



Performance Achievement Report

2022/23



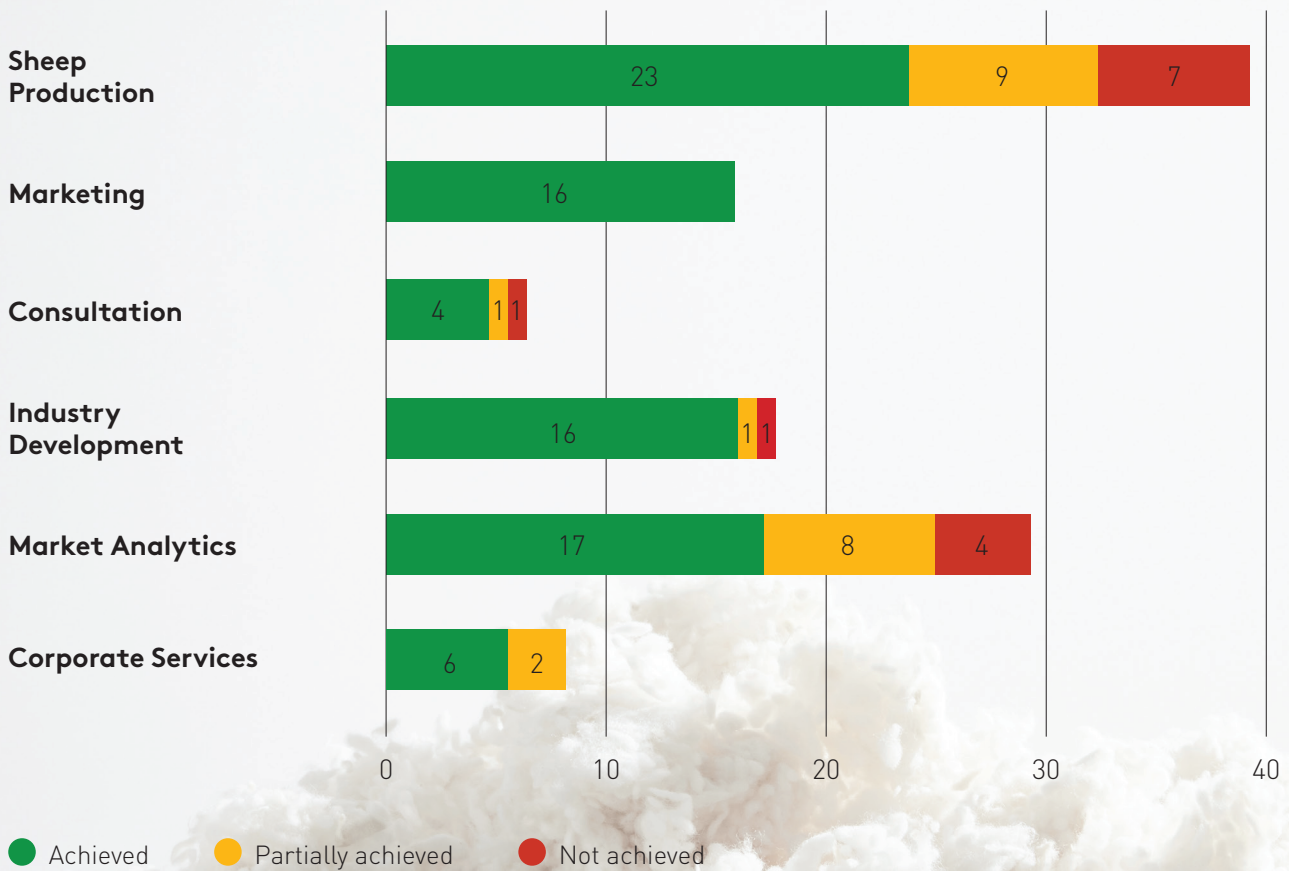
Performance achievement report 2022/23










AWI undertook a diverse range of RD&E and marketing activities that incorporate risk assessments, and targeted returns on investment. Below is the summary of the achievements against the targets that were set in the 2022/23 Annual Operating Plan.










The chart below shows the results for each portfolio broken down into three potential outcomes. The colours demonstrate the status at the end of the financial year for each of the key performance indicators (KPI) set out in the Annual Operating Plan.











The following status and colour are explained on the table below:












- Green: Achieved – KPI's were fully achieved.
- Amber: Partially achieved – KPI's were close to being achieved but not fully met.
- Red: Not achieved – Most of the targets in red had progressed well and they were close to being achieved but due to certain factors their timeliness were not met.



















