

50
YEARS
1970 - 2020



YEAR
IN REVIEW
2021



The Australian Lot Feeders' Association is the peak national body representing the Australian cattle feedlot industry

OUR VISION

The Australian Lot Feeders' Association (ALFA) works towards fostering a profitable and sustainable feedlot industry that is recognised and valued by the community for producing quality grain fed beef to the highest ethical, environmental, humane, and animal welfare standards.

OUR MISSION

ALFA strives to improve the profitability, professionalism and community standing of the feedlot industry via:

Industry Representation – ALFA establishes effective and strategic policy and advocacy aimed at representing the interests of our members and the feedlot industry, at a government and industry level.

Strategic Levy Investment – ALFA directs and oversees grain fed cattle transaction levy investment through Industry Service Providers to maximise returns for the feedlot sector and broader industry.

Industry Development and Extension – ALFA undertakes activities aimed at improving industry settings and opportunities through the development and delivery of standards, training, events, leadership, awards, and career development opportunities.

Membership Services – ALFA delivers value to our membership through provision of services.

OUR REPRESENTATION

ALFA is proud to have a strong membership of feedlot operators that collectively represents over 80% of Australia's cattle feedlot capacity. Feedlot representatives are directly elected to the ALFA Council from the membership to represent their interests and champion policy, advocacy, and activities for the betterment of the feedlot industry.

OUR PRIORITIES

ALFA represents and promotes the views of the wider Australian cattle feedlot industry. To do this, ALFA utilises numerous committees, comprising of directly elected Councillors and external participants, that dutifully assess individual issues and form considered policy positions that are then endorsed by ALFA Council and carried forward in industry and government forums.

- ▶ Executive Committee
- ▶ Membership, Events, and Industry Capacity Committee
- ▶ Animal Health and Welfare Committee
- ▶ Research and Development
- ▶ Feedlot Management Committee
- ▶ Feed Commodities and Nutrition Committee
- ▶ Marketing Trade and Market Access Committee
- ▶ Environment Committee

OUR ADVOCACY

ALFA engages with red meat and livestock bodies and government agencies to promote and protect our industry, provide advice and policy direction, guide levy funding and set strategic imperatives to ensure that key industry issues and opportunities are being pursued.

ALFA, through its President, Councillors and Staff, does this by representing the feedlot industry on a range of industry and government committees that cover areas relating to the livestock industry including trade, consumer marketing, research and development, animal health and welfare, planning, environment and corporate affairs.

ALFA is proud to have a strong membership of feedlot operators that collectively represents over 80% of Australia's cattle feedlot capacity



AUSTRALIAN FEEDLOT INDUSTRY **FAST FACTS**



ECONOMIC CONTRIBUTION

VALUE: Turnover equated to \$4.4 billion and contributed \$704 million to Australia's GDP in 2019[#]

ESSENTIAL INDUSTRY: Australian economy would shrink by \$10.3 billion and shed 49,000 full-time employees if feedlots ceased to exist *



QUALITY ASSURANCE CREDENTIALS

ACCREDITED: Operates under Australia's oldest agriculturally based Quality Assurance program, National Feedlot Accreditation Scheme (NFAS)

MILESTONE: NFAS celebrated its 25th Anniversary in 2019

CERTIFIED: Certified 'Grain Fed' beef must come from a NFAS accredited feedlot

ANIMAL WELFARE: 95% compliance with NFAS Animal Welfare requirements, ensuring cattle are cared for according to world's best practice standards[†]

ENVIRONMENT: 96% compliance with NFAS Environmental requirements, ensuring our land and waterways are cared for according to world's best practice standards[†]

AMS: 62% of NFAS audited feedlots have voluntarily adopted an Antimicrobial Stewardship Plan, up from 59% in 2019 and 39% in 2018^{##}

SHADE: 66% of capacity has shade structures voluntarily constructed, up from 60% in 2019[▲]

EXPORTS: NFAS underpins and is vital to certified grain fed beef brands exported globally *



SIZE OF INDUSTRY

FACILITIES: 398 NFAS Accredited Feedlots[^]

CAPACITY: 1.45 million head^{^^}

EMPLOYMENT: Employs 2,000 people directly and 30,000 indirectly *

OWNERSHIP: 98% are family owned and operated

EQUALITY: Over 1/3 of employees are female

GROWTH: 85% growth in licensed capacity between 2000 and 2021, driven by demand for high-quality beef[◊]



PRODUCTION

ON FEED: Cattle on feed averaged 1.39 million head per quarter in 2020[◊]

RECORD NUMBERS: Cattle on feed reached a record 1.24 million head in December 2019[^]

DROUGHT SUPPORT: Helped support agricultural industry through a once in 120-year drought^{◊◊}

CARE: Around 3 million cattle are fed and cared for in feedlots per year

GRAIN FED BEEF: In Quarter 1 2021, grain fed cattle made up more than 50% of beef production, a record contribution for the sector. Simultaneously, 51% of domestically consumed beef came from feedlots.[‡]

[#] State of the Industry Report 2020, MLA

[†] Independently verified at 2020 NFAS audits, AUS-MEAT

^{##} AUS-MEAT NFAS Audit questionnaire, March 2020-2021

[▲] ALFA/MLA Technical Services Officer survey, 2020

^{*} Deloitte Australia

[^] NFAS Annual Report 2020, AUS-MEAT

^{^^} MLA/ALFA Quarterly Feedlot Survey, March 2021

[◊] MLA/ALFA Quarterly Feedlot Survey

^{◊◊} MLA/ALFA Quarterly Feedlot Survey, 2019

[‡] MLA Market Report, June 2021



DELIVERED ON BEHALF OF LOT FEEDERS | **2020-21**

A REFINED STRATEGY FORWARD

The ALFA Council undertook a comprehensive review of the Association's Strategic Operating Plan (SOP) to revise its goals and activities, publishing the ALFA Initiatives 2020-2023 document, that identifies seven priority focus areas for ALFA and industry:

PRIORITY FOCUS AREAS	1 OUR CUSTOMERS, CONSUMERS AND COMMUNITIES
2 OUR PEOPLE	3 OUR LIVESTOCK
4 OUR ENVIRONMENT	5 OUR MARKETS
6 OUR SYSTEMS	7 OUR ASSOCIATION

ALFA's Strategic Operating Plan was influenced by member feedback, input from all ALFA Committees and ultimately endorsed by the ALFA Council. ALFA initiatives align with the strategic direction collectively set by the red meat and livestock industry in RED MEAT 2030.

This ensures our efforts also contribute to the industry's overall objectives for prosperity. An annual review process is in place to ensure our SOP is continually guided by the principle of delivering value to members and the grain fed beef sector.





