

Performance
Against Annual
Plan Targets

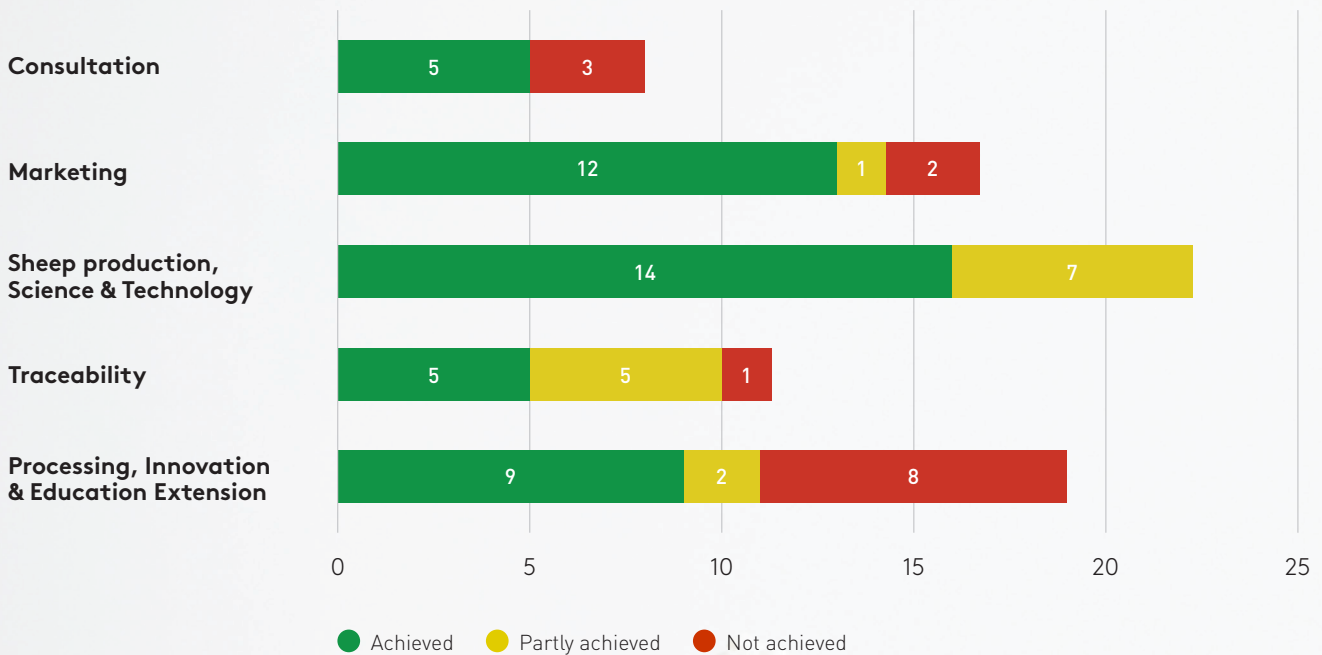
2021-2022



Performance against annual plan targets

This document provides a high-level summary of achievement against the 2021/22 Annual Operating Targets.

The graph below shows the status of the programs as of 30/06/2022 by portfolio. Programs not achieving their set targets were affected by a number of key factors including COVID-19 and the subsequent slowing of global commerce that significantly impeded AWI's performance as projects were delayed or ceased globally, and a reduction in AWI resources due to a combination of restructure and natural attrition.



