. Work is currently underway to increase this to eight to double our current capacity. At the same time, we are also upgrading to meet PC2 containment levels, which will allow our facility to meet the more rigorous requirements in the early phase of research with novel compounds and other interventions.

This $3.2 million investment is being funded by AgResearch and NZAGRC.

A methane chamber inside the NZRMMC facility.

Digital infrastructure

Harnessing the power of the digital revolution

AgResearch's digital transformation plan for the next decade and beyond is called *Te Mahere Matihiko*. This digital blueprint aims to create a digital culture founded on manaakitanga (care to others in our domain) and kotahitanga (unity and collective benefit). It focuses on facilitating and supporting digital tools that are accessible and welcoming to all and which celebrate our pātuitanga (partnerships).

OUR DIGITAL TRANSFORMATION PLAN OUTLINES FOUR FOCUS AREAS FOR INVESTMENT

1. Improved operational efficiency through the effective use of technology
2. Digital transformation of our science
3. Digital upskilling of our workforce
4. Adoption of modern technologies

It also supports and enables open science, a collaborative and transparent approach to scientific research that emphasises the free and open sharing of research outputs, data, methods and tools. Foremost among these is the use of Artificial Intelligence (AI).

AgResearch currently has 33 'in-flight' research projects and a further 18 planned projects using AI. The projects use techniques such as machine learning, deep learning, computer vision and natural language processing in an agricultural context. Examples are deriving methane predictions from the rumen, detecting disease and contaminants in offal and seeds, classifying genomic data, calculating the percentage of diseased areas on maize leaves, and metagenomic sequence analysis to improve prediction classifiers.

The use of AI has necessitated investment in commensurate levels of computing power. To that end, AgResearch remains committed to our pan-CRI collaboration to develop a National Environmental Data Centre (NEDC) and establish a data quality framework. We expect the next five years to feature many more examples of how CRIs will adopt a joint approach to sharing digital infrastructure and expanding the data science (eResearch) capability of our scientists.

The template was established in a formal partnership with the New Zealand eScience Infrastructure (NeSI) alliance to procure and manage eResearch infrastructure. This ongoing investment has provided the services required to support and grow our data science capability, and has aligned us with the New Zealand research sector's goal to build national scale in high performance 'supercomputing' infrastructure.

Environment

INPUT	OUTPUT	IMPACT
Our impact on our country	A commitment to improving our practice and a lighter footprint on the planet.	**AGRESEARCH REDUCES OUR GREENHOUSE GAS EMISSIONS AND PROVIDES AN EXAMPLE AND LEADERSHIP FOR OUR PARTNERS TO FOLLOW.**

OBJECTIVES			FY25 Target
i	Commitment to sustainability	On track to achieve our target greenhouse gas emissions reductions by 2030	Achieved
		On track to achieve FFBB "System Changer" status by 2026	Achieved

Future-fit Business Benchmark

To embed the Future-Fit Business Benchmark into our business-as-usual activities.

AgResearch has committed to Environmental Sustainability by adopting the Future Fit Business Benchmark. This is a metric that allows for all aspects of the operation of the institute to be assessed with an open access programme that has been created using over 30 years of science research.

The Future-Fit Business Benchmark has 23 break-even goals. An initial assessment has been completed for AgResearch and we have gained first tier of Future-Fit certification: 'Future-Fit Engaged' – third-party validation on sustainability performance. Our commitment under that certification for the new financial year is a new focus on reducing operational waste through assessing different types and quantities of waste generated by AgResearch and the disposal/recycling/reuse options available.

Our aim is to attain the highest tier of certification ('System Changer') by 2026. Other Aotearoa New Zealand organisations have already achieved this, including Plant & Food Research. We are working closely with Plant & Food Research, including sharing resources and staff.

AgResearch is also addressing our Greenhouse Gas emissions. Our independent emissions auditors Toitū Envirocare have certified us for our baseline year of emissions 2018/19 and the subsequent years of 2019/20 and 2020/21. We are currently certified as part of the Toitū Carbon Reduce Programme and have set emission reduction targets in line with the Paris agreement.

We are taking action on three large off-farm sources of emissions: infrastructure, business mobility (principally air travel) and commuting.

To reduce our emissions related to our infrastructure, we commissioned an energy audit. The resulting report is serving as the basis for the infrastructure component of our emissions reduction programme.

This has seen us obtain over $200,000 in co-funding from Energy Efficiency Conservation Authority (EECA) to carry out the following:

- Transition the fleet to lower emission vehicles
- Conduct energy audits
- Purchase low emission science equipment
- Purchase low emission chillers.

Work is now ongoing with a targeted programme to make improvements in efficiency and fuel, by switching away from fossil fuels to reduce emissions. We will start with our stationary gas boilers where technical solutions exist for replacements.

A key focus in the future will be to reduce emissions associated with the travel our staff undertake as part of their work, while balancing internal and external collaboration. Our goal is to enable our staff to actively participate and engage in actions to reduce emissions. We are developing a sustainable travel policy and ensuring clarity about accountability and responsibility for carbon conscious travel behaviour. We will provide greater transparency about trip emissions, set an emissions ceiling that aligns with our reduction target and review progress. We will communicate clearly the issues associated with business mobility and options for improvement.

Double Materiality Assessment

Take account of stakeholder perspectives in strategic planning and provide them with a clear example on how to take action.

AgResearch is a world leader in biological emissions research. We share knowledge and provide leadership to the industry on all matters related to farming and climate change. So it is important that we 'walk the talk' when it comes to how we operate as a business.