OUR CUSTOMERS, CONSUMERS & COMMUNITY

OUR GOALS

- ▶ Influence the operating environment to enable feedlots to continually improve, adopt and innovate
- ▶ To be the recognised voice of the Australian Cattle Feedlot Industry

INITIATIVES

- ▶ Promote the Feedlot Industry's Production, Welfare and Environmental Credentials

*Nourishing cattle, land
and communities*



PROMOTE THE FEEDLOT INDUSTRY'S PRODUCTION, WELFARE AND ENVIRONMENTAL CREDENTIALS

ALFA, in collaboration with MLA, proudly launched a new platform in 2021 - grainfedbeef.com.au - to showcase the attributes of the grain fed beef production system and enable the feedlot industry to better tell its story on how we nourish cattle, land and communities.

The modern consumer is curious about how their food is produced. Inaccurate claims are sometimes made about the production of grain fed beef, alongside a growing competition from alternative proteins, a rise in food and animal activism, and changes in diet trends. It was with this backdrop that ALFA felt it timely to develop a platform to proudly promote what we do.

The need to better articulate the Australian grain fed beef production system was also established through feedback from the ALFA feedlot membership and input from our supply chain partners into MLA's Marketing Consultation process.

Officially launched at Beef Australia 2021, grainfedbeef.com.au is a dedicated resource designed to build a stronger collective voice about how we care for our livestock, the environment and the people and communities around us. It is also designed to support brand owners, suppliers, and foodservice in answering queries related to grain fed beef production in Australia.

The site, Instagram account [@grainfedbeef](https://www.instagram.com/grainfedbeef) and regular blogs and a newsletter will continue to deliver tantalising stories on how grain fed beef is produced and how people like to enjoy the tender, juicy flavours that is consistent with grain fed beef.



OUR PEOPLE

OUR GOALS

- ▶ Attract, retain and grow a professional and skilled feedlot industry workforce
- ▶ Increase the profitability and sustainability of our members' businesses

INITIATIVES

- ▶ Feedlot TECH, an online training, education and careers hub
- ▶ ALFA Annual Recognition of Excellence Program
- ▶ ALFA Events and Training Programs
- ▶ Technical support and extending research



FEEDLOT TECH TRAINING, EDUCATION AND CAREERS HUB

ALFA recognises that building capable, high performing teams is the key ingredient to operational excellence and that attracting the workforce of the future is essential for business continuity and growth.

Feedlot TECH is an online training, education and careers hub designed to showcase feedlot industry careers and provide feedlot operators and individuals better access to training, professional development and career path opportunities.

During the past year the website and Learning Management System, which will house online training, was built and piloted with lot feeders. Once launched in October 2021 this tool will provide the Australian feedlot sector, its businesses and current and prospective

employees with a clear career pathway and associated training, professional development and support networks.

Career Pathways – Feedlot TECH will promote the vast feedlot career opportunities and pathways available to individuals coming into the sector, along with the associated training required to progress.

Training Opportunities – Feedlot TECH will link to training and professional development opportunities through a 'directory' that relates training courses to feedlot teams and stages along the career pathways. The online Training Hub will provide training courses that are practical, cover core feedlot skills and can be easily integrated into daily operations and training of staff. A range of online training courses and resources will be available on Feedlot TECH at launch, including training on Feed Shed Loader Operations, Feed Truck Operations, Cattle Backgrounding and Induction, Antimicrobial Stewardship, Pen Cleaning, Manure and Environmental Management, Caring for Cattle, Practical Bovine Post Mortem Techniques, and more.

Resources - Feedlot TECH will also bring together feedlot specific resources in one easily assessable location, including up-to-date information on new technologies, best practices, how to guides and links to standards and guidelines, to assist lot feeders with daily feedlot operations.

Feedlot TECH is a joint project between ALFA and Meat & Livestock Australia (MLA) and will rely on successful feedlot uptake for future investment and development. Visit www.feedlots.com.au/careers for further information.





ALFA ANNUAL RECOGNITION OF EXCELLENCE PROGRAM

Encouraging excellence in the feedlot sector is ALFA's passion. ALFA's Recognition of Excellence Program aims to attract, retain and grow a professional skilled workforce through the recognition of business and individual excellence. Although not all of the below awards and scholarships could be awarded in 2020 as a result of COVID-19, a strong number of entries were received in the Australian Feedlot of the Year Competition and the Young Lot Feeder of the Year Award.

Industry Awards and Scholarships

- ▶ Australian Feedlot of the Year Competition
- ▶ ALFA Young Lot Feeder of the Year Award
- ▶ ALFA Excellence in Feedlot Education Medal
- ▶ ALFA Award for Innovation
- ▶ ALFA Community Heroes Award
- ▶ ALFA Outstanding Services to the Feedlot Industry Award
- ▶ ALFA Life Membership Award
- ▶ Grain Fed Beef Industry Scholarship to Australian Rural Leadership Program (ARLP)
- ▶ Grain Fed Beef Industry Scholarship to Training Rural Australians in Leadership (TRAIL) Scholarship
- ▶ ALFA Conference Student Scholarship

2020 Accolades

Grain Fed Beef Industry Scholarship to TRAIL

ALFA, with the support of MLA and grain fed levies, supported two positions on the Australian Rural Leadership Foundation's TRAIL Program in 2020. TRAIL is a cross-sector, challenge-based leadership program set in Canberra and region, for Australia's future emerging rural leaders. In 2020, one position was reserved for the winner of the ALFA Young Lot Feeder of the Year Award, and awarded to Ben Emery, Rangers Valley NSW, whilst the remaining position was by application and awarded to Harrison Lightbody, Thomas Foods International Feedlot SA. Ben was unable to attend the COVID-19 rescheduled course dates and as a result ALFA staff member, Caela Dye, attended in his place. Ben will complete the program in 2021.

Grain Fed Beef Industry Scholarship to ARLP Course 27 | Jeff Schuller, Thomas Foods International Feedlot SA

ALFA, with the support of MLA and grain fed levies, supported Jeff Schuller, Thomas Foods International Feedlot SA to participate on Course 27 of the Australian Leadership Program (ARLP). ARLP ensures our upcoming leaders are highly skilled, effective and influential. Lachlan Brown, Pakadaringa Feedlot QLD graduated from Course 26 in 2020 following a delay in the course caused by COVID-19. To apply for a future scholarship to the ARLP visit www.feedlots.com.au/arlplp.



Lachlan Brown (centre) graduating from the ARLP

ALFA Young Lot Feeder of the Year Award | Molly Sage, JBS Beef City Feedlot QLD

This Award aims to foster qualities in our next generation of leaders that empowers them to think outside the square, be bold in their vision and continuously develop and challenge their thinking about the Australian lot feeding industry and its potential. The Award, proudly sponsored by Performance Feeds, recognises and encourages the industry's most valuable asset, its people, who are vital to the industry's future prosperity and sustainability. Congratulations to Molly Sage from JBS Beef City Feedlot, Qld who was crowned the 2020 Young Lot Feeder at ALFA's 50th Anniversary event on 18 December 2020. Molly's entry focused on a theory where algae (Lemna) could be used to create biofuels to power the boilers in mills, as well as using the by-product from the biofuels to fuel the livestock.