Strategy	Program	Sub-Program	Investment Focus	Target	Status	Comments
SHEEP PRODUCTION						
SHEEP PRODUCTION	HEALTHY PRODUCTIVE SHEEP	SHEEP HEALTH & WELFARE	Training growers and agriculture advisors in moving to a non-mulesed enterprise. This focus addresses the Wool 2030 target of growers having the confidence and tools to manage flystrike without mulesing	15 advisors trained to assist growers to move to a non-mulesed enterprise		The program is not on track to meet this target however, the expectation is that this target will be met in the next FY (FY24). Development of Stratefly (Moving to a Non-Mulesed Enterprise) has been delayed allowing for extra time to develop and pilot ClassiFly (Breeding for Flystrike Resistance workshops). Train the trainer sessions for advisors are now expected to happen during FY24.
			Ramping up the delivery of grower extension on flystrike management covering tactical responses, strategic risk management and breeding for flystrike resistance to reduce risk	35 woolgrower extension events		27 woolgrower flystrike extension events were held by 30 June 2023. Extreme weather conditions caused delays that affected the workshop schedules.
			Training growers and agriculture advisors in moving to a non-mulesed enterprise. This focus addresses the Wool 2030 target of growers having the confidence and tools to manage flystrike without mulesing	80% of growers that participate in workshops report: a. increased awareness of tools to manage flystrike without mulesing (Wool 2030) b. increased confidence in managing flystrike without mulesing (Wool 2030)		StrateFly workshops will be held in next FY. *The targets were delayed due to certain factors that affected the program implementation
			Training growers and agriculture advisors in moving to a non-mulesed enterprise. This focus addresses the Wool 2030 target of growers having the confidence and tools to manage flystrike without mulesing	6 grower extension workshops held on moving to a non-mulesed enterprise		The program did not meet this target however, the expectation is that this target will be achieved in next FY.
			Ramping up the delivery of grower extension on flystrike management covering tactical responses, strategic risk management and breeding for flystrike resistance to reduce risk	80% of growers that participate in events report: a. Increased awareness of flystrike management tools b. Increased confidence to make changes to the way they manage flystrike		The program is on track to meet this target. 81% of participants reported an increase in awareness of available flystrike management tools after attending the SimpliFly workshops. 76% of participants reported an increase in confidence to make changes to the way they manage flystrike after attending the SimpliFly workshop. 83% of participants reported an increase in confidence to better manage flystrike after attending the SimpliFly workshop.
			ParaBoss website and online resources are more accessible to growers	New ParaBoss website is complete		New ParaBoss website has been completed.
			Commission additional research in flystrike management tools targeting the viability of the fly including chemical resistance	Projects commissioned for the 2022/23 financial year		The project to increase the understanding of blowfly chemical resistance is progressing as planned. A project to investigate potential pathways for blowfly population control based on Wolbachia infection commenced in April.
			Sheep Sustainability Framework online progress reporting dashboard development	Sheep Sustainability Framework (SSF) commences public reporting on progress		This target to commence public reporting on progress has been met with the publishing of the SSF Annual Report 2023 , however, the benchmark of having a Visual Insight Dashboard created and available is dependent on MLA with respect to contracting.
			Flystrike vaccine development	Submission of prototype vaccine patent application		The target has not been met. Results have demonstrated that the vaccine performance in the field was not of adequate efficacy to reduce flystrike risk (larval biomass reduction was below 25%).











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SHEEP PRODUCTION	HEALTHY PRODUCTIVE SHEEP	VERTEBRATE PESTS	Provision of vertebrate pest/wild dog (VP/WD) control coordination co-funded with other sectors in states/regions where coordination is newly/poorly/inadequately established	Area(s) covered by WD/VP control Groups		NE NSW: Significant expansion of coverage/provision of WD/VP management services into Hunter LLS. Vic DELWP: Stable, sound coverage of full range of VP control coordination. SA: Stable, sound coverage of full range of WD control coordination, with attention to other VP species as required.
				Coordination/engagement score > 5/10 (Scale 0 – 10)		Coordination / engagement score was 8/10.
			Provide wool industry appropriate support to on-going integrated rabbit control.	Easy producer access to information on best management practice for rabbit control, including the integration of bio and traditional rabbit controls.		CISS website provides a comprehensive range of resources to support Vertebrate Pest control.
				On-going search for new biocontrol tools for rabbit control.		Rabbit Advisory Group decided not to pursue the investigation into further development and potential registration of new variants of the Myxoma virus.
			Support for national organisation wild pest management initiatives which address issues facing the wool and sheep industry	Electronic measures of usage and participation available at FeralScan@ website		Contracting for renewal of FeralScan delayed.
				Number of collaborators in funding tech National Wild Dog Management Coordinator		The program is on track to meet this target in the next FY.
		REPRODUCTION & NUTRITION	Improve the understanding of the use of hard seeded legumes in low rainfall environments to give woolgrowers greater options to manage a variable climate	Deliver 8 fact sheets which address key management considerations for utilising hard seeded legumes		The eight factsheets have been delivered by LegumeN and reviewed by AWI. These are being finalised for publication.
			Tools made available to growers to assist them in choosing pasture species suited to their region and production system	New website is complete		MLA and AWI are engaged, and other partners of Pasture Australia (GRDC, AgriFutures) will be asked about their involvement. The website will be designed in house and hosted on AWI's server.
			Invest in pasture and forage plant genetic resources to enable researchers and plant breeders to better access and utilise germplasm for the benefit of the wool industry.	Project contracted		AWI continues to invest in the Australian Pasture Genebank and is in contract negotiations with SARDI to extend their management of the Australian Pastures Genebank.