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Strategy	Program	Operating Target	Status	Comments
SHEEP PRODUCTION, SCIENCE & TECHNOLOGY				
AGRI TECHNOLOGY	Hardware and Software Development	AWI Smart Tag system delivers at least three practical functionalities driven by sensors, hardware is reliable and durable, and software is able to be updated remotely.	●	The ear infection/retention issues limited the development of some of the functionalities such as predation, that required long term trials in non-research environment. The LoRa version of the hardware has proved to be reliable under controlled conditions. On farm testing is required to fully understand robustness and data transmission capabilities. Ear welfare and new designs for the ear tags are still under development. The project to test new designs of the Ear Smart tag featuring 3-4 attachment pins has experimented delays due to difficulties to 3D print the prototypes.
		Artificial Intelligence (machine learning) applied for data analysis delivering accurate predictions for at least two sheep traits or paddock events.	●	Artificial Intelligence (machine learning) applied for: <ul style="list-style-type: none"> • Deep learning algorithm to automatically count wool follicles (Follicle density) • Predict feed intake and performance using datasets collected in grazing trials (AWI Smart tags) • Determine Mean Fibre Diameter on greasy wool (Automated wool handling system) • Fleece contamination and automated skirting wool (Automated wool handling system)
	Mechatronics	Proof of concept robotic shearing system delivered.	●	The handpiece project has delivered a portable and ergonomic handpiece with power capabilities comparable to the current wall mounted Heiniger Evo. The system can also collect performance data and record tensioning loads on the combs and cutters using a load-sensor. The project is to design, build and test components of a semi-autonomous wool handling system and it is progressing well. Innovation Connection grants supported UoM and AWI to deliver a wearable sensor system of reduced cost and complexity to monitor shearer's fatigue. In addition, a mobile application that allows users to operate the system themselves, and self-report other relevant data has also been developed.
	Novel Applications	Educational packages to increase technology adoption and digital literacy.	●	AWI sponsored 2 participants in the Hatch Farmers 2 Founders program (one with GRDC). The Hatch program is designed for individuals and teams who have an idea to solve a problem on farm or for the agri-food industry. This program included targeted content and ongoing intensive coaching including, customer discovery, plan to progress to MVP, training on relevant topics, networking, and collaboration among the participants.
TRAINING TECHNOLOGY AND UPTAKE	Wool Harvesting and Quality Preparation	1,500 novice and intermediate level participants trained by AWI shearer and wool handler trainers.	●	AWI continues to deliver Novice & Improver level training across all states. The consistency, delivery and uptake has been excellent, and work will continue with RTO's, TAFE's, WASIA, SCAA & others to achieve best outcomes. Over 4,682 people were trained, and we can note that year on year improvement in both numbers trained and days trained.
		Ongoing retention rate of 75% of those trained yearly.	●	223 Learner shearer tool kit supplied this financial year, with 97% have been retained.
		Support the promotion of shearer and wool handling profile through support of elite competitions and competitors nationally.	●	AWI supported 30 competitions out of a target of 40. Unfortunately, 8 of these events were cancelled due to COVID-19 and funds rolled over to the next event.
		25,000 views of AWI Wool Harvesting resources online.	●	An average of 1,745 online resources viewed on the website per month.
	Sheep and Wool Management	750 tertiary participants in AWI leadership and practical skills, events and online initiatives.	●	There were 5,362 tertiary participants in the AWI leadership and practical skills, events and online initiatives.
		AWI leadership and practical skills events delivered to participants receive a net promoter score of at least 7.5/10.	●	A net promoter score (NPS) of 9.6/10 was achieved for leadership and practical skills events that were delivered to participants.
	20,000 views of AWI Education & Extension resources online.	●	Education and Extension online resources received 18,968 views.	