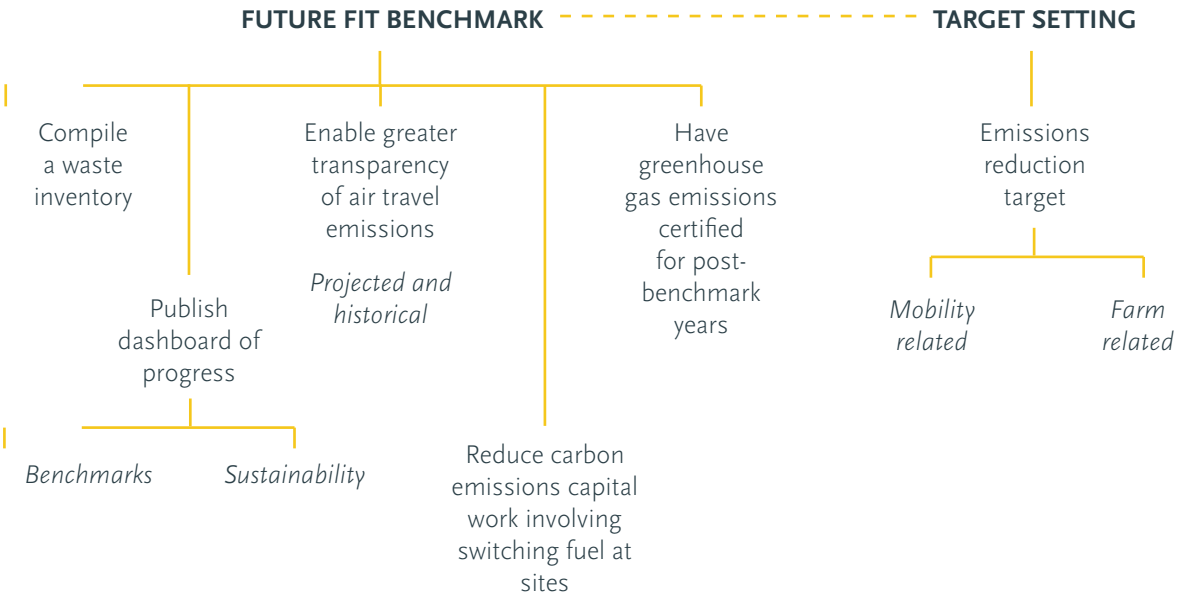
To help us better understand our stakeholders' views on sustainability, and the role we can play, we have started an ongoing piece of work called a 'double materiality assessment' (DMA).

DMA will examine, using a sustainability framing, how an organisation impacts on people and the planet (impact materiality) as well as how sustainability issues may pose risks to the business (financial materiality). The response will influence our plans and how we set credible targets for our own sustainability journey including our farming activities.

To that end, we are communicating with fellow research providers and Toitū Envirocare to set an on-farm emissions reduction target. Our collective research assists the industry-at-large. Therefore, a target needs to be appropriate and not unduly constrain our ability to find climate mitigation and adaptation solutions on behalf of the pastoral sector. We are working toward identifying a target by the end of the calendar year of 2024.

Future Plans

To achieve the following goals during FY24-25.



People

INPUT		OUTPUT	IMPACT
Our people	▶	Creative and innovative thinkers who work in a safe supportive and inclusive setting that fosters success.	**VALUES AND A COMPANY CULTURE THAT ENHANCES AND FOSTERS THE WORLD'S MOST IMPACTFUL AND ESTEEMED RESEARCHERS.**

OBJECTIVES				FY25 Target
i	Employee experience	Strong Engagement Index		> 70%
		Strong employee participation in employee engagement survey		> 70%
ii	Workforce stability and retention	Stable unplanned annual people turnover		< 10%
iii	Reduce workplace inequalities	Implementation of our Kia Toipoto Action Plan FY25 goals		Achieved
		Gender pay gap reduced		< 10%
		Employees feel that the organisation values and respects individuals from diverse backgrounds and cultures, and creates a welcoming environment for all employees		> 85%
iv	Health and Safety culture	Hazard and incident prevention	Safety observations	> 200
			Notifiable injuries and notifiable events	0, <2
		My manager shows by his/her behaviour a commitment to Health and Safety		> 90%
v	Capability and culture in te ao Māori	Strong participation in cultural development programme for te ao Māori (Kia Manawanui)		> 50%
vi	Digital capability	Develop digital capability and capacity		Achieved

We recognise that our employees, with their diverse skills, backgrounds, and areas of endeavour, are our greatest strength. AgResearch aims to create a work environment that values equality, diversity, and inclusion by appreciating our differences and supporting every employee to perform at their best.

Strategic workforce planning and capability development

Ensure we have the right people to deliver impact

Considerable time and effort has been invested in strategic workforce planning. This is a crucial process for AgResearch. It helps us understand our future needs, identify key positions, recruit and retain the right talent, plan succession and develop skills. It also helps with continuity in research projects and leadership roles.

This work was linked to the development of our Science Priorities, which are also aimed at building depth in crucial areas of research. We are also working alongside other CRIs to consider capabilities and, when appropriate, use a team approach to research to best use our collective expertise and achieve the necessary scale.

This work programme will also help us optimise the costs associated with recruitment, training and talent turnover, minimising the risk of overstaffing or understaffing in critical research areas. The workforce planning process has promoted collaboration and innovation, fostered a culture of innovation and played a significant role in developing our flagship programmes.

Equity, Diversity and Inclusion (EDI)

Create a workplace that values and respects individuals from diverse backgrounds and cultures.

AgResearch people – with all our diversity of skills, backgrounds and areas of endeavour – are our greatest strength.

At AgResearch, we are committed to embracing equity and diversity. We strive to be a high-trust, transparent and inclusive organisation where all our people feel welcome and can bring their whole selves to work.

We use key metrics in our annual employee engagement survey to measure EDI success. In the FY23 survey, 84% of our people either agreed or strongly agreed that "the organisation values and respects individuals from diverse backgrounds and cultures and creates a welcoming environment for all staff."

Our Equity, Diversity and Inclusion policy is designed to support every individual employee to perform at their best. For example, one of the tenets of equal employment opportunities is that fairness sometimes involves treating people differently to ensure equal access to opportunities and an environment that embraces diversity.

Both our Senior Leadership Team and Board are committed to equity, diversity and inclusion practices at AgResearch.