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SHEEP PRODUCTION	HEALTHY PRODUCTIVE SHEEP	REPRODUCTION & NUTRITION	Research tools and practices to mitigate GHG emissions from sheep industry	Report on initial pen and grazing studies assessing Asparagopsis		The initial pen trial and grazing studies have been completed and the report has been received by AWI. Asparagopsis was capable of mitigating methane emissions in both trials.	
			Updated pregnancy scanning materials released to industry which promote pregnancy scanning for multiples and preferentially managing ewes based on pregnancy status	Release updated benefit cost analysis (BCA) showing the value of scanning in different woolgrowing environments		AWI and MLA are planning a national campaign later this calendar year for the release of extension materials related to pregnancy scanning. The BCA will be released as a standalone report in addition to being included in the published final report.	
				Update AWI extension packages with new recommendations and guidelines for pregnancy scanning		The final report for the 'Refining Body Condition Score' project has been received after some delays. AWI and MLA project managers are currently discussing the best way to extend these findings, with respect to targets in existing extension programs.	
			Release updated information to industry regarding ewe condition score (CS) targets for joining and the value of feeding to improve CS	Update AWI extension packages with new conditions score targets.		The program is on track to meet this target. All data analysis has been completed and AWI is awaiting the final report for the project. Once this is received, key messages will be extracted and integrated into AWI extension packages.	
				Release fact sheet reiterating CS targets for ewes at joining and de-tailing recommendations for management of ewes to those targets		The final report for the 'Refining Body Condition Score' project has been received after some delays. AWI and MLA project managers are currently discussing the best way to extend these findings, with respect to targets in existing extension programs.	
			GENETICS	Increasing overall wool growing productivity	An increase of 4 Index points per year.		MERINOSELECT data as of 30th June 2023. Breeder data only, does not include R&D flocks. Data is post analysis enhancement update 21st May, using existing indexes. There is data still outstanding for the 2022 drop animals. Between 2020 and 2021 drops MERINOSELECT ram breeders FP+ index went by 1.7 points, MP+ index by 3.0 points and the DP+ index by 3.8 points .
		Breeding for increasing flystrike resistance		Increasing rate of Genetic Gain in both breech wrinkle and dags		MERINOSELECT ram breeders have significantly increased the collection of wrinkle, dag and cover data, with most emphasis on reducing wrinkle. There is less data and less variation in the dag trait and progress will be modest.	
				Towards the target of increasing phenotyping of Merino breech wrinkle, dags, stain and cover: by 2030 50% of MERINOSELECT current drop will have a breech wrinkle phenotype		In 2023, 45% of the 2021 drop has a breech wrinkle score the rate of increase is high and looks like the target of 50% by 2030 will be achieved.	
		Increasing reproduction outcomes		Towards the target Weaning Rate increase of 5 percentage points from 2020 to 2030. This equates to an increase of 0.5 percentage points per year		MERINOSELECT data of 30th June 2023. Breeder data only, does not include R&D flocks. Increase from 2015 to 2020 is 5.7% points (1.1% points per year). Ram breeders in MERINOSELECT have increased their emphasis on weaning rate in recent years and more are collecting the data.	
			Maintaining confidence in the MLP project and AGBU analysis	MLP Industry Steering Committee and Analysis and Reporting Committee meetings as required to maintain confidence in the project while it remains in the data collection phase		MLP retains its broad consultation with breeders, commercial growers, classers and researchers through the MLP Analysis and Reporting Committee – face to face meetings were held in July and March. Three sites have completed data collection, the final site New England will complete data collection in July 2024 and data analysis is planned to be completed in 2026.	








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SHEEP PRODUCTION	AGRI TECHNOLOGY	HARDWARE & SOFTWARE DEVELOPMENT	Wool harvesting innovation: alternative and/or innovative solutions to increase shearing efficiency and improve shearer and/or animal welfare	Automated wool handling proof of concept delivered		The automated wool handling proof of concept has been delivered . The system consists of an actuated conveyor that transfers the fleece through each stage of processing. A camera-based deep learning system has been implemented to inspect the fleece as it moves on the conveyor and cascades over an underside inspection window.
				New projects commissioned		Bioharvesting: researchers have worked to determine the most effective agent for weakening the wool based on laboratory tri-als using sheep follicle enzyme assays. Monitoring shearers' injuries using sensors: Researchers are improving the sensor's wear-able garment for convenience and ease of use.
			Support the development of data platforms and support tools to optimise decision making	AWI input in industry data platform exchange		The project to develop the minimal viable product (MVP) of the Australian Agricultural data exchange has been contracted . This development will create a secure, cloud-based platform enabling government, industry, and other participants to share, re-use and merge data from disparate systems in a secure, controlled manner.
			Improve technology adoption by increasing awareness and capacity	Bureau of Meteorology (BOM) Climate outlook investment to be commenced.		The Climate Outlook project is ongoing and progressing as planned.
			Develop or adapt new technologies to increase sustainability and wool production efficiency	New projects commissioned		Projects have been contracted to: - develop a tool to measure fibre diameter on-farm - validate the safety and efficacy of Laser treatments to permanently remove the wool
				On farm validation of wearable sensors for two practical applications		The program is not on track to achieve this target. GPS and LoRa version of the tag is still being finalised and validated.
	TRAINING AND TECHNOLOGY TAKEUP	TRAINING AND TECHNOLOGY TAKEUP	AWI will continue to develop and make available key industry resources on best management practices and existing technologies across all facets of sheep production. Resources will be made available through a range of mediums including print, App development and AWI websites.	AWI leadership and practical skills events delivered to participants receive a net promoter score of at least 7.5/10		Net promoter score of 9/10 .
				25,000 views of AWI Education & Extension wool harvesting, resources online		There was a total of 26,248 views of Shearing and Wool handling resources online.
			With the broader adoption of innovative approaches to wool harvesting, such as up-right and mobile shearing, multi-purpose sheds and easier catch/drag/release methods, AWI will work with industry to develop and deliver applicable training components	3,500 novice and intermediate level participants trained by AWI shearer and wool handler trainers		4,031 novice and intermediate level participants trained by AWI shearer and wool handler trainers.
			AWI will continue to recog-nise elite shearing and wool handling through communi-cation and promotion initiatives, as well as regional, state and national competition support	More than 1,000 participants in shearer and wool handling competitions nationally		There was a total of 868 participants across regional and state competitions. • 794 participants in regional competitions • 74 participants in state competitions
			Retention of wool industry participants through access to skills building opportunities to increase their capacity in leadership, business, industry promotion and their confidence in the future of their industry	Ongoing retention rate of 75% of those trained yearly		There was an 81% retention rate of participants.