Molly Sage, 2020 Young Lot Feeder



ALFA EVENTS AND TRAINING PROGRAMS

ALFA is highly engaged in fostering our industry's talent and leaders and dedicated to building industry capability. ALFA does this by delivering vibrant events and training programs each year that aim to engage, educate, inspire and challenge our feedlot community.

Whilst COVID-19 interrupted the completion of several planned activities it provided ALFA with opportunity to pivot and explore new ways of delivering membership services. While in-person activities were not always possible, webinars provided the mechanism to deliver information in a dynamic new way. Often this achieved higher participation rates than we have ever seen before, due to the reduction in time required to attend when receiving training online. Given this, a mix of in-person and online learning is being explored for future programs.

ALFA Nutrition & Milling Online Workshop

The first of ALFA's workshops to move online in response to COVID-19, the Nutrition & Milling workshop, was delivered in July 2020. 328 people including staff from across 41 feedlots tuned in to learn from industry experts Dr. Rob Lawrence of Integrated Animal Production, Dr. Brent Berry of Bovine Dynamics, ALFA/MLA Technical Services Officer, Jeff House and Joe McMeniman, MLA Feedlot Program Manager.

ALFA Animal Health & Welfare Online Workshop

282 people registered for the Animal Health & Welfare Workshop that also moved online and delivered across November and December 2020. Industry experts who delivered presentations included Dr. Kev Sullivan of Bell Vet Services and Dr. David Frith of Quirindi Feedlot Services, alongside ALFA/MLA Technical Services Officer, Jeff House and Joe McMeniman, MLA Feedlot Program Manager.

ALFA Pen Cleaning, Manure & Environmental Management Online Workshop

A new online workshop was delivered in March 2021 that extended the content in the MLA published *Waste Management & Utilisation* Manual. This workshop was developed in direct response to feedback and demand received during visits to feedlots by Jeff House. Presenters included Jeff House, Robyn Tucker of Livestock Environmental & Planning Services, Rod Davis of RDC Engineers and Joe McMeniman from MLA. Popular amongst attendees was presentations from

lot feeders Shane Bullock of Teys Jindalee Feedlot, Jeff Jurd of Mort & Co Pinegrove Feedlot and Steve Martin of Stockyard Beef who shared their practical perspectives and commercial techniques. The webinar received a total of 211 registrations including staff from 66 feedlots.

ALFA Margin & People Management (MPM) Professional Development Program

MPM is an ALFA developed and run professional development program which provides aspiring employees with business and people management training and promotes the importance of a healthy workplace culture and its role in achieving productivity and profitability. Delivery of Course 11 was significantly disrupted by COVID-19 post their first session in March 2020. To keep connected the group of ten attended a number of virtual meet ups and participated in a bonus online training session on "*Telling your story to varied audiences*". The remainder of the program was delivered via a 'mega' session that combined the remaining training modules and feedlot tour in April 2021, delivered out of Maroochydore and a tour of feedlots in the Darling Downs region. Course 12 will commence in September 2021 and is sold out; indicating how valued this program has become amongst the lot feeding community. For more information on MPM visit feedlots.com.au/mpm

Course 11 MPM Program Graduates

- ▶ Bec Donnelly - Roma Feedlot & Spelling Yards, Feedlot Manager
- ▶ Ben Strahley - Smithfield Cattle Co, Trainee Manager
- ▶ Caitlin Herbert - Gundamain, Trainee Manager
- ▶ Emily Litzow - MLA, Senior Project Officer
- ▶ Emily Sims - Princess Royal, Livestock Administrator
- ▶ Jayne Newcombe - Teys Jindalee, Compliance Officer
- ▶ Louise Rush - Thomas Foods International, Graduate Trainee
- ▶ Megan Krause - Sandalwood, Livestock Supervisor
- ▶ Peter Healy - Yarranbrook, Livestock Operations Manager
- ▶ Sally Halstead - Smithfield Cattle Company, Trainee Manager

ALFA Certified Animal Welfare Officer Training

In March 2020 when the COVID-19 outbreak commenced ALFA was forced to postpone its Animal Welfare Officer Training mid-delivery and rescheduled for late 2020. As COVID-19 continued to disrupt in-person training, ALFA was required to cancel the training indefinitely until face-to-face training could recommence. It is hoped the training can recommence in early 2022.



A new era ...

We know how important ALFA events are in bringing lot feeders together and in creating a sense of connection in an already physically distanced sector. COVID-19 has meant ALFA has had to think differently in order to keep the strong sense of community alive and to keep delivering a high standard of member services in this new contactless era. Below is a round up of the new and out of the box initiatives ALFA brought to members over the past 12 months.

ALFA Charity Trivia Night

It was a battle of the minds for the nine feedlot teams who went head-to-head for the sake of their local charities in the ALFA hosted Charity Trivia Night in August 2020. Final scores placed Gundamain Guns in first place winning a \$300 donation to The Shed at Eugowra and a team voucher to The Fat Parcel Van, Eugowra. In second place was the Aronui Aristocrats, winning a \$200 donation to the Western Downs Outreach Project Inc and a team voucher to O'Shea's Windsor Hotel, Dalby and third place went to the Wonga Plains Witty Wonders who chose to donate their \$100 prize money to CareFlight and put to good use their team voucher to Dalby Rural Supplies.

ALFA Pop Up! Webinar Series

With no face to face workshop series being able to take place, ALFA initiated a series of free 'pop up!' webinars designed to get the lot feeding community together to hear from some out of the box speakers and topics, such as:

▶ Horse Husbandry, Welfare & Campdraft Performance – July 2020

Tom Curtain from Katherine Outback Experience presented a live demonstration to show horsemanship skills and the positive aspects of horse husbandry and welfare and how important that is for getting the most out of the campdrafting experience.

▶ Positive Team Collisions – August 2020

Tania de Jong from Creativity Australia presented a truly outside the box topic sharing tips on conflict resolution and how to best engage teams to perform at their best.



▶ Getting a Good Night's Sleep – September 2020

Dennis Hoiberg from Lessons Learnt Consulting ran through the benefits of sleep and some very useful techniques on how to fall asleep, which at the time was a thoughtful topic given the extended lockdowns and anxiety people were experiencing.

Each webinar is available for viewing via the ALFA YouTube Channel.



University Careers Fairs & Expos

A great opportunity for ALFA to promote careers and opportunities in the lot feeding sector, unfortunately, many careers fairs in 2020 were cancelled due to COVID-19. However, as a first ALFA attended a virtual careers fair for the University of Tasmania (UTAS) in October 2020 and continues to promote careers to its Student Membership.