Cultural Competency Framework

Growing our people, and our science, in a uniquely Aotearoa-based way

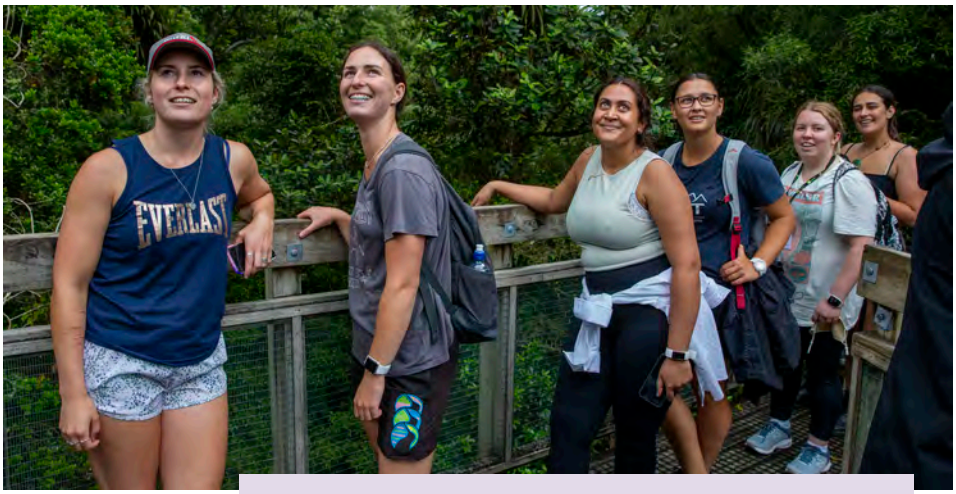
AgResearch has a mātauranga Māori and cultural competency learning programme which is refreshed annually to ensure the capability needs of our people are met. We offer structured development opportunities to build awareness, knowledge, skill and confidence in te ao Māori and knowledge of our obligations under te Tiriti o Waitangi. AgResearch and Manaaki Whenua Landcare Research share resources, including a Bicultural Learning and Development Manager. This will help us develop and benchmark levels of cultural competency for staff to reach as part of their professional development goals. We currently offer workforce beginner reo Māori and tikanga lessons through Education Perfect.

Māori-centred and kaupapa Māori research is providing AgResearch with an opportunity to grow and enrich our science in a uniquely Aotearoa-based way, as well as a number of commercial opportunities and avenues in which to help grow the Aotearoa New Zealand economy. The Māori economy is growing rapidly and has a big stake in the agriculture sector.

Therefore, it makes sense, on many levels, for AgResearch to build our understanding of Māori knowledge systems. Our efforts to embrace mātauranga Māori are a key part of our strategic and commercial focus. Our company-wide Te Ara Tika strategy is helping to embed and guide our cultural transformation into all parts of our business.

Our Māori Research and Partnership Group enhances our capability in kaupapa Māori research, research that is co-created, co-developed and co-led, or which is led independently by our partners, to ensure that it is directly relevant to the needs of Māori businesses, land development and communities. This group also extends our capability to network with community, hapū and marae-based Māori organisations.

AgResearch's Te Ara Tika strategy will address some of our current weaknesses and deliver stronger outcomes to Māori within an ao Māori context. Examples are the lack of Māori land-based and agri-food science researchers, and the need to proactively build a pipeline of Māori and rangatahi Māori researchers through Māori partnerships and Māori education initiatives. We are working with Te Puāwaitanga, Puhoro STEMM, Māori Education Trust, and a pan-CRI initiative to attract and retain more Māori into science.



Our interns of Te Puāwaitanga join with counter-parts from other organisations at a Wananga to reflect and share their experiences

Pay Gap

To reduce the pay gap in our workforce and maintain transparency

AgResearch continues to make considerable progress in addressing the gender pay gap in our workforce.

AgResearch's pay gap is currently 11.6%. Last year it was 14.3%. The Aotearoa New Zealand national average gender pay gap is 11.9%.

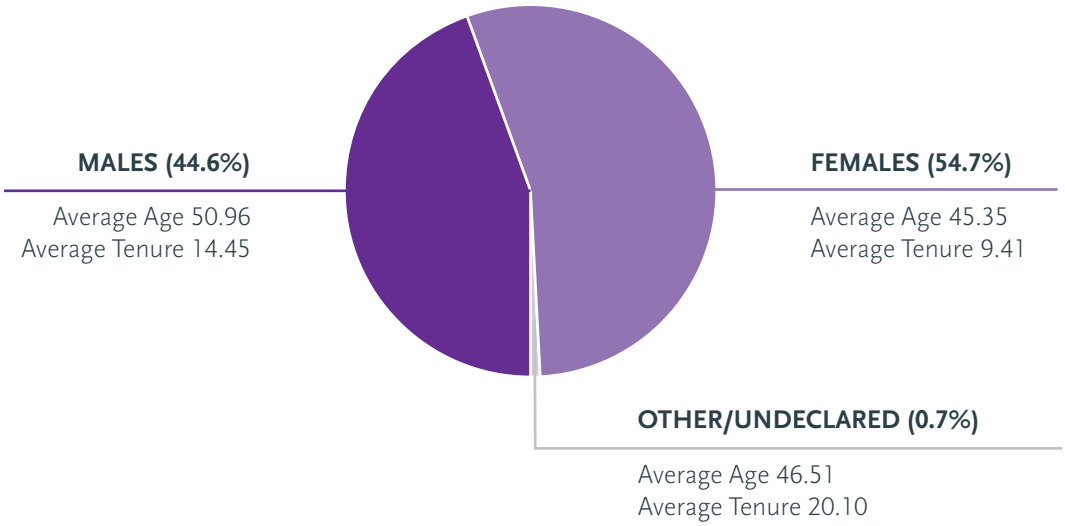
We have redesigned our remuneration framework to ensure we are a fair and equitable employer.

Our new career descriptors and promotion processes offer alternative career pathways for our people. And we have improved our recruitment practices by using diverse and representative recruitment panels, offering unconscious bias training for hiring managers, and offering remuneration consistency for men and women in like-for-like roles.

We have signed on, and are committed to reporting on pay gaps, to 'Mind the Gap', Aotearoa New Zealand's first pay gap registry.

When assessing the AgResearch pay gap, the following factors need to be considered:

- We calculate our pay gap annually in February
- Average tenure and age continue to contribute to our pay gap



Health, Safety and Wellbeing

To create a "no blame" culture and high understanding among staff of their health and safety obligations

Our underlying philosophy is to make health and safety management simple and flexible, and to position our people at the centre of everything we do.

The commitments we have made in our Health, Safety and Wellbeing charter and policy sit at the heart of how we approach health and safety, and our approach has been hugely successful.

We use key metrics in our annual employee engagement survey to measure success. In the FY23 survey, 98% of our people either agreed or strongly agreed that they understood their responsibilities "in creating a healthy and safe workplace." Additionally, 91% of our people either agreed or strongly agreed that "my manager shows, by his or her behaviour, a commitment to Health and Safety."

The health and safety team have worked hard to create a no-blame culture and accept that mistakes do happen within the workplace. Staff are proactively encouraged to report incidents and hazards, without fear that individuals and their actions will be targeted or blamed.