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SHEEP PRODUCTION, SCIENCE & TECHNOLOGY				
HEALTHY AND PRODUCTIVE SHEEP	Reproduction and Nutrition	At least 1500 woolgrowers engaged in implementing beneficial feedbase guidelines and practices by 2022.	●	2500+ participants engaged in extension activities and 460 growers were enrolled in LTEM.
		Increasing Merino marking rates by 0.5% per annum.	●	Results from the tri-annual Wool & Sheepmeat Survey indicate that the marking rate increased from 83% in Feb 2021 to 86% in Feb 2022, and from 92% in Oct 2020 to 93% in Oct 2021.
		Complete the development of guidelines and extension workshops to improve reproductive rates that support the aim of 34% of ewes differentially managed to best practice by 2022.	●	At its most recent evaluation (completed in mid-2019), LTEM had achieved 30% of ewes in the national flock whose manager had participated, so it is likely this target will be achieved as LTEM is tracking well and there are many other complementary investments in this space delivering on this aim.
		Improve the understanding of two key areas to address climate variability; best practice for supplementary feeding and managing of resilient pasture species.	●	Due to budget constraints, AWI did not have a research investment in the effect of heat stress on reproduction performance in this strategic plan period. The supplementary feeding project has been extended further into next strategic period due to difficulty trial sites. Many growers did not need to supplementary feed with the excellent seasonal conditions of 2020 and 2021.
	Sheep Health and Welfare	Evidence of successful development of a flystrike vaccine prototype.	●	In-vitro, or laboratory, trials of the two lead prototype vaccines (narrowed down from 50 in total) have been shown to reduce blowfly growth rates by up to 75% to a degree impact larval survival. CSIRO is currently testing the prototype vaccines with on sheep in in vivo larval challenges.
		Demonstrate a 10% increase in the adoption of welfare improved practices.	●	All contract milestones to date have been met. Demonstrated a 10% increase in the adoption of welfare improved practices.
	Vertebrate Pests	Reduce the negative impacts of predation by 10% by 2022.	●	The long-term (2014 - 2020) average reduction in losses to predation due to AWI Community Wild Dog Initiative, and other "On-Ground" support, currently sits at 81% . Reduced predation on assisted groups flocks by 80%+.
		Improve capacity to undertake pest animal control by 10% by 2022.	●	WD & VP Coordinator role projects have delivered – and now matured and the services are now being provided locally. In NSW, VIC and SA the roles are delivering, but the need is not yet mature.
	Genetics	Development of new rabbit bio-controls.	●	Delays due to COVID have caused a significant delay in producing contracted outcomes.
		By 2022, 50% of Merino producers will be using genetic tools (e.g., Australian Sheep Breeding Values, Flock Breeding Values or wether trial data) in ram purchasing decisions.	●	From Wool Industry Profile May 2020 for practises during 2019. 44.7% of producers used genetic tools in their breeding program. 41.6 % of producers used at least one of the following tools Merino Sire Evaluation, Ram Select, MERINOSELECT ASBVs, Genomic DNA Tests. A further 2.9% used wether trials. The outcome will be determined with survey after the end of the strategic plan.
CONSULTATION				
INDUSTRY	Woolgrower Representative Bodies	WICP and WCG members report AWI consultation efforts have been maintained or improved at 8.9 (approval rating out of 10).	●	The average WICP and WCG survey rating was 7.9 from the members who attended the December, March and May meetings. AWI will continue to request after every meeting for grower feedback through WICP / WCG surveys. From 1 Jan 2022, the WICP will meet four times per calendar year with the WCG meeting twice annually.
		70% of users of AWI's Market Intelligence find it of 'high value' or above	●	AWI Woolgrower Survey shows that 79% of growers find value in AWI Market Intelligence and Analysis.
WOOLGROWER	Market Intelligence and Communications	Increase subscriber numbers by 10%.	●	A decrease of 1.49% in subscriber numbers from last financial year.
		The market Intelligence area on the AWI website receives 15,000 views per month.	●	On the AWI website page, the Market Intelligence section received a total of 127,048 views between 01 July 2021 - 30 June 2022, with an average of 10,587 views per month.
	15,000 active participants in AWI extension initiatives.	●	There are currently 15,927 active participants in AWI state-based extension initiatives.	
	Extension Networks	AWI workshops delivered to participants receive a net promoter score of 7.5/10 (evidenced by exit surveys).	●	AWI workshops are highly valued by participants and a 8.7/10 NPS rating was achieved.
		400,000 views of AWI network resources online.	●	AWI network resources have been accessed more than 1,194,653 times during the past year.
Events and Forums	Support and engagement at more than 50 events and forums nationally.	●	AWI staff were able to attend 116 events . Below is the breakdown of those events: <ul style="list-style-type: none"> • Ram Sales – 25 • Classing Workshops – 8 • Future Wool Workshops – 32 • Other Events – 51 	

