

# STRATEGIC PLAN 2025–2028

Australian Wool Innovation's mission is to enhance the profitability, international competitiveness and sustainability of the Australian wool industry





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# OUR PURPOSE



To enhance the profitability, competitiveness and sustainability of the Australian wool industry through research, development, extension and demand creation.

# OUR GOAL



A thriving Australian wool industry.



# OUR CORE VALUES



# ABOUT YOUR COMPANY

**AWI is the R&D and marketing organisation of the Australian wool industry.**

## WHAT AWI DOES

Established by the Australian Government in 2001, AWI is the research, development (R&D) and marketing organisation for the Australian wool industry.

The company invests along the global supply chain for Australian wool – from woolgrowers through to retailers, the product use phase and ultimately the product end-of-life.

AWI is not a peak industry body, does not create or execute industry policy, and is not an advocate on issues outside its core functions.

AWI works with the Australian Government through legislation (the *Primary Industries Levies and Charges Disbursement Act 2024*), regulations and an agreement between AWI and the Australian Government called the Statutory Funding Agreement that defines the conditions under which AWI may invest wool levies and Government-matched funds.

## HOW AWI IS FUNDED

AWI investments are funded primarily through a wool levy paid by Australian woolgrowers. The Australian Government is the single largest contributor through a matched contribution for qualifying R&D activities, capped at 0.5% of the gross national value of wool production. The sale of Woolmark licences is one of the other sources of income for AWI.

Woolgrowers vote every three years on the percentage of the sale price received for their shorn greasy wool that they would like to invest in industry R&D and demand creation activities. In WoolPoll 2024, woolgrowers voted in favour of a 1.5% levy for the three financial years covered by this Strategic Plan.

## AWI SHAREHOLDERS AND WOOL LEVY PAYERS

AWI has approximately 16,000 shareholders. They are able to shape the decision-making process of the company via their access to information and voting at AGMs. AWI shareholders are entitled to one vote for every \$100 of wool levy paid in the three financial years before any vote. A share in AWI is not tradeable and is of no capital value.

AWI works on behalf of all wool levy payers, not just AWI shareholders. There are more than 81,000 wool levy payers, nearly 40,000 of whom have paid \$100 or more in levies in the past three years and are eligible to become an AWI shareholder. Paying wool levies does not make the levy payer automatically a shareholder of AWI – they must apply.

## HOW AWI CONSULTS

AWI regularly consults with a range of stakeholders across the wool supply chain. AWI formally consults and engages with woolgrower representative groups through its two key forums: the Woolgrower Industry Consultation Panel (WICP) which comprises national woolgrower organisations, and the Woolgrower Consultation Group (WCG) which comprises a broader group of state and regional production-based woolgrower organisations as well as the members of the WICP.

AWI has regular and informal discussions and meetings with government officials on a range of issues. AWI aims to work productively with Australian and state government stakeholders to ensure a sufficient understanding of the wool industry, AWI priorities, and outcomes of AWI's investment priorities.



# AWI HIGHLIGHTS

638

**Woolmark licensees** in 2024–25 (up 12% since 2021–22).

7,000+

**students from more than 325 universities in 30 countries** across the world have been involved with the Woolmark Performance Challenge since 2019.

2M

**data points collected from 5,700 ewes for the Merino Lifetime Productivity project**, which will provide valuable insights into genetic performance and reproductive traits over time.

81%

**average reduction in losses to predation** due to the AWI Community Wild Dog Control Initiative and other on-ground support during 2014–2023.

15M+

**ewes have been managed to best practice since 2006** thanks to the Lifetime Ewe Management (LTEM) training program. The program generated an estimated \$8.19 benefit-cost ratio up to 2022–23.

18%

**rise in the sale of Merino wool (from 70% to 88% of surveyed Chinese consumers)** has been delivered through the China Campaign since 2022. There was also a 19% uplift in purchase intent for Merino wool (from 77% to 96%) of those surveyed.