Our Toi Ora framework (Health, Safety and Wellbeing) is based on the four dimensions of wellbeing developed by Sir Mason Durie in 1984 to provide a Māori perspective on health. These remind our people to take care of all the different aspects of their life to support their overall wellbeing, and to manage psychosocial and psychological stressors in the workplace.

The four dimensions are taha tinana (physical wellbeing), taha hinengaro (mental wellbeing), taha wairua (spiritual wellbeing), and taha whānau (family wellbeing). All are necessary for strength and symmetry.

The effective management of psychosocial risks or psychological demands is a priority captured in our Critical Risks Framework and will be an ongoing focus over the next five years.

Society and Relationships

INPUT	OUTPUT	IMPACT
Our partnerships and collaborations	Deep and enduring stakeholder relationships. Commercial partners and research funders who are valued and engaged in our research.	**A RESPONSIVE AND AGILE ENTITY THAT IS COMMERCIALLY AND CULTURALLY FOCUSED ON PROVIDING SOLUTIONS TO THE PROBLEMS OF TODAY AND TOMORROW.**

OBJECTIVES			FY25 Target
i	Commercial investment in our research	Net revenue per FTE from industry *	$91.0K
ii	Collaboration with researchers at other organisations	Co-authorship with collaborators	> 80% of journal papers
iv	Collaboration with Pacific, Asia and Europe	Continue to strengthen research partnerships	Achieved
v	Delivering to stakeholder and partner expectation	Satisfaction with our service "very good" or "excellent"	> 75%
		Relationship with AgResearch "very good" or "excellent"	> 75%
vi	Maintaining strategic relationships with stakeholders and partners	Contribution to stakeholder/partner strategy "very good" or "excellent"	> 50%
		Preference to work with AgResearch	> 60%
		Māori partnerships 'emerging' (co-designed evaluation tool: Te Māhuri)	> 70%

* *KPIs that are mandated by MBIE across CRIs*

Relationships

Maintain a network of relationships that create impact and augments science delivery.

Relationships are the foundation on which successful research organisations are based. They increase science impact and strengthen the Aotearoa New Zealand research ecosystem.

Several key drivers underpin the relationships we forge and maintain. We balance commercial imperatives, science delivery and uptake, impact, public expectations and align all these with the expectations and research priorities of our Government shareholder.

Our strategic focus to deepen these relationships, and grow our commercial revenue, will be achieved by:

- Maintaining and improving our service standards
- Prioritising our stakeholder needs and their voice within our organisation
- Increasing stakeholder understanding of our research capability
- Leveraging and commercialising our critical capabilities built by enabling funds (SSIF)
- Committing to co-develop research programmes
- Expanding and growing our international commercial revenue.

We hosted agribusiness professionals during the Agritech Dairy Farming for the Future event at Tuhiraki, our new research centre in Lincoln.

Our Stakeholders

Develop multi-level engagement and stakeholder understanding through customer co-design of science solutions.

Catch Crops for Freshwater is a multi-partner project focusing on reducing nitrate leaching and contaminant runoff from farms after intensive winter grazing. Anna Taylor (left, AgResearch) and Brendan Malcolm (right, Plant and Food Research) are pictured at the Southern Dairy Hub measuring the amount of water that had leached through the soil in the lysimeter.

To be financially sustainable we must create deep and enduring relationships with our primary sector commercial partners, and provide solutions that they need to improve their businesses.

We plan to deliver value to all parties by acquiring a deep understanding of, and tailoring our services to, their needs.

Our stakeholder strategy ensures that we are positioned to support the Government's science and innovation priority areas while at the same time creating value for our stakeholders, many of whom are developing new plans to meet the same challenges that we are.

We are committed to:

- Transitioning Aotearoa New Zealand's primary industries into higher value products and exports
- Understanding and mitigating the effects of climate change
- Maintaining the health of land, water, and living systems
- Maintaining biosecurity, including a focus on pests and weeds

Our relationships with our stakeholders help prepare us for a future where policy, consumer, technology and market drivers (existing and yet to be imagined) interact and offer opportunities for transformed agri-food systems. To support the primary sector's path to transformation, we must develop new ideas, scan the horizon, position our research accordingly and, where needed, shift its balance and invest more resources.

To that end, Government investment to accelerate development of high-impact technologies and practices to reduce agricultural greenhouse gas emissions, will be a major focus for the foreseeable future.

We see a number of opportunities to combine the respective strengths of the private and public sectors to tackle this global challenge and to help channel resources and ideas into the right places. Examples of this are outlined below.

The Centre for Climate Action on Agricultural Emissions (CCAAE) was established to accelerate the research, development and commercialisation of tools and technology to reduce emissions. Its key components include the Aotearoa New Zealand Agricultural Greenhouse Gas Research Centre (NZAGRC) and the Centre for Climate Action joint venture, called AgriZeroNZ, which includes ANZCO Foods, Fonterra, Rabobank, Ravensdown, Silver Fern Farms, Synlait and the Government as a 50% shareholder.

AgResearch's long-term investment in methane vaccine research has resulted in an exciting new venture with AgriZeroNZ. They are investing $1 million into a new standalone entity to advance vaccine research. The investment comes after AgriZeroNZ's earlier commitment up to $1.5 million into the development programme. The news was announced by the Minister of Agriculture at Parliament in early April.

The funding will provide fresh impetus to the research our scientists have been doing for more than 15 years. One of the key aims is to attract international funding to help deliver a world-first solution to market. The research to date has been supported by the New Zealand Government and Aotearoa New Zealand Agricultural Greenhouse Gas Research Centre, and by farmers through the Pastoral Greenhouse Gas Research Consortium.

Another investment, in partnership with AgResearch and Massey University, will see a new facility established in Palmerston North for measuring methane from individual cows. This will complement the cattle respiration chambers AgResearch already operates at our Grasslands campus with NZAGRC.

Partnering with and supported by NZAGRC and the Pastoral Greenhouse Gas Research Consortium, AgResearch scientists have continued to advance their understanding of the mechanisms of agricultural emissions and further develop potential tools to reduce emissions such as alternative feeds, livestock genetics, feed additives/inhibitors and the methane vaccine.

We will continue to build on direct partnerships with the food and fibre industries. Important collaborations include reducing nitrogen loss from waterways with the use of feeds such as plantain; work with the red meat industry on meat quality; and safety and testing of tools such as Fonterra's Kowbucha or DSM's Bovaer feed additives for methane reduction in the context of Aotearoa New Zealand's farm systems.