TECHNICAL SUPPORT AND EXTENDING RESEARCH

Continuing to Provide One-on-One Technical Support for Lot Feeders

As a complimentary service to all lot feeders, ALFA, in partnership with MLA, offers a dedicated Technical Services Officer, Jeff House, who delivers the latest technical information, education, training and support to feedlot operators in the field. Each feedlot visited receives a *Research Extension Information Pack* consisting of ALFA and MLA research and development resources. Cross border COVID-19 travel restrictions imposed by state governments disrupted visits, however Jeff still managed to visit 102 feedlots across Australia, out of a target of 100, for the calendar year to December 2020.



To request the complimentary services of the ALFA/MLA Feedlot Technical Services Officer, contact Jeff House on:

M. 0419 262 207 **E.** jeff.house@feedlots.com.au

Exploring Feedlot Energy Webinar – March 2021

In conjunction with MLA, ALFA delivered a webinar that extended the research findings of MLA Research Project B.FLT.5003: *Improving feedlot energy and water use efficiency*. The webinar aimed to help feedlot operators understand technologies available to improve water and energy usage and efficiency

on feedlots. Joe McMeniman, MLA Feedlot Program Manager, moderated the workshop and Q&A session, while Carl Duncan and Max Barnes presented on the research findings and Rob Fowler was engaged as a leading supplier of boilers to present on practical considerations for feedlots. The webinar was attended by 76 feedlot staff from 28 feedlots.

BunkBot Demonstrations

MLA's Feedlot Research and Development program has invested grain fed levies into feedlot automation. One of the first solutions to move to commercialisation is the BunkBot, an autonomous robot that manoeuvres a Bunk Scanner around a feedlot, providing estimates of unconsumed feed that have proven to be more accurate and precise than humans. On-site demonstrations of the technology in a commercial setting commenced in 2021 at Mort & Co's Pinegrove Feedlot near Millmerran, Queensland, with multiple groups of feedlot operators attending to see this technology in action. With the adoption of BunkBot, Pinegrove Feedlot have introduced night calls to their operations, enabling them to collect more data, improve feed utilisation and increase knowledge of feed intake.





OUR LIVESTOCK

OUR GOALS

- ▶ To lead in animal welfare, environmental and production standards
- ▶ Increase the profitability and sustainability of our members' businesses
- ▶ Influence the operating environment to enable feedlots to continually improve, adapt and innovate

INITIATIVES

- ▶ Continual Improvement of Feedlot Animal Welfare Practices
- ▶ Encourage Adoption of Shade in Feedlots
- ▶ Encourage Adoption of Antimicrobial Stewardship in Feedlots
- ▶ Continue to Partner with MLA on Feedlot Research and Development for the Betterment of Grain Fed Levy Payers

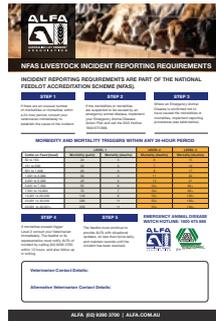
CONTINUAL IMPROVEMENT OF FEEDLOT ANIMAL WELFARE PRACTICES

Managing Summer Heat in Australian Feedlots



In the lead up to summer 2020-21, the Bureau of Meteorology (BoM) predicted that La Niña conditions would prevail which can bring increased rain, humidity and risk of tropical cyclones; all challenging environments when managing cattle. In response, ALFA produced a Guide on *Managing Summer Heat in Australian*

Feedlots and an *NFAS Livestock Incident Reporting Requirements* poster and provided these tools to all



feedlot operators across Australia. The Guide was developed to assist lot feeders prepare for and manage excessive heat events. Information contained in the Guide support the decision-making process and provides practical management practices that can reduce the risk of heat and help protect cattle welfare.

Feedlot Animal Welfare Benchmarking

ALFA is working with MLA, and the broader feedlot community, to establish Animal Welfare Benchmarking for feedlots. Preliminary results delivered broader indicators than expected and these are being further refined through consultation which will ultimately determine the suitability of the measures, including their adoption pathway in industry.

A focus group of commercial lot feeders was established in 2021 to review the draft indicators and framework, and make recommendations to ensure applicable measures, metrics, thresholds and assessment protocols is achieved by the end of the project. A framework for piloting has been agreed with the research team.

ENCOURAGE ADOPTION OF SHADE IN FEEDLOTS

ALFA Shade Initiative

To maximise cattle wellbeing, meet welfare standards, increase productivity, and meet community expectations, ALFA is committed to seeing the adoption of shade in feedlots increase over time.

To support this, ALFA launched the ALFA Shade Initiative in November 2020; a project asking all Australian feedlots to make a pledge to provide cattle under their care with access to shade by 2026.

The initiative builds on the feedlot industry's already strong commitment to animal welfare – an estimated 66% of Industry feedlot capacity already has shade in place - and positions our sector for long term sustainability.



MLA Research indicates shade has positive outcomes on cattle welfare and comfort, especially during abnormal heat wave conditions. It also showed that shade can result in productivity gains in terms of increased feed intake and hence weight gain at slaughter. Shade enables cattle to display natural shade seeking behaviour, aiding in their ability to reduce the impact of environmental extremes and improve comfort. The ALFA Shade Initiative was developed in response to information over two years of work by the ALFA Team, the ALFA Feedlot Committee and ALFA Council.

ALFA continues to support grain fed levy investment through MLA in this area including projects to develop additional types of shade solutions for the feedlot industry.

ALFA Shade Hub

To support lot feeders in implementing shade, ALFA created a dedicated webpage called the ALFA Shade Hub at www.feedlots.com.au/shade. The ALFA Shade Hub houses a range of key resources including a [Unlocking the benefits of Shade Handbook](#) which contains information on the [benefits of shade to animal welfare and feedlot productivity](#), the [design and construction of shade](#) and answers to [frequently asked questions](#). A number of testimonials, like Killara Feedlot NSW (pictured below) can be found on the Shade Hub.



Information on financing opportunities through Federal and State low interest loans and asset write off incentives are also available on the Hub. ALFA provided the full range of resources directly to NFAS accredited feedlots and key stakeholders via an Information Pack sent in November 2020 outlining the initiative.

Understanding the Benefits of Shade Webinar – November 2020

ALFA also held a webinar for Lot Feeders to hear about the ALFA Shade Initiative. Presenters included Lot Feeders, Bryce Camm of Wonga Plains Feedlot, Tom Green of Thomas Foods International Feedlot, Scott and Katie Llyod of Wiembilla, and Scott Braund of Mort & Co. Attendees also received the latest information from the scientific community including presentations from Dr John Gaughan and Dr David Miller who covered the animal welfare benefits of shade. Lastly the National Australia Bank presented on due diligence and financing capital. A similar, but separate webinar was also held for external stakeholders to inform them of the initiative and the activities and resources in place to support lot feeders.

ENCOURAGE ADOPTION OF ANTIMICROBIAL STEWARDSHIP IN FEEDLOTS



Antimicrobial stewardship guidelines for the Australian cattle feedlot industry



ALFA has continued to promote the adoption of the Antimicrobial Stewardship Guidelines which arms feedlot managers with a framework to reduce the risk of antimicrobial resistance and safeguards antimicrobial use in the future. Feedlots continue to respond positively to the initiative with 62% of all NFAS audited feedlots indicating in 2020 that they had voluntarily adopted an

Antimicrobial Stewardship Plan within their operations, up from 59% in 2019 and 39% in 2018.