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PROCESSING INNOVATION & EDUCATION EXTENSION				
PROCESSING INNOVATION	Partnered Innovation	Partner with six machinery companies for product or process development.	●	<p>Leading machinery companies continue to collaborate and innovate directly with our global technical team and push innovations directly to designers and brands. In particular, sustainable processes and practices were a main focus of the partnership. The partnership with various companies is highlighted below.</p> <ul style="list-style-type: none"> • Suedwolle GmbH (yarn development) • Karl Mayer (warp knitting) • Recycrom (dyeing) • Stratasys (3D print) • Manphis (warp print) • Coloreel (yarn dyeing) • Toyoshima & Co Ltd (yarn food dye) • Bio Dye India (natural plant matter dyeing) • Natural Fiber Welding (yarn development) • Evolved By Nature (yarn development) • Furun Textile Co, Ltd (fabric development)
		Minimum of three fully-fashioned garment product developments made commercially available.	●	<p>Target comfortably achieved with trend towards casual dressing continuing.</p> <ul style="list-style-type: none"> • Gondoliers 2nd collection • Shima Seiki protection wear meets urban wear • Santoni seamless merino underwear
		Minimum of five footwear developments made commercially available.	●	<p>Wool shoe developments have been carried out with brands such as Levis, Onitsuka Tiger, Woodland, Birkenstock and Ugg. Technical developments include in-lays, shoe uppers, compression socks, water resistant running shoes and yarn developments.</p>
		Research and commercial trial of one wearable technology.	●	<p>No projects have commenced. No opportunities have been presented as retail activity has declined from the current pandemic.</p>
		Partnered product developments to increase by 10%.	●	<p>Engaged with various trade partners and developments took place in the following categories: 36 x knits; 21 x woven; 3 x automotive; 4 x workwear.</p>
WOOLMARK	Textile & Retailing Technologies	Proof of concept novel retail technology application.	●	<p>The WeChat program continues to deliver functionality for online tradeshows and 85 contacts captured from WeChat over the period.</p>
		Proof of concept novel textile technology/fashion tech application.	●	<p>The IWP trial was successful with all 6 IWP finalists adding NFC to their collections.</p>
		Educational packages to increase technology awareness, adoption, and digital literacy	●	<p>Smart tag booklet was produced and was circulated to varying offices, was also picked up as part of IWP and trade marketing.</p>
WOOLMARK	Quality Control	400 branded product samples purchased and processed through the QA program to maintain the integrity of the Woolmark brand.	●	<p>Despite the continuous impact of COVID lockdown in different regions, 394 samples were purchased from both brick-and-mortar stores and e-commerce channels.</p>
	Licensing	Increasing use of the Woolmark logo on qualifying product by 5% as measured through the use of branded tickets and labels.	●	<p>30.2 million tickets and labels were ordered for the financial year.</p>

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PROCESSING INNOVATION & EDUCATION EXTENSION				
		Deliver retail training programs across womenswear, menswear, and sportswear to a minimum of 25 retailers/brands globally.	●	60 retailers and brands were engaged in retail training globally. The Retail Education program has performed exceptionally well, exceeding its target for the financial year.
	Retail Education	Retail staff have successfully completed 100 retail training courses on the properties and benefits of Australian wool on the Woolmark Learning Centre digital platform.	●	The development of the Retail Training online course which will sit on the Woolmark Learning Centre (WLC) platform is behind schedule due to other development priorities E.g., The Wool Lab digital and WLC Phase II developments. As an interim solution, the existing 'Wool Introductory' short course will be integrated into the WLC platform and promoted for retail staff training. The planned launch for this course is July 2022.
	Student Education	Increase participation in the Learn About Wool primary and secondary education program by 2.5%.	●	The ongoing Covid-19 global pandemic has resulted in remote learning for students across Australia during the period July – December 2021 resulting in less Learn About Wool kits being required for the classroom. A shift in focus to the LAW website remains a priority. With face-to-face learning resuming across Australia in 2022 we did see a greater uptake in kit orders.
EDUCATION EXTENSION	(Lack of AWI resources due to a combination of restructure and natural attrition and Covid 19 impacted the target being achieved)	Increase global participation in the Wool4School secondary design competition by 5% across Australia, Hong Kong, UK and Italy.	●	Wool4School registrations were 15,015 and has declined from years. Feedback from schools highlights the disruption caused by the Covid-19 global pandemic and students being significantly behind in key learning areas, resulting in co-curricular studies are being placed on-hold so that students can catch up. Focus is shifting to improving teacher online resources to further support remote learning environments.
		Increase participation in tertiary education programs by 5%.	●	4,605 students participated in the tertiary education programs (Annual target – 7,583). The Naturally Inspiring program and Woolmark Performance Challenge continues to be the key driver for engagement with Fashion & Design students globally.
		Students have successfully completed 2,000 courses on the Australian wool industry through the Woolmark Learning Centre digital platform.	●	The Woolmark Learning Centre's growth continues and engagement with courses on the platform is encouraging and is being driven by new course releases and the global roll-out/promotions strategy. Students have successfully completed 1,189 courses on the Australian wool and manufacturing industry.
		Increase the number of The Wool Lab views and presentations by 10%.	●	The Wool Lab Digital has achieved 44,345 page views (exceeding the target of 10,396). Wool Lab presentations recommenced in January 2022 with the return of the physical Wool Lab swatch kits for the Spring/Summer 2023 season.
		Increase swatch requests from The Wool Lab by 1.5%.	●	Due to the Omicron variant disrupting another key Winter sourcing period (Aut/Win 2022/23 season), swatch requests via the Digital Platform were significantly down. There were only 5,893 swatch requests against a target of 14,078.
	Trade Extension	250,000 visitors to Woolmark digital trade show pages.	●	Trade shows continue to experience huge disruptions due to the ongoing Covid-19 pandemic. The industry had great optimism that physical trade shows would return in 2021, however the Omicron variant delayed the return. Many trade shows across Europe either postponed to 2022 or pivoted back to digital only shows which has been disappointing for all. Physical trade shows were able to take place, remaining localised due to ongoing travel restrictions globally and there were 1,092 visitors to the physical tradeshow. The value of face-to-face engagement is significantly more beneficial than digital hence the target is partially achieved. There were 12,818 visitors in total to the Woolmark digital trade show pages.
MARKETING				
CONSUMER	Brand Partnerships	Partner with 2 global brand partners.	●	Direct brand partnerships have been explored in the fashion and performance sector and brand partnerships have continued to be integrated into global consumer advocacy campaigns to ensure an easy path to customer journeys. Global brand partners for 2021/22 include: Farfetch, Zalando, Castore, Victoria Beckham, Shaun the Sheep.
		Increase purchase intent of Australian wool by 10%.	●	Purchase intent target has been exceeded through Farfetch (89%) and Zoalndo (50%) partnerships.