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MARKETING						
MARKETING	TRADE MARKETING	TRADE MARKETING	Woolmark Certification: build loyalty between the apparel industry and Australian woolgrowers by providing a globally recognised quality assurance program that communicates best practice and provenance	Design and build Woolmark certification brand portal		The Woolmark certification brand portal has been delivered in English, Korean, Mandarin and Japanese and is available for all licensees to access.
			Woolmark Learning Centre: a central learning platform for students, brands, designers, manufacturers and licensees to broaden their wool knowledge	Increase student participation in online courses by 5%		There was an increase in unique registered users on the WLC and a 10% increase in number of course commencements.
			The Wool Lab: an essential digital tool for brands and designers searching for the highest quality and innovative wool products in the market	Increase traffic to digital The Wool Lab resources by 10%		14.2% increase in traffic to digital wool lab resources.
			EU Sustainability Communications: influencing the PEF methodology for positive outcomes for wool	Positively influence MEPs and industry stakeholders to support changes to current PEF methodology		The campaign has gained good traction amongst EU stakeholders and there are now similar campaigns being run by environmental NGOs and agricultural groups in the EU raising similar concerns with PEF. As a result, the European Commission's Green Claims proposal was published on 22 March 2023 and did not recommend the PEF as the substantiating methodology. This is a great outcome and reflects this project's objectives. In the proposal, the Commission recognised the shortcomings of the PEF methodology and committed to improving it further. 57 meetings with EU Institutional stakeholders have been held (over the life of campaign). 28 organisations have joined campaign coalition to date.
	TALENT DEVELOPMENT	TALENT DEVELOPMENT	The International Woolmark Prize 2022/23 will be designed to generate long term incremental demand by connecting the world's most promising emerging designers with the wool supply chain	10% increase in brand awareness for Woolmark amongst fashion conscious consumers and industry stakeholders		There was an 52% increase and it was attributed to the uplift in press clippings from the introduction of IWP Finalist Announcement events in key markets (Sydney, London, Paris, Milan, Lagos and Copenhagen), which generated significant social media coverage.
				30 new trade leads		376 new leads achieved.
				Increased intent to produce wool amongst designers		<ul style="list-style-type: none"> - On average, ~42% of participants noted that they sell more than 1000 units of wool garments annually and 25% noted that they sell more than 3000 units of wool garments annually - On average, participants produced 5.6 extra wool garments in their most recent Autumn/Winter collection since their previous collection. - On average, participants produced 3.5 extra wool garments in their most recent Spring/Summer collection since their previous collection.












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MARKETING	TALENT DEVELOPMENT	TALENT DEVELOPMENT		Increased intent to purchase wool amongst retail partners		IWP 2022/23 had 3,257 merino wool units sold . Key retailers for 22/2023 included: Selfridges, Net-A-Porter, Bergdorf Goodman, SSENSE, Browns, Harvey Nichols, Zalando, H' Lorenzo, Dover Street Market, Boon the Shop, Browns, Dover Street Market, SSENSE, Matches Fashion, Nordstrom and more.
			The 2022/23 Woolmark Performance Challenge will aim to inspire science, technology, and design academics to develop innovative product solutions for performance-led apparel, by harnessing the unique natural properties of Australian Merino wool. Build strategic and collaborative relationships with global performance focused-brands – who have the potential to understand and adopt new innovations – and reinforces recognition of Australian Merino wool as the world's greatest natural performance fibre	20 new leads for sports industry brands and stakeholders		40+ new sports industry brands and stakeholders leads generated in response to the 2022 ISPO announcement.
			5% increase in awareness for Merino wool's performance capabilities		33.8%+ paid uplift as well as being the top performing pillar on our owned social.	
	CONSUMER MARKETING	China Campaigns: drive large sales volumes with an affluent customer		Increase brand awareness for Woolmark and Merino wool benefits in China by 3%		The IPSOS Brand Tracking Survey results showed that: 89% Woolmark trademark awareness in China , above the global average of 74% and up from 51% in China in 2021. Alongside the IPSOS Brand Tracking Survey results, the China AW22 post-campaign consumer research (also conducted by IPSOS) showed a 23.7% uplift in Merino wool awareness among Chinese consumers . The Woolmark logo maintained a high recognition level of 82%.
					Sales driving partnership with major e-tailer	
		Educate Gen Z and Millennial audiences on the negative effects of synthetics and the eco credentials of wool	Increase consumer awareness of the relationship between synthetic clothing and fossil fuel		The Eco Campaign Phase One post-campaign consumer research results included: - 79% of consumers said that the advert made them think twice about the environmental impact of their clothes - 78% of consumers said that because of the advert, they would consider materials/fabrics when making a purchase decision regarding clothes - 80% of consumers said that because of the advert, they believe wool is gentle on the environment	
		Build a sense a pride in the Australian wool industry for a home-grown audience	Increase sentiment for Australian wool amongst Australian audiences through Woolgrower Sentiment Survey		84% of Australian woolgrowers who completed the Woolgrower Sentiment Survey showed positive sentiment and pride towards the Australian wool industry.	
		Brand Partnerships: with influential sporting brands, sustainable fashion brands and high-volume retailers	Secure a minimum of 2 high profile sporting event/team sponsorships		Woolmark has renewed its partnership with the Luna Rossa Prada Pirelli for the 37th America's Cup . Woolmark has also partnered with Nissan for the ninth series of the ABB FIA Formula E World Championship. Woolmark is the official technical partner – providing a new high-performance team kit – redefining the way wool is worn by bringing Merino wool's innate performance to the exciting cauldron of the Formula E racetrack.	
			Uplift in brand/retailer intent to increase wool product categories		The survey results showed that 8/13 partners indicated that they are looking to introduce wool sportswear as a new wool category , three partners indicated that they are looking to introduce wool occasion wear as a new wool category, and three indicated that they are looking to introduce wool workwear as a new wool category.	