The [Antimicrobial Stewardship Guidelines for the Australian Cattle Feedlot Industry](#), released in 2018 continues to provide practical information on critical antimicrobial agents, antimicrobial resistance and provides a framework to continue to ensure appropriate use of antimicrobials within feedlots.



CONTINUE TO PARTNER WITH MLA ON FEEDLOT RESEARCH AND DEVELOPMENT FOR THE BETTERMENT OF GRAIN FED LEVY PAYERS

MLA's Research & Development (R&D) Feedlot Program is funded from grain fed levies, with a matching contribution from the Australian Government, and addresses the specific research, development and adoption requirements of the cattle feedlot sector.

The MLA R&D Feedlot Program is developed through consultation between ALFA's R&D Committee and MLA. Through this process research and development priorities for the feedlot industry are identified and levy funds allocated to ensure they are delivered.

Guided by Red Meat 2030 priority areas of 'Our Livestock' and 'Our Environment', the R&D Feedlot Program also is aligned with MLA's strategic initiatives to enable the Australian feedlot industry to be world-leaders in animal health, welfare and production practices.

Several key projects were delivered or commenced by MLA in partnership with the ALFA R&D Committee and grain fed levy payers during 2020-21 and include:

RESEARCH & DEVELOPMENT PRIORITIES

► **Shade Solutions**

Increased interest in feedlot shade solutions to provide protection against heat wave and wet weather conditions lead to the commencement of a trial looking at evaluating the influence of unshaded, shaded (shade cloth) and a novel shelter system (two-tiered tarp system) on the health, welfare, performance and carcass characteristics from feedlot cattle over a summer and winter period commenced.

► **Pathways to Carbon Neutrality for Australian Feedlots**

Industry aspires for the whole red meat supply chain to be carbon neutral by 2030 (CN30). This project delivered an easy to understand booklet outlining the pathways and economics of carbon neutrality for Australian feedlots. The information was extended through the Moving Toward Carbon Neutrality Webinar held in May 2021 and published on ALFA's Feedlot Carbon Neutral Hub on our website. Outlining

pathways to meet this challenge will assist lot feeding businesses and grain fed beef brand owners in decision making and business planning.

► **Methane Emissions Suppression**

3-Nitrooxypropanol (3-NOP) is a novel and promising feed additive used to mitigate methane and improve feed efficiency, through inhibition of the last step of methane formation in the rumen. 3-NOP has been patented by its owners, DSM, and commercialised under the trade name 'Bovaer'. Completion of experimental work managed by MLA evaluated the effects of 3-NOP on methane emissions at University of New England which has found to reduce methane in feedlot cattle by up to a staggering 90%.

► **Effect of feed withdrawal on truck effluent, animal welfare, carcass characteristics and microbiological contamination of feedlot cattle**

Truck effluent has been identified as a potential environmental, amenity and safety risk for the Australian beef industry. Possible management techniques include capture of effluent in truck tanks with appropriate disposal at approved discharge points. This project will support development of sound practices for management of truck effluent for feedlot cattle.

ALFA SALUTES FEEDLOT R&D LEGEND DES RINEHART

MLA Feedlot Research & Development Project Manager, **Des Rinehart**, who started his career at a feedlot in 1973, and for the past two decades has headed up Meat & Livestock Australia's feedlot R&DE program, retired in June 2021.

In recognition of Des' efforts, ALFA R&D Committee Chair, Grant Garey, presented a small token of appreciation on behalf of ALFA, at ALFA's 50th Anniversary event in May 2021.

Des' lifetime contribution to lot feeding had been previously recognised with the prestigious Outstanding Services to the Lot Feeding Sector industry award at the SmartBeef Conference in 2019.



OUR ENVIRONMENT

OUR GOALS

- ▶ To lead in Animal Welfare, Environmental and Production standards
- ▶ Increase the profitability and sustainability of our member's businesses
- ▶ Influence the operating environment to enable feedlots to continually improve, adapt and innovate

INITIATIVES

- ▶ Feedlot Industry's Contribution to Achieving Carbon Neutrality by 2030
- ▶ Feedlot Industry's Contribution to Australian Beef Sustainability Framework
- ▶ Heat Load Management in Feedlots

FEEDLOT INDUSTRY'S CONTRIBUTION TO ACHIEVING CARBON NEUTRALITY BY 2030

The Australian feedlot sector has an active commitment to environmental stewardship and supports the wider industry initiative in creating a carbon neutral industry by 2030. ALFA worked with MLA through the R&D Feedlot Program to identify best practice measures to assist feedlots define, and where appropriate, reduce their carbon footprint. Important research projects delivered included *B.FLT.5008: Feedlot Carbon Neutral Booklet*; *B.FLT.5010: Methane emissions of Feedlot Cattle as influenced by 3-Nitrooxypropional (3NOP)*; and *B.FLT.5012: National Greenhouse gas inventory review*.

Revising the emission factor for nitrous oxide emissions from feed pads has decreased the reported emissions of the Australian feedlot sector by an estimated 19%.

Feedlot Carbon Neutral Hub

ALFA launched a dedicated Feedlot Carbon Neutral Hub on the ALFA website to provide all the tools a feedlot needs when researching what it means to be carbon neutral, how to reduce carbon emissions and how to go about registering a business as carbon neutral. The Carbon Neutral Hub is located on the ALFA website at www.feedlots.com.au/carbon.

Moving Toward Carbon Neutrality Webinar

Together with MLA, ALFA delivered a webinar in May 2021 to assist feedlot operator awareness, understanding and adoption of methods to manage their carbon footprint and help industry collectively move toward CN30. Presenters included Dr Stephen Wiedemann of Integrity Ag and Environment, Maik Kindermann of DSM (inventor of 3NOP), Dr Amelia de Almeida from the University of New England, Darryl Savage of NAPCO Wainui Feedlot and Doug McNicholl from MLA. A recording of this webinar is available on the Feedlot Carbon Neutral Hub at www.feedlots.com.au/carbon.

The Australian feedlot sector has an active commitment to environmental stewardship and supports the wider industry initiative in creating a carbon neutral industry by 2030



FEEDLOT INDUSTRY'S CONTRIBUTION TO AUSTRALIAN BEEF SUSTAINABILITY FRAMEWORK

The Australian Beef Sustainability Framework (ABSF) defines what 'sustainable beef production' looks like in practice and annually tracks how the industry is performing over a series of indicators.

The ABSF commits the Australian beef industry to a sustainable pathway of best practice and tracks performance through independence evidence against a series of critical indicators against the four themes of Animal Welfare, Economic Resilience, Environmental Stewardship, and People and the Community.