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MARKETING				
CONSUMER	Brand Partnerships	Achieve 5% increase of units of clothing with five brand partners with a global presence.	●	Brand partners saw a significant increase in YoY wool sales. A/W2021 saw an increase in the number of products referencing "Merino" within product names or descriptions. This equated to a +76% uplift for FARFETCH product overall and a +83% for Woolmark products specifically and correlated with increased user searches for "Merino", totalling 505K across the year (+11% vs 2020). China brand partners had significant increases as well, EPO (ME & Edition): 45% increase in Woolmark ticket orders for A/W20 vs A/W21, Eifini (MM): 57% increase in Woolmark ticket orders for A/W20 vs A/W21, Lily: Increase from 0 to 64,000 Woolmark tickets ordered for A/W20 vs A/W21, GXG: Increase from 0 to 39,800 Woolmark tickets ordered for A/W20 vs A/W21.
		5% increase in active engagement on owned media channels.	●	TWC owned, organic social posts garnered 402k engagements, achieving a 15% YoY increase in active engagement.
	Fibre Advocacy	Increase the Woolmark Company brand awareness by 5%.	●	Consumer campaigns are resulting in a significant uplift in Merino wool awareness in key markets. China campaign has achieved a 40.5% increase in awareness for Merino wool. The Feel Merino campaign achieved a +3pt uplift in awareness.
		Increase the Woolmark Company brand sentiment by 7%.	●	Consumer sentiment is positive and stable, increasing sentiment will be dependent on increasing overall awareness for Woolmark through increased investment in marketing exposure.
BUSINESS AND TALENT DEVELOPMENT		300 new leads per year.	●	IWP acquired 486 new leads.
	International Woolmark Prize	Achieve 50% of surveyed alumni as continued wool advocates post-award.	●	The annual IWP alumni survey was distributed to the IWP 2021/22 finalists and alumni. 95% of participants will communicate fibre benefits within their marketing and 95% of participants will communicate wool's eco-benefits within their marketing.
		60% of IWP Finalist collections commercialised.	●	5/7 (71%) IWP finalist collections commercialised.
		Achieve a 5% increase on active engagement on IWP related content.	●	There were 512k engagements on IWP-related social content, a 251% YoY increase.
		Increase digital engagement by 20% year on year.	●	In 2021/22, WPC returned to a physical event format, which meant re-allocating budget that was spent on paid media (driving traffic to the website) in 2020/21 to the event budget for 2021/22. This ultimately reduced the number of website visitors. This was, however, replaced with an increase in highly quality leads being hosted at the event a La Casserne in Paris.
	Woolmark Performance Challenge	Increase competition entry rate by 10%.	●	WPC2022 saw a reduced number of entries. This can be attributed to two key factors. 1. In 2020, we partnered with two brand partners to set and deliver briefs to students. Ultimately, this gave student twice as much scope for their submissions. 2. In 2021, the program transitioned back to a physical format as the world started to return to normal post COVID-19. With WPC experiencing an uplift in results during COVID, with the increased focus on remote/online learning, a decrease in entries was anticipated. The 2021 results are in line with/exceed pre-COVID results (i.e. 258 entries vs 184 entries pre-COVID). It is promising to see that the quality of submission continues to increase so we are pleased to report while quantity is down, the quality of submission continues to grow.
	Increase average webinar attendance rate from 19 to 22	●	Average live attendance rate was 38 for 2022.	