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CONSULTATION							
CONSULTATION	WOOLGROWERS	WOOLGROWERS	AWI will overhaul the wool.com website to increase navigability and increase traffic	Increase click through rate on Wool.com website by 5%		AWI is in the process of redesigning and up-dating the website to make it more mobile friendly and easy to search and more relevant to wool growers.	
			Increase meaningful engagement with woolgrowers	Increase the grower sentiment in the Woolgrower sentiment survey by 2%		Grower sentiment about the future of the Australian wool industry declined in 2023 (net sentiment down 38 points to +17).	
			Through the 6 extension networks, AWI will disseminate resources on best management practices, new and existing technologies and look to make these readily available	Increase number of ac-tive participants in AWI extension initiatives		There was an increase of 9.75% in active participants .	
	INDUSTRY	INDUSTRY	WICP Chair to attend Board meetings to provide direct feedback to the AWI board	WICP Chair to present to Board after every WICP meetings		WICP Chair presented to the Board following the February and May 2023 WICP meetings.	
			Ensure the information provided at the WICP/WCG is easy to disseminate to members and that feedback is provided	Number of page views and dwell time on relevant pages		The agenda has evolved to ensure clear two-way communication between AWI and WICP members.	
			Regular interaction with members of the WICP/WCG	Increase member satis-faction in the industry forums WICP/WCG		WICP met four times in the 22/23 FY - August, October, February, and May. WICP independent Chair has settled into the role. New WICP members were inducted and are providing good insights from their respective organisations.	
	INDUSTRY DEVELOPMENT						
	INDUSTRY DEVELOPMENT	WOOLMARK	WOOLMARK	Manage and maintain industry relevant specifications and testing standards	Annual survey and review of specifications		Review has been completed however implementation was not achieved.
				Targeting new and existing brands and retailers with the value and benefits of the Woolmark Licensing Program	Increase brand and re-tailer licensees by 10%.		There was an 83% increase in licensees.
				Maintain the number of Tickets & Labels ordered by Woolmark licensees.		There was 41.3 million ticket and labels ordered , including SML orders and orders through alternate ticket and label providers.	
EDUCATION & EXTENSION		EDUCATION & EXTENSION	Educate brands, retailers and floor staff on the wool fibre and its inherent benefits to increase wool sales	Deliver global training programs across womenswear, menswear, sportswear and interiors to a minimum of 30 retailers.		224 brand/retail partners received training . Retail training programs performed well during the FY. An updated Wool Appreciation Course was completed and will be ready for delivery by the global Education Teams in July 2023.	