Through collaboration with the Global Research Alliance on Agricultural Greenhouse Gas Emissions, we have grown our connections with research providers worldwide. Highlights include our world-leading, low methane-emitting, breeding research which has created global interest, and our Aotearoa New Zealand designed and built portable accumulation chambers for measuring and ranking sheep for methane output. These are now in use in the United Kingdom and elsewhere.

Stronger together

Build connectedness among Aotearoa New Zealand Crown Research Institutes (CRIs) and tertiary education providers.

Our new research centre, Tuhiraki.

We are committed, through plans, strategies and actions, to:

- Strengthen pan-CRI science collaborations including areas that span climate change, food, land use and working with Māori
- Improve CRI support functions, such as technology and digital services, finance, human resources, and a shared Equity, Diversity, and Inclusion initiative to build Māori capabilities, to align our future direction.

Our relationships with the tertiary sector are also of profound importance. Our strategy of physical co-location with Lincoln and Massey universities to maximise the potential of our common research interests is a major focus. Our new research centre, Tuhiraki, in Lincoln will help us further integrate with the tertiary sector to ensure the next generation of researchers is empowered to tackle huge challenges and opportunities in climate change research.

Memorandums of Understanding

Elevate our relationships by putting them, where appropriate, on a formal footing.

We have put our relationships on a formal footing by signing formal Memorandums of Understanding (MoUs) with entities we do business with. The move is more than symbolic. It signifies the importance we place on communicating to our partners and their people that we share many things in common, including values and a shared sense of purpose.

In many instances we have signed new MoUs with entities we have shared a long history with. Waikato Tainui is one example. We have a relationship that dates back decades through the tangata whenua and Ruakura campus connection. However, as we evolve as an organisation, we feel it is important to put our connection on a new footing. Our MoU created a shared vision of what the future together looks like.

MoUs are also a way in which we can formally express the appreciation we have for the bonds we have forged. Therefore, our MoUs, with Waikato Tainui, Wakatū, AgriSea, Farmlands, Lincoln University, Yili and Aotearoa New Zealand eScience Infrastructure (NeSI) will play an important role in ensuring our relationships are more than just transactional, and that they provide benefits to our organisations and society.

Signing of Memorandums of Understanding with (clockwise from top left) Wakatū, Poutama, Farmlands and Lincoln University.

Thought leadership

To increase the impact of science by engaging with traditional and non-traditional stakeholders and providing thought leadership to enhance society.

AgResearch Senior Scientist Robyn Dynes (crouching) using the dusty road to sketch out concepts to West Coast farmers.

AgResearch remains committed to increasing the impact of our research by engaging with end-users of our science. We have a broad stakeholder base. While most of our research is dedicated to increasing the efficiency and productivity of the pastoral food producing sector, we will also continue to play a role in furthering scientific understanding in areas such as climate change which directly affect all of humankind.

We plan to take a more deliberate and stronger focus on engagement with next and end users of our science. Farmers are an important part of this strategy. Much of our research is about building scientific understanding, which is then shared with other researchers (or 'next users' of science) to help make the incremental advances needed to tackle large and small problems. AgResearch can make a direct difference to one of the Government's key priorities – strengthening the backbone of our economy – by liaising directly with farmers. We plan to do this by using digital media, publicity campaigns, stakeholder events, farmer forums, our links to and through memberships of farmer industry bodies and via hands-on field work, which our scientists often conduct with farmers directly involved or in the paddock next door. This work is a key part to maximising the impact of our research and assisting farmers to maintain their social licence to operate.

Our public outreach efforts will include, but not be restricted to, exhibiting annually at National Fieldays at Mystery Creek, the biggest agricultural showcase of the year. We will also attend symposiums and conferences, industry body events and academic conferences. We will also use a range of published materials and stakeholder newsletters to communicate and further our endeavours in the thought leadership space. We are also committed to open science and publishing and sharing data.

The cross pollination of ideas from different scientific fields will provide the solutions and understanding needed to tackle this existential challenge. Therefore, we will continue to engage with traditional and non-traditional stakeholders alike.

International partnerships

Building global science collaborations to help position our research for the future and explore commercial opportunities abroad

AgResearch plans to place greater focus on building global science collaborations to help position our research for the future and explore commercial opportunities abroad. We plan to further strengthen key relationships in the European Union, including with strategic research partners like Teagasc and INRAE.

We also plan to leverage international funding opportunities. AgResearch science staff can tap into a European fund that addresses major global challenges, such as climate change, energy and health, and addressing the UN's Sustainable Development Goals.

The European Union's largest-ever research and innovation programme, Horizon Europe, is open to applications from Aotearoa New Zealand-based researchers who can now join or lead Horizon Europe projects.

Horizon Europe has funding of €53.5 billion (approximately NZD$90 billion) over the 2021 to 2027 period. Aotearoa New Zealand is now an associated member of Horizon Europe which means Aotearoa New Zealand receives funding on equal terms with European counterparts. The New Zealand Government pays into Horizon Europe and then tops up our scientists' time and overhead expenses. We also have plans to secure resources from the Global Methane Hub and explore partnerships with philanthropic organisations which fund public good research.

We also support, directly and indirectly, Aotearoa New Zealand stakeholders abroad and work with international companies. This helps us develop worldclass capability exposing our researchers to international trends and connections. In addition, we support Aotearoa New Zealand's connectedness through science diplomacy by working with Government agencies, such as New Zealand Trade and Enterprise and the Ministry of Foreign Affairs and Trade, to support Government trade and policy goals.

Our Tiriti Partnership

To take a strategy-led approach to becoming a genuine and authentic Tiriti o Waitangi partner

The economic importance of Māori farms

Māori farms are geographical units belonging to Māori authorities or other Māori enterprises. *

THE TOP FIVE FARMING ACTIVITIES FOR MĀORI FARMS

(Number of farms)

Beef	Dairy	Sheep + Beef	Forestry	Kiwifruit
156	**150**	**120**	**105**	**69**

HECTARES OF MĀORI FREEHOLD LAND AVAILABLE FOR PRIMARY INDUSTRY USE

1,515,071

MĀORI AUTHORITY EXPORTS

$760m of goods in 2022

23% exported to China

MILK POWDER
BUTTER
CHEESE

1/4 of all exports
Consistently 21-27% between 2017 and 2022

Therefore, having an AgResearch plan and strategy to ensure our relationships are fit-for-purpose is essential to helping grow the Aotearoa New Zealand economy.