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MARKETING					
TRADE	Fibre Advocacy	Increase trade leads by 50%.	●	The Trade Marketing program measures trade leads by the following: LinkedIn audience growth: +9.68% (12,756 to 13,991) & Trade persona contacts in the CRM: +33.18% (10,993 to 14,641). The target has been achieved.	
		50% active engagement rate on owned content.	●	The LinkedIn strategy places us above industry benchmarks for engagement, and have been working to expand our strategy to other touchpoints with varied engagement rate metrics: EDMs, Website, Digital & Print Advertising, etc.	
TRACEABILITY					
FIBRE SCIENCE		Produce and publish evidence on how Sustainable Apparel Coalition environmental scoring disadvantages the value chains of natural and renewable biogenic carbon fibres compared to non-renewable fossil carbon derived fibres.	●	White paper identifying the shortcomings of PEF methodology and proposing solutions is complete. Comparative study of biogenic and fossil-carbon fibres completed and publication in draft. Biodegradation of wool in marine and terrestrial environments submitted for publication.	
		Produce and publish case studies on the environmental and economic impact of woolgrowers using regenerative farming practices.	●	Regenerative ag case studies completed in NSW, Victoria and Tasmanian and paper submitted proposing a NCA framework. Seven longer term case studies continue in Queensland. Fourteen new case studies commenced.	
	Eco Credentials	Develop and publish a method for accounting for recycling in LCA	●	AWI has completed and published a cradle-to-grave analysis of closed-loop wool recycling and its role in reducing environmental impacts. A method has been proposed for accounting for the attributes of 'renewability' and 'biodegradability' in PEF.	
		Improve wool's environmental rating relative to synthetics, by working to establish a level playing field for rating apparel.	●	AWI continues to actively participate in the EU PEF process. Four peer-reviewed papers informing methodological recommendations and Five discussion papers proposing improved PEFCR methodology delivered. White paper identifying the shortcomings of PEF Method and proposing solutions has been completed.	
	Health and Wellness	Generate new knowledge of wool's carbon account, including emissions at the national and farm scales and identifying plausible mitigation strategies.	●	GHG emission trends have been modelled and pathways for woolgrowers to reduce emissions have been detailed. Participating in UN study assessing methane. Methane mitigating supplements soon to be explored.	
		Produce and publish evidence of specified next to skin Merino garments as improving sleep quality.	●	The Sydney University study evaluating the comparative benefits of wool and cotton sleepwear on post-menopausal women has been significantly delayed by COVID-19. The study is being gradually recommenced at a new site.	
		Generate new test protocols to measure wool's breathability in dynamic conditions.	●	This study has identified that wool's ability to retain warmth during the cool-down period after exercise is a novel and previously unknown attribute of the fibre. It represents a significant marketing for the fibre. Physiological manikin testing has been shown to measure the attribute and work is underway to develop a fabric-level test.	
		Define new fibre-origin test method for adoption into the supply chain and use by laboratories.	●	This project has currently been completed and measured as a success, however not being used by laboratories throughout the supply chain. The potential option moving forward is for Oritain to be a preferred supply chain partner for Woolmark Licensees.	
	SUPPLY CHAIN INITIATIVES	Fibre Identification & Tracing	Draft protocols for the chain of custody of wool through the supply chain ready for review by global wool industry bodies.	●	The proof-of-concept has been a success and a second phase to roll out the Supply Chain Builder to the Woolmark Licensees has started. In this phase, the protocols will be fleshed out and set out for review by global wool Industry bodies.
			An increase of 250 woolgrowers adopting the WoolQ grower tools.	●	There was an increase of 114 woolgrowers adopting the WoolQ grower tools.
	Wool Q	Deliver a WoolQ tender selling option to compliment the WoolQ bulletin board and auction	●	WoolQ tender available on the platform.	