15.1K

**members of AWI-funded extension networks** in 2024–25. (up 6.2% since 2020–21).



# MESSAGE FROM THE CEO

JOHN ROBERTS

**This Strategic Plan outlines the main wool industry R&D and demand creation activities in which AWI will invest on behalf of Australian woolgrowers to increase the profitability and sustainability of wool-growing.**



This three-year Strategic Plan was produced in consultation with woolgrowers and wool industry bodies and includes the key R&D and demand creation priorities of these bodies and the woolgrowers they represent.

As well as reflecting the priorities that woolgrowers have told us are most important to them, the Strategic Plan has also been shaped by the result of WoolPoll 2024 and the broader financial position of the company.

Given the limited reserves available to the company, during the next three years AWI must largely rely only on what it receives in revenue each year. The nature of the wool levy system – being a percentage, wool volume and wool price based system – ensures that AWI and woolgrowers travel a similar journey.

AWI operates in a lean, efficient and transparent manner, but just like any business with a reduced income, we have to make tough choices about which projects and activities we can invest in.

On-farm, important areas of investment include genetics, reproduction and nutrition, animal health, and wool harvesting, all designed to deliver improved productivity and profitability. AWI will invest in on-farm research collaborations with partners including governments, RDCs, universities

and industry. Such collaborations will enable AWI to leverage greater funds to invest in activities that deliver value to Australian woolgrowers.

In the post-farm area, AWI will partner with leading manufacturers, brands and retailers across the world to explore new opportunities for Australian wool and carry out joint demand creation campaigns that are cost effective and market focused. This will also involve us providing in-kind support, technical advice on product and innovation and supply chain efficiency and demand creation strategy as well as the use of Woolmark marketing collateral. In the face of legislative changes to product labelling in Europe we will continue to promote wool's many benefits over fossil fuel derived fast fashion.

Despite the challenges that the industry faces, there are many woolgrowers that have a healthy optimism about the future of the wool industry and are investing in their businesses. I too share that optimism and look forward to the AWI activities outlined in this Strategic Plan providing a valuable contribution to a productive and profitable wool industry.

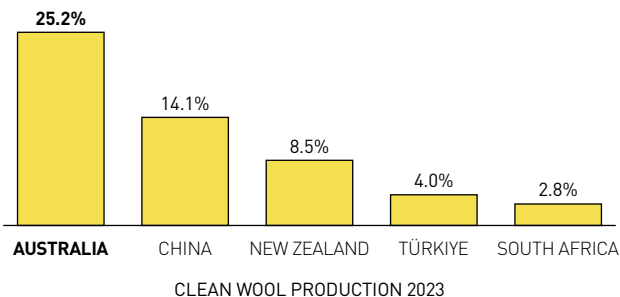
Further details on AWI's planned investments will be contained in the three Annual Operating Plans that will be released in due course for each of the 2025–26 to 2027–28 financial years.



# INDUSTRY HIGHLIGHTS

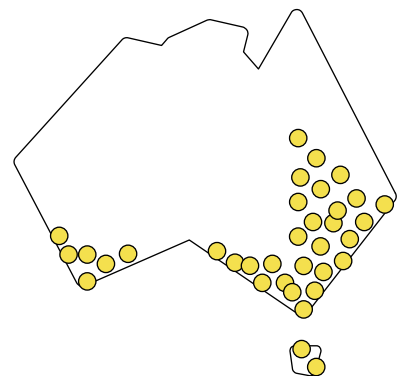


Australia remains the **largest clean wool producing country**, followed by China, New Zealand, Türkiye and South Africa.



Australia is the world's largest producer of Merino wool, accounting for over

**80%** of the world's total production.



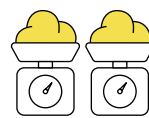
## Australian woolgrowers

have been investing in **wool R&D and promotion** since 1936.



**279 million kg**

of Australian produced greasy wool in 2024/25.



Woolgrowers pay **AWI 1.5% of their income** from wool to invest in R&D and marketing.

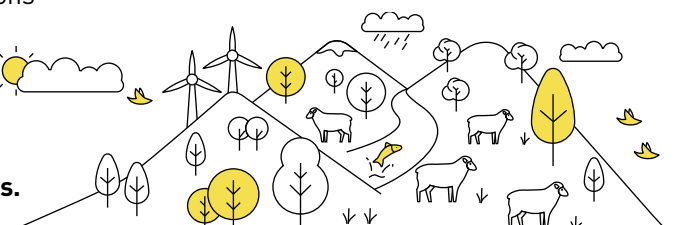
1.5% LEVY

The Woolmark logo is the **most recognised textile logos globally**. Consumer awareness is strong across the majority of markets, especially in China, Italy, Japan and UK.