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INDUSTRY DE-VELOPMENT	EDUCATION & EXTENSION	EDUCATION & EXTENSION	Educate next generation of fashion designers to encourage adoption of wool in future garment and product collections and educate textile engineers to ensure ongoing expertise and know-how within the industry	6 new course developments on Woolmark Learning Centre		A total of 6 new courses were added to the Woolmark Learning Centre: 1. Wool Introductory Course (Nov 22) 2. Price Risk Management (Dec 22) 3. Seamless knitting - Santoni technology (Jan 23) 4. Introduction to textile printing (Mar 23) 5. Wastewater Management in wool pro-cessing (Jun 23) 6. Wool knitwear finishing (Jun 23)
			Expansion of Wool Sci-ence program into India and 10% increase in student participation		There was an 80% increase in global participation by students in India and China. 349 students were from India and 97 were from China.	
			Increase global participa-tion in the Wool4School secondary design competition by 5% across Australia, Italy and UK		1,614 students participated in the competition, which was an increase of 5%.	
			Educate next generation of fashion designers to encourage adoption of wool in future garment and product collections and educate textile engineers to ensure on going expertise and know how within the industry	Increase participation in tertiary education programs by 5%		5,345 (17% increase) students participated in the fashion tertiary education program.
			Increase participation in the Learn About Wool primary and secondary education program by 5%		There was an 56% increase in participation by students in the program.	
			Increase Woolmark Learning Centre course completions by 10%		There were 2,969 course completions , which was an increase of 143%. The top 5 course completions were: 1. Wool Appreciation Course 2. Wool Fibre Science 3. Wool Introductory Course 4. Knitwear Design & Make 5. Sustainability & Wool	
		Educate supply chain to en-sure growth of wool pro-cessing and production expertise, knowledge and knowhow within the textile and garment industry through tradeshows, development centres and trade events	Leads at trade shows and trade events 10 x Activations at global development centres		22 trade shows exhibited with 3,391 leads acquired. 15 Development Centre activations	
		Exhibit at leading global trade shows to engage with trade partners to drive demand of wool				
		Exhibit wool innovations at global development centres to attract brand collaboration for innovation of wool products				
		Develop a retail training por-tal via the Woolmark Learning Centre to ensure retail training programs are acces-sible online and in multiple languages.	Retail training portal development		Due to changing digital priorities, the retail training online portal will not be completed in FY22/23.	
INDUSTRY DEVELOPMENT	PROCESSING & PRODUCT INNOVATION	PROCESSING & PRODUCT INNOVATION	AWI/TWC will focus on new research technologies as well as sustainable practices. This will include early-stage processing, yarn, textile and garment production and finishing	Increase brand led innovations by 20%		To ensure solutions for wool production are upheld, collaboration with seamless knitting machine manufacturer Santoni and flat knitting machinery manufacturers STOLL and Shima Seiki has been imperative. Examples of achievements include: SKODA and VOLVO partnerships for use of wool in car seats and car interiors. Seamless garment developments for cycling, yoga and intimate apparel. Whole garment knitted men's and womenswear jackets. For footwear development, research and trials with digital print technologies on wool qualities also resulted in commercial products.

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INDUSTRY DEVELOPMENT	PROCESSING & PRODUCT INNOVATION	PROCESSING & PRODUCT INNOVATION	AWI will develop Wool Lab Editions in line with global trends and industry manufacturing direction, such as sustainable practices, eg natural dyes. These Editions will be available through physical books and on The Wool Lab Digital platform	Increase swatch requests from The Wool Lab by 10%		There were 9,120 (163% increase) swatches requested.
			Further enhance The Wool Lab digital platform		New Wool Lab Digital Platform released in November 2022. The strong results for The Wool Lab are due Wool Lab Digital platform that makes it easier to access and request supplier information.	
			The Wool Lab remains a leading global sourcing tool for the most innovative, advanced and commercial wool yarns and textiles	Increase the number of supply chain partners contributing to the Wool Lab by 10% to drive demand of wool yarns and textiles		There were 417 supply chain partners (124% increase.
			AWI/TWC Technical Team will support technical transfer of processes and product innovations to strengthen industry capabilities in both exist-ing and emerging markets. Brand led innovations will also be supported.	Increase trade partners by 10%		Brand led innovations increased across footwear, activewear, automotive and workwear categories. Collaborative efforts with Mas Matrix (Sri Lanka) extended our reach to 10 additional global brands in the sportswear sector.
			Maintain existing supply chain partners		Technical transfer and education extension delivered in Vietnam, Taiwan, Sri Lanka, Korea, China, Portugal, USA, Netherlands and Bangladesh.	
MARKET ANALYTICS						
MARKET ANALYTICS	EMERGING MARKETS	EMERGING MARKETS	Through advertising with local trade publications and partnerships with local textile associations we aim to increase awareness or introduce Wool/ Woolmark to new markets in the manufacturing supply chain	Building brand/wool awareness in the manufacturing supply chain in new markets through: Advertisements in local textile publications – 15 adverts over 3 markets Click throughs on adverts – average of 100 Run wool seminar – 1 seminar		Advertised in Textile Today magazine and online platforms in Bangladesh and India. Ongoing for 1 page ad for 6 months with Woolmark Certification advert, Woolmark Learning Centre advert and Woolmark banner online. Achieved 4539 click throughs. There was a wool seminar in Cambodia in September 2022, in association with the Garment Manufacturers Association Cambodia which was attended by 50 people.
			Research into new markets to identify wool use and gaps in the market around wool (ie sourcing, technical knowledge	Meet with 30 supply chain partners over 3 markets		In Bangladesh, Cambodia and Thailand, meetings were held with knitters, spinners, textile associations and relevant government agencies as well as potential contractors for these markets. Bangladesh August 2022 - Meeting with Bangladesh Textile Association, Bangladesh Knitters & Manufacturers Association, Square Group Knitter, Badsha Cotton Spinners and Knitters, Arum Sweaters Manufacturer, YoungOne Corporation and Australian High Commissioner. Cambodia - Meeting with Australian High Commission, Garment Manufacturers Association Cambodia and Dewhirst Group.