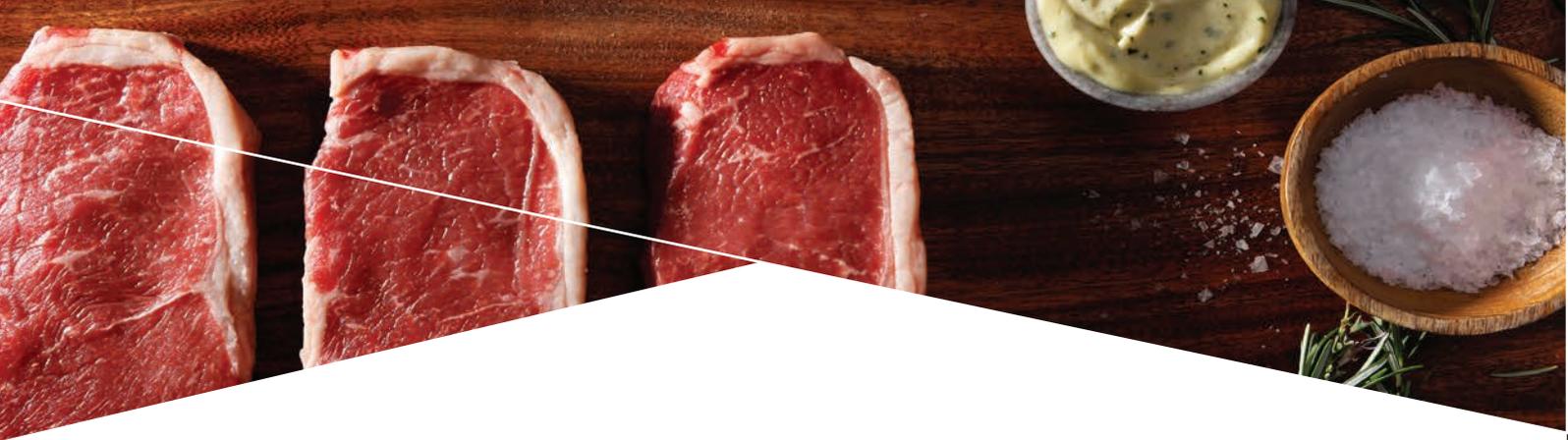
ALFA continues to support the framework, having been involved in its development. ALFA President, Bryce Camm, previously chaired the Sustainability Steering Group and our immediate past President, Tess Herbert, is the current Chair. Feedlot industry indicators in the areas of animal welfare performance and adoption of the Antimicrobial Stewardship Guidelines continue to be recorded in the Framework and contribute to the overall picture of the beef industry. The ABSF released its 2021 Annual Update at Beef Australia in May 2021.

HEAT LOAD MANAGEMENT IN FEEDLOTS

It's important to ALFA that feedlots remain to have complimentary access to the Cattle Heat Load Toolbox (CHLT). CHLT is operated by Katestone and provides site-specific forecasting for feedlot operators registered with the service. Forecasting and early warning systems enable lot feeders to respond in real time and change management practices to reduce the risk of heat-related incidents.

The Katestone Heat Load forecast service continues to be funded through levies via MLA at the request of ALFA to ensure it remains available at no direct cost to feedlots. The key achievements for the 2019-21 season included the Katestone service reaching over 800 users over 330 sites, launching an updated website in October 2019 with increased functionality and format that is compatible with mobile usage, and delivering over 20,000 alerts via SMS and e-mail during the heat season.





OUR MARKETS

OUR GOALS

- ▶ Increase the profitability and sustainability of our members' businesses
- ▶ Influence the operating environment to enable feedlots to continually improve, adapt and innovate

INITIATIVES

- ▶ Active Engagement in Australia's FTA Process to Ensure we Maximise Our Market Access Opportunities
- ▶ Continued Provision of Quarterly Feedlot Statistics

ACTIVE ENGAGEMENT IN AUSTRALIA'S FTA PROCESS TO ENSURE WE MAXIMISE OUR MARKET ACCESS OPPORTUNITIES

A-UK Free Trade Agreement Reached

ALFA, as a member of the Australia-UK Red Meat Market Access Taskforce, worked during 2020-21 with MLA, other Peak Industry Councils and government in securing greater UK market access for Australian Beef.

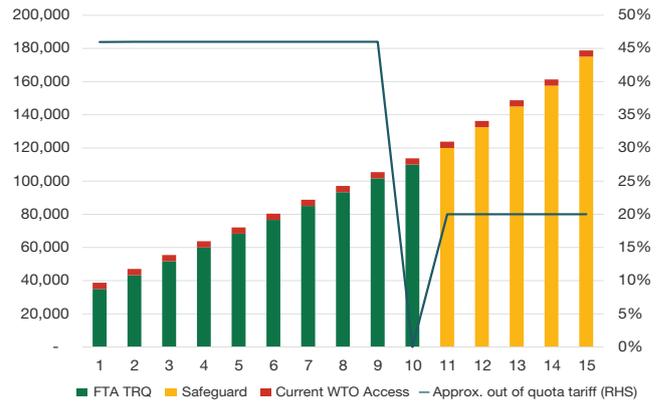
In June 2021 ALFA welcomed the in-principal agreement between the Australian and UK government that will see Australian beef access to the UK liberalised over a 10-year transition period.

Australia's ability to service the UK market has been constrained by a highly restrictive UK (and prior to 2021, European Union) import regime. The new arrangement, once signed and ratified, will result in Australian beef exports entering the UK under a tariff rate quota (TRQ) regime – with initial TRQ tonnages gradually increasing over the 10-year transition period. Product within the TRQ amounts will enter tariff free. Whilst there will be no TRQ regime post year 10, a volume safeguard provision will apply to the end of year 15, beyond which no safeguards will apply.

This outcome not only enhances the long-term partnership between our nations regarding Australian Beef but also signals a strong commitment by both Governments to the merits of delivering free trade.

Once into force this new arrangement will provide industry with great opportunities not seen in that market for decades.

Australian Beef Access to UK under A-UK FTA



CONTINUED PROVISION OF QUARTERLY FEEDLOT STATISTICS

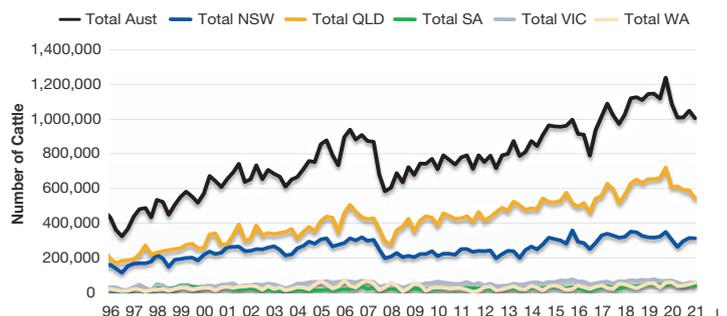
Record numbers remain for cattle on feed

ALFA designed a new-look report in 2020 to present the ALFA/MLA Quarterly Feedlot Survey results of cattle on feed and other important market indicators. The data from the survey captures important commercial information from feedlot operators that reports the dynamics of the grain fed beef supply chain.