Te Ara Tika is AgResearch's plan to strengthen our commitment to our Tiriti o Waitangi partners. AgResearch wants to take a more holistic and inclusive approach to our research through te ao Māori. The plan directly addresses the barriers Māori people and organisations experience when working with a traditional science organisation. While culture is at its core, Māori agribusinesses and Māori freehold land are incredibly important to the Aotearoa New Zealand economy.

Māori freehold land is land where Māori customary interests have been converted to freehold title by the Māori Land Court. Approximately 1.5 million hectares of Māori freehold land is currently available for primary industry use and underpins the strategic importance and enormous contribution Māori agribusinesses contribute to the Aotearoa New Zealand economy.

While much of the land is already highly productive and used by some of Aotearoa New Zealand's most progressive and professional farming entities, research organisations like AgResearch can help develop, realise and increase the economic potential of portions of this strategically important holding by providing expert land-use advice and building relationships with the guardians of this whenua.

The mataora (life cycle) and whanaketanga (evolution) of Te Ara Tika contains specific objectives and five pou:

- Cultural intelligence
- Place of belonging (newly adopted in 2024)
- Respecting knowledge systems
- Our Tiriti commitment
- Pathways to leadership.

* *Figures from Statistics New Zealand Agricultural Production Census (2022)*

Cultural Intelligence

The 'Cultural Intelligence' pou focuses on understanding what it means to be Tangata Tiriti (a person of the Treaty) by building a relationship with te ao Māori and tangata whenua, understanding the history of how Aotearoa New Zealand was formed, and to understand Māori aspirations for self-sovereignty. This pou is closely associated with our 'Te Tiriti commitment' pou.

Key actions under this pou include:

- Role modelling culturally competent senior leadership through alignment to Te Arawhiti Capability Framework that AgResearch has benchmarked against six components to build organisational capability
- Implementing 'Kia Manawanui', an organisational wide, bicultural competency programme. This will provide our people with an understanding of the minimum required skills and competencies. In the spirit of collaboration, Manaaki Whenua shared the programme they developed and confirmed that AgResearch could adapt it.
- The prioritisation of people leaders' attendance at bi-cultural training (62 of our 74 leaders have now completed Te Tiriti training).

Place of belonging

Our 'Place of belonging' pou strives to make AgResearch an attractive and engaging environment that looks and feels bicultural. This new pou places prominence on creating a place of belonging. Our Lincoln research centre, Tuhiraki, is being held up as a physical exemplar because of both the cultural narrative throughout and the genuine relationship that has been developed with mana whenua, Ngāi Te Ruahikihiki. This is an aspiration for all AgResearch campuses.

Key actions under this pou include:

- Embedding the cultural narrative for Te Ohu Rangahau Kai and other campuses

Respecting Knowledge Systems

Our 'Respecting Knowledge Systems' pou highlights the value of both AgResearch science and kaupapa Māori research approaches involving mātauranga Māori. This pou is also closely aligned with the 'Cultural Intelligence' pou. It will be collectively led by the Chief Scientist, Director Research Capability and Director Māori Research and Partnerships.

Key actions under this pou include:

- Embedding te ao Māori within all research priority flagship programmes
- Facilitating a common language across our science and research community about kaupapa Māori research, and science and mātauranga Māori knowledge systems
- Maturing AgResearch's vision mātauranga competency with Our Land and Water's tool called Te Ara Hourua Vision Mātauranga by focusing on fit-for-purpose vision mātauranga content in all contestable funding applications from 1 March 2024.

Te Tiriti Commitment

Our 'Tiriti Commitment' pou is the opportunity for the organisation to make a broader commitment to te Tiriti o Waitangi in all that we do by focusing on our organisational capability and our systems to be effective partners. This is increasingly becoming an expectation of Māori organisations as a prerequisite to partnership.

This pou will focus on the implementing the pan-CRI Māori Data Sovereignty principles at AgResearch, completing the Wai262 principles case study for Margot Forde Germplasm Centre and extending the learnings to other important biological collections.

AgResearch supports pathways for Māori to engage in science and research. AgResearch continues to address this challenge by establishing pathways for Māori into AgResearch including Te Puāwaitanga, lifting capability of existing Māori staff and making AgResearch an attractive employer for Māori.

Key actions under this pou include:

- Enabling science pathways for Māori by leveraging Te Puāwaitanga, our strategic alliance with Pūhoro STEM, and the pan-CRI collaboration opportunities.

Financial Sustainability

INPUT	OUTPUT	IMPACT
Our funding and financial resources	Sustainable business operations that strive to be responsible, efficient, and mitigate risk.	**ROBUST AND RESILIENT REVENUE STREAMS THAT ENABLE SMART INVESTMENTS.**

OBJECTIVES			FY25 Target
i	Investment in our research	Net revenue per FTE from all sources	$250.0K
ii	Investment in our infrastructure	Refresh capital investment driven by 5-year horizon Capital Expenditure Plan	Achieved

Business Improvement Programme

To make our business sustainable and maximise revenue generation potential

AgResearch has a plan to put our business on a more sustainable financial footing in the 2025/26 financial year. Our Business Improvement Programme has been designed to improve the overall operational and financial performance of our business. This requires a strategic focus on ensuring role and process clarity across the organisation, plus process and system improvements.

Our ability to continue to produce high quality science outputs is dependent on our financial stability. Therefore, our Business Improvement Programme is broad. It includes costing, pricing, contracting, overheads, utilisation, planning, forecasting, IT systems and project delivery.

The work to become financially sustainable will be ongoing and, eventually, interwoven into normal business operations.

An example includes the development and implementation of new contract wording to allow for renegotiation of terms because of scope creep or unanticipated cost increases. This contract improvement is now embedded into our business operations. We have also improved our costing and pricing methodology and oversight, based on hourly rates for our services.

We will continue to identify opportunities to reduce organisational costs so that AgResearch costing rates remain competitive. We will also ensure our IT systems support the business operations of the company.

Commercialisation of our science

Create pathways to commercialisation and increase our commercial revenue streams

Aotearoa New Zealand's economy is dependent on the pastoral, agri-food and agri-technology sectors, and our work contributes to the success of our nation. The science, innovation and technology sector has not been immune to the significant financial pressures being felt in our current economic climate.

We are striving to be a financially sustainable organisation that fully accounts for the cost of undertaking science and puts us in the best position to ensure high quality, excellent science is delivered.

