

Organised by
**TEN The Education
Network**
in association with
the conference Major
Sponsors

**Australian Agricultural
Company Limited**



and conference
Supporting Partners



10TH ANNUAL AGRIBUSINESS LAW CONFERENCE

Fresh Produce, Stale Practices:
Cartel Risks and Competition Concerns in Agricultural Supply Chain
From Paddock to Plate: Mastering Supply Chain Contracts in Modern Agribusiness
Foreign Footprints: Navigating FIRB's Expanding Reach in Agribusiness
Merger Madness or Market Balance?
Navigating Australia's New M&A Regime in Agribusiness
Native Title in Transition: What Agribusinesses Need to Know in 2026
Carbon Farming in Focus: Legal Pathways and Compliance Under the ACCU Framework
Unlocking Revenue from Biodiversity in Australia's New Nature Repair Market
Navigating the New Normal:
Critical Employment Law Compliance Issues for Agribusiness in 2026
On the Front Line: Access Conflicts,
Biosecurity Breaches and the New Era of Agribusiness Litigation
When Robots Run the Ranch: AI Governance and Directors' Care & Diligence
Obligations in Agribusiness
Scope 3 Through the Farmgate: Climate Data & Supply Chain Readiness
Mandatory Sustainability Reporting Under AASB S2:
What Agribusinesses Need to Do Now

A Two-day Conference
Thursday 14 & Friday 15 May 2026

Sofitel Gold Coast, Queensland

Feedback from last year's conference:

- 👉 A perfectly tailored and targeted agenda. The conference was further elevated by the facilitation of informal and thought-provoking discussion. Well done to all involved!
- 👉 Each presenter brings their wealth of experience to the conference, and each is adept at delivering engaging presentations and thorough supporting reports. The presenters are also generous with their time outside of their allocated sessions and are happy to field questions at any time throughout the conference.
- 👉 Very informative presenters covering a wide range of relevant matters across Agribusiness.



Your Trusted CPD Partner for more than 50 Years

DAY 1 - THURSDAY 14 MAY 2026

CHAIR DAY 1 - AM: Tim Mableson, Partner - Deal Advisory, National Leader Agriculture & Wine Sectors, KPMG, Adelaide, SA

MORNING THEME: COMPETING, CONTRACTING AND INVESTING IN THE NEW AGRIBUSINESS LANDSCAPE

9.00 - 9.15am

Introduction and welcome

9.10am - 9.25am

Opening Address

Speaker: Mr Donald McGauchie AO, Chairman, Australian Agricultural Company

9.25 - 10.10am

Session 1: Fresh Produce, Stale Practices: Cartel Risks and Competition Concerns in Agricultural Supply Chain

Recent ACCC actions against fresh produce suppliers show how easily everyday industry practices can cross the line into cartel conduct. This session highlights where the biggest risks lie for growers, processors, marketers and exporters, and how to stay out of the regulator's spotlight. This session covers:

- What cartel conduct looks like in the real world of agricultural supply chains
- ACCC enforcement priorities across fresh produce, grains, dairy and livestock
- Personal liability risks for directors and senior executives
- When and how to self-report under the ACCC immunity policy
- Red flags in pricing discussions, industry meetings and supplier arrangements

Speaker: Sar Katdare, Partner, Johnson Winter Slattery, Sydney, NSW

10.10 - 10.20am Panel Comments and Questions

10.20 - 11.05am

Session 2: From Paddock to Plate: Mastering Supply Chain Contracts in Modern Agribusiness

Geopolitical shocks, sustainability demands and digital transformation are reshaping how agribusinesses contract across the supply chain. This session provides a practical roadmap for strengthening contractual protections from farmgate to export. This session covers:

- Common pressure points in agricultural supply chain contracts
- Indemnities, risk allocation and force majeure after recent supply disruptions
- Navigating relationships between major corporates and small service providers
- Drafting for contingencies in transport, processing and distribution
- Re-evaluating force majeure clauses after recent geopolitical and logistics disruptions

Speaker: Michael Linehan, Partner, Clayton Utz, Melbourne, Vic

11.05 - 11.15am Panel Comments and Questions

11.15 - 11.40am Networking Break and Morning Tea

11.40am - 12.25pm

Session 3: Foreign Footprints: Navigating FIRB's Expanding Reach in Agribusiness

Foreign investment remains central to the growth of Australian agriculture, but approval pathways are getting more complex. This session clarifies when FIRB approval is required, how national security rules apply, and how to structure deals to manage risk and delay. This session covers:

- Current monetary and land thresholds for agricultural land and agribusiness assets
- How the national security test applies to agricultural land, ports, storage and critical infrastructure
- Common approval conditions and how to negotiate workable obligations
- Managing confidentiality, timelines and conditional contracts
- What recent FIRB decisions reveal about trends in agricultural investment

Speaker: Franki Ganter, Partner, Gadens, Brisbane, Qld

12.25 - 12.35pm Panel Comments and Questions

DAY 1 - THURSDAY 14 MAY 2026

12.35 - 1.20pm

Session 4: Merger Madness or Market Balance? Navigating Australia's New M&A Regime in Agribusiness

With Australia's merger laws undergoing their biggest overhaul in decades, agribusiness deals face a new era of scrutiny from January 2026. This session unpacks what the mandatory notification regime means for transactions in farming, processing, logistics and food manufacturing, and how to keep deals moving. It covers:

- New mandatory thresholds and how they affect agribusiness acquisitions and joint ventures
- What the shift from voluntary to
- mandatory review means for deal timelines and certainty
- Competition risks unique to agricultural supply chains
- Practical steps for structuring deals, due diligence, and engaging early with regulators
- Lessons from overseas regimes and how to prepare now

Speaker: Ayman Guirguis, Partner, K&L Gates, Sydney, NSW

1.20 - 1.30pm Panel Comments and Questions

1.30 - 2.25pm Luncheon

CHAIR DAY 1 - PM: Emily Bird, General Counsel & Company Secretary, Australian Agricultural Company, Brisbane, Qld

AFTERNOON THEME: LAND, COUNTRY AND ENVIRONMENTAL MARKETS

2.25 - 3.10pm

Session 5: Native Title in Transition: What Agribusinesses Need to Know in 2026

Land access, approvals and cultural heritage compliance are becoming more complex for agribusinesses operating on land affected by native title. Ongoing review of the future acts regime under the Native Title Act, together with state-based developments such as Victoria's Treaty process, is reshaping how these issues must be managed in practice. This session explores the key native title issues facing agribusinesses today, including:

- Key reforms to the future acts regime, including changes to s 24GA affecting primary production
- What shifting consultation and consent expectations mean for day-to-day operations
- The impact of Treaty and self-determination frameworks on agreement-making
- Interactions with cultural heritage regimes across the states
- Practical strategies to avoid delays, disputes and non-compliance

Speaker: Alison McKee, Special Counsel, McCullough Robertson Lawyers, Brisbane, Qld

3.10 - 3.20pm Panel Comments and Questions

DAY 1 - THURSDAY 14 MAY 2026

3.20 - 4.05pm

Session 6: Carbon Farming in Focus: Legal Pathways and Compliance Under the ACCU Framework

Carbon markets remain a major opportunity for landholders, but integrity reforms and changing project rules mean agribusinesses must tread carefully. This session explains how to participate confidently in the ACCU framework and manage the legal and commercial risks, including:

- Eligible project types in agricultural landscapes
- Navigating method rules and the new Crediting Framework
- Ownership, consent and liability issues for landowners and lessees
- Choosing between ERF contracts and voluntary market sales
- Tax, duty and audit considerations
- Managing project integrity and regulator expectations

Speaker: Ilona Millar, Partner, Gilbert & Tobin, Sydney, NSW

4.05 - 4.15pm Panel Comments and Questions

4.15 - 4.35pm Networking Break and Afternoon Tea

4.35 - 5.20pm

Session 7: Unlocking Revenue from Biodiversity in Australia's New Nature Repair Market

Australia's nature repair market is in its early stages, but offers new pathways for monetising on-farm environmental outcomes. This session clarifies what biodiversity projects look like in practice, and when they make commercial sense for agribusiness. It covers:

- Registering and certifying biodiversity projects
- Eligible project types and methodology considerations
- Using biodiversity certificates in commercial arrangements
- Legal frameworks for landholder participation and benefit sharing
- Common compliance traps and excluded project types
- Strategic considerations for agribusiness investment in biodiversity

Speaker: Elisa de Wit, Partner, Norton Rose Fulbright, Melbourne, Vic

5.20 - 5.30pm Panel Comments and Questions

5.30pm Conference Close

6.00 - 8.00pm

Conference Cocktail Party hosted by AACo



DAY 2 - FRIDAY 15 MAY 2026

**CHAIR DAY 2: Carolyn Chudleigh,
Consultant, HFW Australia, Sydney, NSW**

**MORNING THEME: PEOPLE, DECISION-
MAKING AND OPERATIONAL RISK IN
MODERN AGRIBUSINESS**

9.00 - 9.05am

Introduction and welcome

9.05 - 9.50am

**Session 8: Navigating the New Normal: Critical
Employment Law Compliance Issues for Agribusiness
in 2026**

Agribusiness employers face rising scrutiny over wage compliance, workplace safety and workforce culture, with the recent Coles and Woolworths underpayment cases highlighting the scale of liability when payroll systems fail. This session breaks down the key legal risks for agricultural, processing and regional operations, and the practical steps employers must take to get ahead of regulator expectations. This session covers:

- Sexual harassment prevention and psychosocial hazards in remote and seasonal working environments
- The right to disconnect and how it affects farm, processing and on-call arrangements
- Lessons from the Coles and Woolworths underpayment rulings — why systemic payroll errors occur, how they apply to agribusiness workforce structures, and the enforcement stance of the Fair Work Ombudsman
- Managing migration, labour hire and exploitation risks across diverse workforces

Speaker: Alanna Fitzpatrick, Partner, K&L Gates, Brisbane, Qld

9.50 - 10.00am Panel Comments and Questions

10.00 - 10.45am

**Session 9: On the Front Line: Access Conflicts,
Biosecurity Breaches and the New Era of Agribusiness
Litigation**

Agribusiness operators are facing a sharper and more unpredictable litigation landscape than ever before. Disputes over land access, “lock the gate” conflicts, activist incursions and infrastructure entry rights are escalating, and regulators are taking a firmer stance on biosecurity failures, and operational oversight. This session provides a practical review of the year’s most significant cases and enforcement trends, revealing how courts are treating access disputes, the liability risks that flow from biosecurity breaches, and why small compliance missteps can now trigger major consequences. It covers:

- Land access disputes: “lock the gate” incidents, activist incursions, utilities/resource company access, conflicts around easements and right-of-entry powers
- Biosecurity litigation: regulator enforcement actions, livestock disease incidents, supply-chain contamination claims, and liability for inadequate on-farm controls
- Ongoing protection of Australia’s Clean Green” status both for the benefit of individual commodities and Brand Australia
- The rise of regulatory red tape: how cumulative obligations across planning, environment, safety and reporting are feeding into enforcement and litigation
- Practical risk reduction: systems, documentation and early intervention strategies to avoid disputes escalating into litigation

Speaker: Andrew Gill, Partner, Johnson Winter Slattery, Canberra, ACT

10.45 - 10.55am Panel Comments and Questions

10.55 - 11.15am Networking Break and Morning Tea

DAY 2 - FRIDAY 15 MAY 2026

11.15am - 12.00pm

Session 10: When Robots Run the Ranch: AI Governance and Directors' Care & Diligence Obligations in Agribusiness

AI is transforming farming, logistics, processing and risk modelling — but directors must understand its limits, risks and governance implications. This session provides a practical roadmap for responsible AI adoption at board and executive level. It covers:

- Directors' statutory duties and how AI shapes the duty of care and diligence
- ASIC expectations, including recent guidance on AI use in financial and non-financial reporting
- Key AI risks in agribusiness, including automation bias and "AI washing"
- The limits of algorithmic decision-making and why human judgement still matters
- How directors should interrogate AI outputs rather than rely on them blindly
- Practical governance frameworks for AI, including policies, oversight and training

Speaker: Louise Fitzpatrick, General Counsel & Head of Compliance, Perfection Fresh Australia, Sydney, NSW

12.00 - 12.10pm Panel Comments and Questions

12.10 - 1.10pm Lunch

AFTERNOON THEME: CLIMATE AND SUSTAINABILITY

1.10 - 1.55pm

Session 11: Green Claims Under the Microscope: Managing ESG and Greenwashing Risk in Agribusiness

Agribusinesses be warned: the regulator is on the warpath, with environmental claims by businesses squarely within its crosshairs. With this renewed focus on greenwashing, greenhushing and bluewashing, it has never been more important for the sector to be vigilant and well-informed of the key regulations in this area. This session delves into the key issues, including:

- Navigating the existing regulatory framework pertaining to environmental claims
- Lessons from the recent ACCC report for the agribusiness sector
- What are the implications of the ACCC's expanded focus for agribusinesses?
- Deep-dive into greenwashing, greenhushing and bluewashing:
- Understanding and defining the key terms
- Legal consequences and risks associated with greenwashing, greenhushing and bluewashing
- Potential penalties and liabilities for businesses found in violation of environmental advertising claims
- Practical guidance and strategies for agribusinesses and ensuring transparency and accuracy in environmental claims
- Case studies and examples

Speaker: Michael Linehan, Partner, Clayton Utz, Melbourne, Vic

1.55 - 2.05pm Panel Comments and Questions

2.05 - 2.50pm

Session 12: Mandatory Sustainability Reporting Under AASB S2: What Agribusinesses Need to Do Now

Australia's new sustainability reporting rules are now in force, with agribusinesses facing detailed disclosure obligations under AASB S2. This session explains who must report, what must be disclosed, and the practical steps needed to get reporting-ready. We also outline the key governance expectations for boards overseeing these disclosures.