Cattle on feed continued to remain above 1 million head through 2020-21 which has been consistently achieved each quarter since 2018. These results, coupled with national feedlot capacity increasing to a record level of 1,450,482 head in the March 2021 quarter, continued to demonstrate the confidence in the long-term outlook of the feedlot industry.

MLA reported that feedlot cattle made up more than 50% of beef production during the first quarter of 2021 which was an all-time high, further solidifying the growing importance that the feedlot industry is playing in Australian beef production.

Cattle Numbers on Feed - Historic





OUR SYSTEMS

OUR GOALS

- ▶ Increase the profitability and sustainability of our members' businesses
- ▶ Be a leader in animal welfare, environment and production standards

INITIATIVES

- ▶ Continual Improvement of the National Feedlot Accreditation Scheme (NFAS)

CONTINUAL IMPROVEMENT OF THE NATIONAL FEEDLOT ACCREDITATION SCHEME (NFAS)

The National Feedlot Accreditation Scheme (NFAS) is the feedlot industry's quality management system which underpins the integrity of grain fed beef.

NFAS has enabled the Australian feedlot industry to gain a reputation of producing high-quality Australian grain fed beef that meets food safety, animal welfare and environmental requirements. NFAS is owned and operated independently by AUS-MEAT. The Feedlot Industry Accreditation Committee (FLIAC) oversees the management of the Scheme. The NFAS 2020 Annual Report, produced and published by AUS-MEAT, highlighted that 379 onsite audits were conducted and no critical non-conformances were identified during the 2020 calendar year.

ALFA aims to ensure the NFAS continues to remain fit for purpose and provide customers and consumers continued confidence in grain fed beef production. ALFA does this in partnership with AUS-MEAT through various independent review mechanisms.

In 2020 an independent review was undertaken involving a simulation exercise focusing on non-conforming product and the potential impact this could have on the supply chain, the reputation of NFAS, lot feeders and grain fed beef. In response the NFAS Rules and Standards have undergone a revision by FLIAC to further strengthen the Scheme and these changes will take effect later in 2021 and become auditable in early 2022. ALFA is supporting implementation of the changes by developing communication and training materials to assist feedlot operators. These activities include an NFAS Information Pack and Webinar which will be rolled out later in 2021.



ALFA aims to ensure the NFAS continues to remain fit for purpose and provide customers and consumers continued confidence in grain fed beef production. ALFA does this in partnership with AUS-MEAT through various independent review mechanisms.



OUR ASSOCIATION

OUR GOALS

- ▶ Be the recognised voice of the Australian cattle feedlot industry
- ▶ 100% representation of all Australian cattle feedlots

INITIATIVES

- ▶ Continued Best Practice Governance Management
- ▶ Strengthening Government Relations and Advocacy
- ▶ Best Practice Policy Development Framework

CONTINUED BEST PRACTICE GOVERNANCE MANAGEMENT

ALFA prides itself on operating appropriate governance arrangements and being financially strong and capable of delivering a quality service to its members. Throughout the year ALFA Council and the Secretariat continued to operate ALFA's Governance procedures including implementing its Strategic Operating Plan, adhering to ALFA's Corporate Governance Schedule, Reviewing ALFA's Risk Framework and ensuring the Association continues to have capability to operate ALFA's Crisis Response Plan.

ALFA Annual General Meeting 2020

ALFA held its 2020 Annual General Meeting (AGM) on 20 November in Brisbane. In a first, and in response to COVID-19, the ALFA AGM was also broadcast via webinar allowing members to view proceedings online. ALFA President, Bryce Camm, reported on the Association's achievements over the previous 12-months which proved to be challenging given persistent drought, catastrophic bushfires, floods, a welcome break in seasonal conditions and commencement of the global pandemic.

Bryce Camm (Wonga Plains Feedlot) was re-elected as ALFA President, Grant Garey (Teys Australia Feedlots) and Paul Vogt (Associated Feedlots) were re-elected Vice Presidents, and Barb Madden (Smithfield Cattle Co. Feedlots) was re-elected as ALFA Treasurer.

Tony Fitzgerald (Whyalla Feedlot) retired at the AGM, having served on the ALFA Council for just under a decade. Tony was elected to Council in December 2011 and held the position of Vice President from 2017 up to his resignation while also holding numerous Committee Chair positions including the Research & Development Committee.

ALFA welcomed two new representatives as a result of the AGM election process: Daryle Belford (Whyalla Feedlot) and Thomas Green (Thomas Foods International Feedlot).

2020-21 elected ALFA Office Bearers and Councillors and their member feedlot:

- ▶ Mr Bryce Camm (President) – Wonga Plains Feedlot, QLD
- ▶ Ms Barb Madden (Treasurer) – Smithfield Cattle Co. Feedlots, QLD
- ▶ Mr Grant Garey (Vice President) – Teys Australia Feedlots QLD, NSW, VIC
- ▶ Mr Paul Vogt (Vice President) – Associated Feedlots, NSW
- ▶ Mr Tony Batterham (Councillor) – Cherrygrove Feedlot, NSW
- ▶ Mr Scott Braund (Councillor) – Mort & Co Feedlots, QLD
- ▶ Mr Trevor Hinke (Councillor) – Kerrigan Beef Feedlot, WA
- ▶ Mr Stephen Martin (Councillor) – Kerwee Feedlot, QLD
- ▶ Mr Grant Melrose (Councillor) – Pakaderinga Feedlot, QLD
- ▶ Ms Amanda Moohen (Councillor) – Aronui Feedlot, QLD
- ▶ Mr Todd Newton (Councillor) – Myola Feedlot, QLD
- ▶ Mr Andrew Rushford (Councillor) – Stanbroke Feedlot, QLD
- ▶ Mr Daryle Belford (Councillor) – Whyalla Feedlot, QLD
- ▶ Mr Tom Green (Councillor) – Thomas Foods International Feedlot, SA

STRENGTHENING GOVERNMENT RELATIONS AND ADVOCACY

ALFA is recognised by Government as the Peak Industry Council representing the interests of grain fed cattle producers. During 2020-21 ALFA continued to forge important relationships with both sides of Federal and State Governments.

How ALFA advocates on behalf of industry interests

ALFA represents the interests of members and the feedlot industry by responding to legislative reviews and changes that impact the business environment that feedlots operate in.