Science and research institutes can use commercialisation as one of several pathways to achieve an outcome or create impact. Many of our scientists still use this route as an avenue to further their research by, for example, partnering with our subsidiary Grasslanz Technology Ltd, to gain a commercial return from an idea or solution, and thereby further their research. We are also placing a greater emphasis on using commercialisation as a pathway to generate alternative revenues streams, which is a priority of our shareholding Minister. This return can then be reinvested into our business to make it more sustainable.

Our research is world-class, and we are working to ensure the advice and services we provide, and the intellectual property we own, is maximised to its full commercial potential. The latter is one of the keys to building financial resilience at AgResearch.

The key activities of our Commercialisation Team over the next three years will be:

- Building a pipeline of commercialisation opportunities through business development
- Providing leadership in the area of IP commercialisation that supports the achievement of AgResearch's strategic goals
- Proactively leveraging AgResearch's existing and future IP portfolio
- Contributing to organisation-wide commercialisation capability and culture
- Delivering IP commercialisation associated revenue and investment targets
- Deliver future royalty revenue streams and explore new avenues and opportunities

AgResearch is part of the KiwiNet Innovation Network. This network funds scientific research, prepares it to go to market and progresses technology toward investor readiness. All Crown Research Institutes and universities use the KiwiNet Innovation Network to leverage pre-seed funds for commercialisation activities. The science and research could be commercialised through intellectual property (IP) in the form of licence agreements for royalties or IP asset sales and, in some cases, start-up ventures.

AgResearch has a Capital Expenditure Plan which forecasts the equipment and instruments we plan to procure (or replace) over the next five years. Advances in technology are changing the way scientists work. Therefore, the plan is a way in which we can budget and maintain oversight of high value investments (over $100k). This helps ensure we are equipping our researchers with the modern tools they require to stay at the forefront of their fields and deliver on our Research Priorities. Examples include investments in mass spectrometers or in-field greenhouse gas analysers. The plan is reviewed annually.

Risk mitigation and governance oversight

To provide advice and governance oversight of strategic and operational risks to avoid business interruption

THE AGRESEARCH BOARD MAINTAINS A STRONG FOCUS ON KEY RISKS TO OUR ORGANISATION.

1 Financial sustainability

Making sure revenue streams are not reliant on one area and the cost base is appropriate for the business (current and future state). They include risk assessments of business operations that could have a direct bearing on our financial sustainability. One example is cybersecurity – the potential for unauthorised access, data breaches and attacks to compromise our science and digital systems. This could lead to data loss, financial and reputational damage and operational disruption.

2 Our ability to adapt

To stay relevant, AgResearch must be aware of global and domestic trends that will impact future demands for science solutions. Failure to predict or react to these trends could result in a workforce that is either not required or under-capacity to deliver.

3 Regulatory change and compliance

Changes in regulation, Government and lack of compliance impacting on operational resilience. Climate change poses risks of natural disasters, physical damage, regulatory changes, market disruptions, food security and supply chain disruption.

The farming sector which we work to support is resilient in the face of constant change in climate and market volatility. However, we believe both will be amplified in future years which will naturally have an impact on our own business.

PĀRONGO PŪTEA

Financials

The following tables show the financial projections from FY24 through to FY27.

Financial projections

Overview of projected financial performance ($000's)	2024 Forecast	2025 Budget	2026 Projected	2027 Projected
Net Revenue	148,749	153,446	155,633	153,556
EBITDA	8,254	17,893	22,474	19,787
Surplus/ (Deficit) Before Tax	(6,010)	(4,403)	1,637	385
Total Equity	336,254	333,083	334,262	334,540

Financial Performance Indicators	2023 Actual	2024 Forecast	2025 Budget	2026 Projected	2027 Projected
Operating Margin %	7.3%	4.4%	10.2%	12.7%	11.3%
Operating Margin per FTE ($000's)	19	13	31	41	37
Revenue Growth %	13.6%	6.0%	-6.7%	1.1%	-0.6%
Current Ratio	3.8	2.1	2.2	2.8	3.7
Quick Ratio	3.7	1.9	2.0	2.5	3.5
Interest Coverage	15.9	11.3	26.6	34.8	30.7
Operating Margin Volatility %	76.2%	68.5%	71.2%	38.7%	35.2%
Adjusted Return on Equity %	0.8%	-3.1%	-1.5%	0.5%	0.1%
Equity Ratio %	72.8%	75.0%	78.2%	80.2%	80.4%
Return on Total Assets %	-0.3%	-1.7%	-1.0%	0.4%	-0.1%
Operating Cash Flow Ratio	0.11	(0.21)	0.41	0.51	1.02
Cash Flow to Net Income Ratio	0.02	(0.05)	0.06	0.08	0.16

Business Policies

AgResearch's financial statements are prepared in accordance with the requirements of the Companies Act 1993, the Financial Reporting Act 2013, the Crown Research Institutes Act 1992, the Public Finance Act 1989, and New Zealand Generally Accepted Accounting Practice (NZ GAAP). The financial statements, including the financial information presented in this Statement of Corporate Intent, comply with the New Zealand Equivalents to International Financial Reporting Standards (NZ IFRS) and other applicable financial reporting standards as appropriate for tier 1 for-profit orientated entities.

A full Statement of Accounting Policies are available in the 2023 Annual Report on AgResearch's website at www.agresearch.co.nz.

Principles in determining the annual dividend, if any

AgResearch's policy is that it will return surplus cash to shareholders in the form of a dividend when no sound investment opportunities (including reinvestment, commercialisation, capital expenditure and the retention of important capabilities) exist. It is forecast that no dividends will be paid in the year ending 30 June 2024 or the following three years.

Information to be provided to the Shareholding Ministers during the financial year

AgResearch provides Shareholding Ministers with the following documents and information throughout the year:

Quarterly reports

These include:

- Financial information
- Comparisons with budgets and comments on financial activities for the quarter
- Comment on research achievements and comparisons of such achievements with business plans.

Half-Year report

This includes:

- Unaudited financial statements and notes (including accounting policies) for the half year, provided within two months of the half year
- Comparative figures for the previous corresponding period
- Commentary on operations and overall performance for the period
- A statement of responsibility
- A statement that the CRI has operated during the period in accordance with the principles set out in Section 5 of the Crown Research Institutes Act 1992 and the Companies Act 1993.