This session covers:

- Reporting groups, thresholds and timelines under AASB S2
- Core disclosures and how to structure them
- Conducting a gap analysis across data, systems and controls
- Board oversight: ASIC expectations, expert use, and director questions
- Legal liability and governance frameworks for sustainability reporting
- Downstream impacts on subsidiaries and suppliers

Speaker: Jillian Button, Partner, Allens, Melbourne, Vic

2.50 - 3.00pm Panel Comments and Questions

3.00pm Conference Close

GENERAL INFORMATION

Conference Registration Fee

The registration fee includes attendance at the conference and conference papers. Refreshment breaks and lunch on both conference days and the conference cocktail party.

Conference Papers

TEN does not provide printed copies of the conference papers or Powerpoints. Access to the papers & Powerpoints will be available online to all delegates in the lead-up to the conference (as they become available).

CPD

Lawyers: 11 CPD units/points (substantive law)

WA Lawyers: TEN is an accredited provider

CPD Certificate

All delegates attending the conference will receive a CPD Certificate confirming attendance.

The Conference Venue

Sofitel Gold Coast

81 Surf Parade, Broadbeach, Qld

Sofitel Gold Coast Accommodation Offer to Conference Delegates

Delegates will receive 10% off the best available rate and an additional 5% if you sign up to become an ALL member, you can book accommodation via the link below:

[Agribusiness Law Conference](#)

Travelling to the Conference Venue

Delegates are advised to make their own travel arrangements.

Conference Dress

Smart casual attire is suitable (note: the temperature in the conference rooms can vary depending on where you are sitting. Short sleeves/summer tops are generally OK, but it is advisable that you bring a jacket/long sleeved top just in case you need it).

TERMS AND CONDITIONS

1. In these terms,
 - a. "TEN" means Television Education Network Pty Ltd
 - b. "you" means the person who has registered to attend or the person or persons who attend[s] the conference (if different from the person registered)
 - c. "conference" means the live face to face or live or recorded online educational event or which you have registered (by whatever name called and includes conferences, masterclasses, webinars and webinar series).
 - d. "live conference" means a conference other than a recorded conference.
 - e. "recorded conference" means a recording of a presentation or a series of presentations which you can view at a time of your choosing
 - f. "online" in relation to a conference means a conference you attend by viewing the conference over the Internet
 - g. "face to face" in relation to a conference means a conference held in an external venue where you view the conference in the conference room

General – all conferences

2. TEN may change the program for a live conference as described in the brochure you have downloaded or in the TEN website without notice to you in any manner and at any time.
3. The information and opinions of presenters at the conference are not necessarily those of TEN and are in the nature of general information and not professional advice and you rely on these at their own risk. TEN is not responsible for the accuracy of the information or the correctness of the opinions offered by presenters at the conference.
4. TEN is not responsible for any financial or other losses incurred by you or for injury or damage to persons or property which occur at or in connection with the conference.

Copyright

5. The copyright in materials prepared by presenters at a conference and made available to you by TEN is and remains the property of each presenter.
6. You are entitled to use those materials for private study and research only.
7. The copyright in the live stream and in any recording of a conference offered online is the property of TEN.
8. You are entitled to watch a conference for private study and research only.

Conference cancellation by TEN – all conferences

12. TEN reserves the right to cancel a conference for any reason.
13. If TEN cancels the conference, you will be entitled either to a refund of the registration fee you have paid or to a credit equal to that fee which you can use to purchase another TEN product within 12 months of the first day of the cancelled conference.

Cancellation by You – all conferences

14. Refunds for registration cancellation by you other than under Clause 6(b):
 - a. If notice of cancellation is actually received by TEN more than 10 days before the first day on which the conference is to be held, 85% of the registration fee you have paid
 - b. Otherwise, no refund.

Governing Law – all conferences

15. The agreement between TEN and you is governed by the laws in force in the State of Victoria and the courts and tribunals of that State have sole jurisdiction to determine disputes arising in relation to it.