ALFA's submissions to various government agencies, in response to inquiries or changes in relevant legislation, included:

- ▶ VIC Environmental Protection Agency: Waste and Resource Recovery Determinations
- ▶ QLD Department of Agriculture and Fisheries: Review of the Animal Care and Protection Act 2001
- ▶ NSW Department of Primary Industries: NSW Land Use Planning Options Paper
- ▶ Federal Department of Agriculture, Water, Resources and Environment: The Export Control Rules 2021 (the Rules)
- ▶ Australian Pesticides and Veterinary Medicines Authority: Release Summary on the evaluation of the new active zilpaterol hydrochloride in the product Zilmax Medicated Premix

In addition to these submissions ALFA continued to ensure effective engagement with key stakeholder groups through the 2020-21 period, including:

- ▶ Industry – RMAC, Peak Councils and Service providers
- ▶ Industry – Other intensive industries, including the Pork, Chicken, Eggs and Dairy research and advocacy Industries
- ▶ Political – State Agricultural Departments and Environmental Agencies
- ▶ Political – Federal Agriculture and Trade
- ▶ Regulatory – State Agricultural Departments, Planning Departments, Environmental Departments
- ▶ Regulatory – Commonwealth Agricultural Department, Export Department
- ▶ Retailers – Coles and Woolworths
- ▶ Feedlot Veterinarians and Nutritionists
- ▶ Environmental service providers
- ▶ RSPCA at the State and Federal level

ALFA attends its first Beef Australia in Rockhampton

ALFA attended Beef Australia 2021 via a trade stall promoting the Association, our role, and the grain fed beef industry. It was pleasing to see ALFA members and both sides of State and Federal politics in attendance showing strong support for our industry.

Beef Australia Chair, and ALFA President, Bryce Camm, hosted an industry breakfast with the Honourable Prime Minister Scott Morrison. ALFA Treasurer, Barb Madden, Councillor Grant Melrose together with ALFA CEO, Christian Mulders, took the opportunity to meet with the Prime Minister and discuss our industry.

It was great to see the Honourable Prime Minister, Deputy Prime Minister, Federal Agricultural Minister, QLD Premier and QLD Agricultural Minister, amongst a vast array of other key politicians, all taking a keen interest, supporting, and elevating our industry onto the national agenda.

The overwhelming message delivered by our politicians was one of gratitude. Many publicly thanked the beef industry for continuing to operate and excel during the global downturn, COVID-19, bushfire, and floods. All highlighted the contribution the industry makes to this country, to regional and rural Australia and the economy at large.



Pictured L-R: Christian Mulders (ALFA CEO), Bryce Camm (ALFA President and Beef Australia Chair), Prime Minister Scott Morrison, Barb Madden (ALFA Treasurer), Grant Melrose (ALFA Councillor).

BEST PRACTICE POLICY DEVELOPMENT FRAMEWORK

In November 2020, ALFA Council supported the implementation of a newly developed best practice Policy Framework. The Framework outlines the procedures and tools that facilitate efficient, succinct, and effective policy development for ALFA and the feedlot sector.

The Association also conducted a major review of its existing Internal and External Policies in line with the new Policy Framework. Moving forward each ALFA Committee will review ALFA policies relevant to their area of expertise and interest on an annual basis. ALFA's newly developed Policy Register will become a living document, constantly reviewed and updated to ensure ALFA policies remain relevant, up-to-date and fit for purpose.

If you would like any further information on the Year in Review activities, please contact the ALFA Office on (02) 9290 3700.



ALFA CELEBRATES 50 YEARS OF LEADERSHIP, REPRESENTATION AND SERVICE

Founded in 1970, the Australian Lot Feeders' Association (ALFA) is the peak industry body leading and representing the Australian cattle lot feeding industry.

18 December 2020 marked ALFA's 50th Anniversary. Members celebrated the anniversary by holding a morning tea with their Teams on their feedlots. Hosted virtually by ALFA, Bryce Camm, ALFA President, provided a presentation on ALFA's rich history and its many achievements and milestones.

During the morning tea ALFA announced the winner of the Young Lot Feeder of the Year Award 2020; awarded to Molly Sage from JBS Beef City Feedlot, Qld.

With COVID-19 making it difficult to come together in person to celebrate in 2020, ALFA Council hosted a special dinner at Noosa Boathouse in May 2021 that culminated ALFA's 50th Anniversary celebrations. Life Members, Past Presidents and special guests were in attendance.

The history of how ALFA came to be is well documented in the book 'Grain Fed: the history of the Australian cattle lot feeding industry' by Jon Condon and Bob Coombs. The book is available for purchase via the ALFA website.

Past ALFA Presidents



Pictured L-R: Bryce Camm (2018-present), Kev Roberts (1992-95), Malcolm Foster (1995-99, 2005-08), Rod Hadwen (1989-92), Jim Cudmore (2008-12), Rod Polkinghorne (1983-87), Tess Herbert (2015-18), Sandy Maconochie (2001-05), absent however in attendance, Robin Hart (1972-74, 1999-01).



ALFA COUNCILLORS

ALFA's Board is comprised of directly elected feedlot representatives, a model that has stood the test of time in delivering passionate industry talent who strive to deliver on ALFA's value proposition to feedlot businesses.

The ALFA Council is steely focused on representing the interests of lot feeders and delivering on our mission to improve the profitability, professionalism and community standing of the cattle feedlot industry via industry representation, strategic levy investment, industry development activities and membership assistance.

PRESIDENT



BRYCE CAMM
Camm Agricultural Group, QLD
Chair Executive Committee

VICE PRESIDENT



GRANT GAREY
Teys Australia, QLD
Chair R&D Committee

VICE PRESIDENT



PAUL VOGT
Representing Associated
Feedlots, NSW
Chair Membership, Events and
Industry Capacity Committee

TREASURER



BARBARA MADDEN
Smithfield Cattle Company, QLD

ALFA COMMITTEE

Each ALFA Committee covers specific topics of responsibility that collectively make up the issues ALFA progresses on behalf of its members:

- ▶ Executive Committee
- ▶ Membership, Events, and Industry Capacity Committee
- ▶ Animal Health and Welfare Committee
- ▶ Research and Development Committee
- ▶ Feedlot Management Committee
- ▶ Feed Commodities and Nutrition Committee
- ▶ Marketing Trade and Market Access Committee
- ▶ Environment Committee

COUNCILLORS



AMANDA MOOHEN
AACo, QLD
Chair Feed Commodities and
Nutrition Committee



GRANT MELROSE
Representing Pakaderinga
Feedlot, QLD



SCOTT BRAUND
Mort & Co, QLD
Chair Feedlot Management
Committee



COUNCILLORS



STEPHEN MARTIN
Kerwee Lot Feeders, QLD
Chair Marketing Trade and
Market Access Committee



TREVOR HINCK
Kerrigan Valley Feedlot, WA
Feed, Commodities and
Nutrition Committee



TODD NEWTON
Myola Feedlot, NSW
Chair Environment Committee



TONY BATTERHAM
Representing Cherrygrove
Feedlot, NSW



ANDREW RUSHFORD
Stanbroke Feedlot, QLD
Chair Animal Health and
Welfare Committee



THOMAS GREEN
Thomas Foods International
Feedlot, SA



DARYLE BELFORD
Whyalla Feedlot, QLD



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