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MARKET ANALYTICS	EMERGING MARKETS	EMERGING MARKETS	Research into new markets to identify wool use and gaps in the market around wool (ie sourcing, technical knowledge)	Run wool use surveys on 80 potential supply chain partners in 3 emerging markets		Ran wool use survey in Bangladesh with 113 knitters and sweater makers .
	SUPPLY CHAIN INITIATIVES	SUPPLY CHAIN INITIATIVES	Connect Australian wool-growers through the supply chain and ultimately to consumers	1000 woolgrower business registered on WoolQ Industry Network		There were 880 Woolgrower profiles on WoolQ.
			Traceability to be incorporated into the Woolmark Licensing Program, creating the ability for licensees to trace/validate the supply chain journey that the wool has travelled to reach a finished garment	An electronic chain of custody tool integrated to the Woolmark Licensing Program		This target was not achieved.
			Collaborate with the Australian wool industry bodies and government bodies to enhance Australian wool trace-ability systems.	Number of partners collaborated with on traceability systems		Wool Clip Collaboration was completed , and a active working group established to collaborate on traceability initiatives.
			Create the most valued market intelligence in the wool industry. Build demand and subscriber numbers as an indication of quality, well presented and sought-after information. Provide forecast analysis and insights into global trends to inform business owners of threats and opportunities across the supply chain	80% of users of AWI's Market Intelligence find it of 'high value' or above		AWI Woolgrower Survey shows that 72% of growers find value In AWI Market Intelligence and Analysis.
				E-news click through rate of 12%		Average click through rate was 4.23% .
				Increase subscriber numbers by 10%		The number of subscribers were: Daily: 4,110 Weekly: 4,428
				Market Intelligence area on AWI website receives 15,000 views per month		On the AWI website page, the Market Intelligence section received a total of 124,788 views with an average of 10,399 views per month .

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MARKET ANALYTICS	FIBRE SCIENCE	ECO CREDENTIALS	Demonstrate the wool industry's alignment with the increasingly global policy transition towards a circular economy	Generate an intelligence report for distribution to key stakeholders, informing them of the growing need to recover and re-cycle clothing and the implications of fibre type choices		The intelligence report has been completed.
			Produce evidence from stakeholders in the recycled clothing supply chain of wool's circular attributes		Supply chain stakeholders have been inter-viewed and videoed about wool's advantages in the circular economy and the wool industry's mature and scalable recycling industry.	
			Report on a gap analysis investigating the profitability of end-of-life pathways of wool relative to other fibre types		The gap analysis is complete	
			Development of environmental rating schemes for apparel that benefit wool and establish a level playing field with other fibre types	Gained the inclusion of non-physical durability criteria in the PEF Category Rules for apparel. Publish a scientifically defensible review of the PEF Guidelines including recommendations to improve the methodology		AWI's leadership of the PEF Holistic Durability Working Group is gaining momentum, with both the PEF Technical Secretariat and developers of the French labelling initiative acknowledging that assessment of product lifetime needs to be broader than just physical durability. Most recently the EU Commissioner for the Environment has recognised the need to both measure microplastics in PEF and downplay the importance of physical durability in the rating of textiles as this "might incentivise the use of synthetics".
			Obtain EU acknowledgment of the system boundary problem and the need to meaningfully account for circularity, renewability, microplastics and plastic waste in PEF		Convincing the EU to modify PEF requires continued efforts at many levels, we are starting to see positive signs from the EU, but more progress is needed. Extending the term of the Make the Label Count campaign is being encouraged.	
			Evidence of wool-growing as a proactive and forward-looking industry, carefully stewarding the environment	Investigate current and potential garment care scenarios evidencing how wool delivers better environmental outcomes		Researchers have been slow to finalise the publication due to the study design being compromised by COVID-19, which in turn appears to have resulted in less meaningful findings.
			Produce and publish 10 case studies on the environmental and economic performance of wool-growers undertaking a broad range of farming practices		Five of the targeted 10 case studies have been received.	
			Produce and publish 5 case studies on the bio-diversity trends on farms undertaking described regenerative practices		The five case studies were completed	
			Generate new knowledge of wool's carbon account, including emissions at the national and farm scales and identifying plausible emissions mitigation strategies	Develop a report assessing the technical feasibility, cost-benefit and opportunities for achieving lower emission wool		The co-funded project with MLA is complete. A comprehensive research paper has been written delivering these outcomes.
			Publish a literature review of plausible strategies to achieve woolgrower mitigation goals		The co-funded project with MLA is complete. A comprehensive research paper has been written delivering these outcomes.	
			Publish a review of accounting methods for methane emissions from ruminants and the implications for global warming		This work is almost complete. Sheep industry emissions and trends have been assessed and reported in the Sheep Sustainability Framework for the 2005 - 2020 period. The period is currently being extended to 2023, to remove any bias caused by the Australian flock being at a record low due the 3-year drought.	