Annual Report

An Annual Report of the operations of AgResearch is delivered to the Shareholding Ministers within three months of the end of each financial year. In it, the Board sets out:

- Audited consolidated financial statements for the financial year, consisting of:
  - A report of the operations of AgResearch and its subsidiaries
  - Statements of financial position, comprehensive income and cashflows, including budget (as established at the beginning of the year in the Statement of Corporate Intent)
  - Statements of commitments, contingent liabilities, accounting policies and such other statements as may be necessary to show the financial results of the operations of AgResearch and its subsidiaries during the financial year and their financial position at the end of the period.
- Comparative information for the previous financial period

- The auditors' report on these financial statements
- A statement of responsibility
- A report on AgResearch's performance as good employers
- Corporate social responsibility report
- A report against financial and non-financial performance indicator targets set in the SCI
- A response to any direction given by the Shareholding Ministers.

The Annual Report will comply with the annual reporting provisions in Part V of the Public Finance Act 1989, Section 17 of the Crown Research Institutes Act 1992 and the Companies Act 1993.

Procedures to be followed before AgResearch subscribes for, purchases, or otherwise acquires shares in any company or other organisation

As required by section 13(1)(d) of the Crown Research Institutes Act 1992, AgResearch will not acquire:

- Shares that give it substantial influence in or over a company
- An interest in any partnership, joint venture, or other association of persons
- An interest in a company other than in its shares, except after written notice to the shareholding Ministers.

The Board will obtain prior written consent from Shareholding Ministers for any transaction or series of transactions involving a full or partial acquisition, disposal or modification of property (buildings, land, and capital equipment) and other assets with a value equivalent to or greater than $10 million. The Board will obtain prior written consent for any transaction or series of transactions with a value equivalent to or greater than $5 million involving:

- The acquisition or disposal, in full or in part, of shares or interests in a subsidiary, external company or business unit
- Transactions that affect a company's ownership of a subsidiary or a subsidiary's ownership of another entity (provided that transactions which include "drag-along" clauses that compel AgResearch to sell interests at a future date at the direction of the investors shall be valued at the time of the investment transaction)
- Other transactions that fall outside the scope of the definition of the company's core business or that may have a material effect on the company's science capabilities

The Board will advise Shareholding Ministers in writing before entering into any transaction related to property and commercialisation activities below this threshold in accordance with notice requirements agreed between the Ministers and AgResearch from time to time.

Activities for which the Board seeks compensation from the Crown

At the date of this Statement of Corporate Intent, no compensation has been sought from the Government

Current commercial value of AgResearch

The Board's estimate of the current commercial value of the Group is approximately $336 million. This value is based solely on the forecasted Group equity position determined under NZ GAAP, which the Board considers is a reasonable approximation of the commercial value. The Board notes that the Group revalues its land, land improvements, and buildings every year using accepted valuation practices. or more frequently where market and other factors indicate their stated book value may not reflect their current fair value. AgResearch does not revalue its intangible property rights.

Directory

Senior Leadership Team

Dr Sue Bidrose
Chief Executive Officer

Stuart Hall
Deputy Chief Executive, Commercial Partnerships

David Williams
Director Finance and Business Performance (Acting)

Fleur Evans
Director People and Culture

Greg Rossiter
Director Information Technology

Ariana Estoras
Director Māori Research and Partnerships

Dr Sara Edwards
Director Research Operations

Dr Marie Bradley
Director Strategy and Communications

Dr Dave Houlbrooke
Director Research Capability

Dr Axel Heiser
Chief Scientist

Board of Directors

Dr Paul Reynolds QSO
Chair

Kim Wallace
Deputy Chair
Chair – Audit and Risk Committee

Dr Louise Cullen
Chair – People and Culture Committee

Rukumoana Schaafhausen
Director

Mary-Anne Macleod
Director

Jessie Chan
Director

Information

Auditors
Deloitte Limited on behalf of the Auditor-General

Bankers
ANZ Bank New Zealand Limited

Consultation Catalogue

A range of external thought leaders were approached to provide feedback on our Research Priorities. The following were able to contribute.

Name	Organisation
Naomi Aporo	Our Land and Water
Dan Brier	Beef + Lamb New Zealand
Dave Chapman	Former DairyNZ, forage and systems scientist
Hilton Collier	Māori agribusiness leader
Jolon Dyer	Plant and Food Research
Lain Jager	Agribusiness leader
Stuart Kay	Ballance
Susan Kilsby	ANZ
Maury Leyland	Leaft
Bridget Maclean	DairyNZ
Andrew Millar	Fonterra
Finn Ross	Future Farmers
Gerald Rhys	Ministry for Primary Industries
Caroline Saunders	Director AERU
Alison Stewart	FAR
Charles Taituha	Māori agribusiness leader
Abby Thompson	Miruku
Bruce Thorrold	DairyNZ
Sally-Anne Turner	Fonterra
Andrew Watene	KPMG

Science New Zealand

SCIENCE WORKING FOR AOTEAROA NEW ZEALAND

The Crown Research Institutes (CRIs) proudly work, individually and collectively, to create a more prosperous, sustainable and innovative Aotearoa New Zealand.

agresearch
āta mātai, mātai whetū

ESR
Science for Communities
He Pūtaiao, He Tāngata

GNS SCIENCE
TE PŪ AO

Manaaki Whenua
Landcare Research

NIWA
Taihoro Nukurangi

Plant & Food™ Research
Rangahau Ahumāra Kai

SCION™
FORESTS ▪ PRODUCTS ▪ INNOVATION

4,400
SMART AND PASSIONATE PEOPLE

54
SITES ACROSS AOTEAROA NEW ZEALAND

6,000
SCIENCE PROJECTS EACH YEAR

40
NATIONALLY SIGNIFICANT DATABASES & COLLECTIONS

WWW.SCIENCENEWZEALAND.ORG

AgResearch Limited
NZBN: 9429 038 966 224

Corporate Office
Tuhiraki
19 Ellesmere Junction Road
Lincoln 7608
Private Bag 4749
Christchurch 8140
T +64 3 321 8800

Ruakura Research Centre
10 Bisley Road
Hamilton 3214
Private Bag 3123
Hamilton 3240
T +64 7 856 2836

Grasslands Research Centre
Hopkirk Research Institute
Te Ohu Rangahau Kai
Tennent Drive
Palmerston North 4410
Private Bag 11008
Palmerston North 4442
T +64 6 356 8019

Invermay Agricultural Centre
176 Puddle Alley
Mosgield 9092
Private Bag 50034
Mosgiel 9053
T +64 3 489 3809

www.agresearch.co.nz