Strategy	Program	Sub-Program	Investment Focus	Target	Status	Comments		
MARKET ANALYTICS	FIBRE SCIENCE	ECO CREDENTIALS	Help enable woolgrowers to capitalise on opportunities for new income streams, including carbon credits and biodiversity credits	Complete 2 extension events on carbon storage and assess the association between biodiversity, GHG emissions and productivity		Two extension events have been completed on farm-scale biodiversity assessment tools at the National Carbon Farming Conference and the Expo in Albury		
			Complete an analysis of the relationship between natural capital, biodiversity and farm profitability		Reports were received for the woolgrowing properties participating in the study and a draft report has been submitted on the relationships between natural capital, biodiversity and farm profitability.			
			Develop a "how to" guide for producers wishing to improve natural capital across the diversity of Australia's wool-growing areas		This project is partially complete and is on track. The four case study farms in different regions have been assessed for biodiversity indicators and GHG emissions and sequestrations.			
			Report 2 adaptations that gradually reduce greenhouse gas emissions over time for a range of climatic regions		This project is partially complete and remains on track. The Consultant has submitted a progress report outlines two adaptations to be applied to each region for scenario modelling to gradually reduce greenhouse gas emissions over time as well as diversifying income to include carbon and biodiversity credits.			
		HEALTH & WELLNESS	Specified next to skin Merino garments improving sleep quality	Collect and analyse data on the impact of Merino wool and cotton sleep-wear on the sleep outcomes and symptoms of post-menopausal women		The sleep study has been finalised due to the PhD student needing to prematurely cease the clinical phase, with 16 of the targeted 35 participants having completed the study.		
			Specified next to skin Merino garments are therapeutic for eczema	Collect and analyse international data assessing the impacts of Merino garments on eczema sufferers		Currently, 21 of the targeted 50 participants have been recruited.		
			Generate new test protocols to measure wool's breathability in dynamic conditions	Complete human testing and interpret the relationship between fabric, manikin and human test results to guide development of a method for measuring wool's breathability in dynamic circumstances		The challenge of developing a fabric-based test method to objectively confirm wool's ability to keep wearers more comfortable in stop-go sports such as cycling, and rock climbing has been successfully overcome. A variant to the methodology used in test demonstrates that wool significantly reduces the after-chill experienced by athletes during the stop phase.		
			Determine if there is an effect of fibre type on the cognitive performance of the wearer in stressful situations	Complete human testing of cognitive performance and symptoms during mentally stressful circumstances, while wearing wool and polyester base layer garments, in preparation for publication		The study is now complete. The researcher has drafted the research paper and submitted it for publication in the journal Frontiers in Psychology.		
		CORPORATE SERVICES						
		CORPORATE SERVICES	CORPORATE SERVICES	CORPORATE SERVICES	People and Culture – Source, nurture and retain the best available talent for the business and ensure they have the required skills, processes, support, training and working environment to facilitate them performing at their best to deliver for wool-growers. Fostering and nurturing a culture that has integrity, respect, and transparency at its core, and that celebrates diversity and inclusiveness	Improve employee engagement through the implementation of best practice programs and processes including Reward & Recognition, EAP, and Your Voice		A score of 4/5 was received for employee engagement, following the survey launched in December 2022. Employee concerns or requests, identified in that survey, have already been actioned. Engagement with the EAP is a little higher but there is still work to do in this regard. Engagement with Woolmarkable, especially in Australia, has increased, but the business still needs to look at introducing a reward & recognition program that recognises performance excellence and productivity.
Information Technology – provide support to the business for all hardware and software requests. Implement SLA to monitor support requests	Achieve SLA 90% of time					During the period there were 1061 tickets with an average first response time of 12h 32m. 79.06% were responded to within the SLA. Average time to resolution was 22h 9m.		

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CORPORATE SERVICES	CORPORATE SERVICES	CORPORATE SERVICES	Digital – provides the systems that the organisation needs to deliver information with an aim to uplift the performance of AWI’s digital ecosystem by deploying various technological solutions to make AWI a digital transformative organisation.	Number of digital integrations		The digital team has worked to increase the number of digital integrations across the business by connecting the Digital Wool Lab to Salesforce and Domo, Woolmark Learning Centre course results and completions to Salesforce and Domo. As well as integrating Pardot with all websites, Salesforce and Domo. The team also connected SAP to Domo and Salesforce as well as connecting Salesforce to DocuSign for contract automation.
			Measurement and Evaluation – provides a framework to measure, analyse, evaluate, and report on the performance of AWI’s investments on behalf of its stakeholders, implements and updates systems and processes to assist in the consistent collection and analysis of information and data to inform investment decisions and report against AWI strategic and operational targets	Conduct three impact (cost – benefit) assessment of RD&E and marketing investments annually.		Four impact assessment reports were completed. In addition, the 2019/2022 Strategic Plan was evaluated, and final report will be available by end of March 2023.
			Finance – monitor and manage corporate financial compliance and reporting requirements globally, acknowledging the complexity and changing governance requirements across the company’s global footprint. Manages the company’s global investment and foreign currency exposures within the approved policies to safeguard corporate funds and minimise currency risk exposure. Provide useful and accurate financial reports to the business to enable effective decision making that meets the global financial compliance requirements.	Timely financial reporting to internal and external stakeholders		All international statutory reporting completed and submitted in time with external reporting requirements. Weekly Project Reporting and Monthly Board reporting prepared and communicated in accordance with timetable.
				Unqualified audit report delivered		The 2022/23 Financial Statements have been drafted and are with the auditors for approval.
			Legal – supports staff with commercially sound legal solutions. In addition to providing legal advice, the team is responsible for managing the company’s Intellectual Property (IP) Portfolio and advising on IP matters, assisting with corporate governance matters and company secretary work for TWC and its subsidiaries and advising on privacy and data protection matters	Reduce turnaround time on contract development		This target has been achieved. All legal emails are responded within 48 hours. The turnaround time is within the timeframe.
				Implement the Contract Express system within the organisation		This software has been replaced by a more robust software that is being integrated with our existing system.