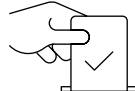






Australian wool is grown in vastly different conditions to Europe or the USA.

**Australian sheep** graze free-range in climates varying from **cold alpine, high-rainfall areas** to **hot, dry pastoral zones**.





# AWI INVESTING IN R&D AND MARKETING TO INCREASE WOOLGROWER PROFITABILITY

<div><div>58%</div><div>of AWI's income comes from Australian <b>woolgrowers</b>, with</div><div>24%</div><div>from <b>Government</b> contributions,</div><div>9%</div><div>from <b>Woolmark</b> licensees and</div><div>9%</div><div>from <b>other sources</b>.</div></div>	<div><div><div>Merino Lifetime Productivity Project</div></div><div>The MLP project concluded 9 years of collecting</div><div>over 2,000,000 data points</div><div>from 5,700 ewes assessed for lifetime productivity.</div></div>	<div><div></div><div>AWI has</div><div>133 staff</div><div>in</div><div>12 offices worldwide</div><div>Australia, China, France, Hong Kong (China), Germany, India, Italy, Japan, South Korea, USA, Turkey and UK.</div></div>	
<div><div><div>INTERNATIONAL WOOLMARK PRIZE</div></div><div>The International Woolmark Prize has an alumni of</div><div>600+ brands</div><div>Over the past 10 years, the program has achieved an average benefit-cost ratio of 2.3.</div></div>		<div><div></div><div>AWI Board is directly</div><div>elected by woolgrowers</div></div>	
<div><div></div><div>Innovative sportswear product developments including more <b>durable yarns, wind and water resistant fabrics and compression wear.</b></div></div>	<div><div></div><div>\$87.6M</div><div>invested in <b>sheep health and welfare</b>, including</div><div>\$48.5M</div><div>on <b>flystrike</b> since 2005.</div></div>		
<div><div>4,935</div><div>Shearers and wool handlers trained during 2023–24.</div><div>\$3.5 million invested in shearing in 2023–24.</div></div>	<div><div></div><div>15,094</div><div>active participants across <b>AWI Extension Networks.</b></div></div>		
<div><div></div><div>AWI continues to invest in the development of <b>emerging markets</b>. Key markets include: <b>Portugal, Bangladesh, Peru, Mexico and Vietnam.</b></div></div>	<div><div><div>LTEM LIFETIME EWE MANAGEMENT</div></div><div>Lifetime Ewe Management <b>increases marking rates by</b></div><div>6.1%</div><div>and <b>reduces ewe mortality by</b></div><div>22.5%</div></div>		<div><div></div><div>The long-term (2014–2023) average <b>reduction in losses</b> to predation due to the <b>AWI Community Wild Dog Control Initiative</b> and other on-ground support <b>averaged 81%.</b></div></div>

# MESSAGE FROM THE CHAIRMAN

JOCK LAURIE

**This three-year Strategic Plan looks to the future of the Australian wool industry with confidence.**



Australian woolgrowers are the best in the world. They choose a challenging and rewarding industry to invest in. As a woolgrower, I know the hard work and dedication needed to get through the hard times and reap the benefits that growing wool continues to deliver. As the woolgrower owned research, development and marketing company, AWI's sole purpose is to provide value and benefits for woolgrowers.

We do this by investing grower levies and matched research funds from the Commonwealth.

During the three years covered by this Strategic plan, AWI's on-farm focus will be on ways to help woolgrowers increase their productivity, which will positively impact their profitability and long-term sustainability.

Analysis of enterprise profitability consistently shows the value of wool sheep in a farming business, providing production options as well as a reliable source of income, especially in an increasingly variable climate. Focusing on productivity improvements in your wool-growing enterprise is more likely to increase profits than moving to a different enterprise.

AWI subsidiary Woolmark will continue to engage with and inspire the world's leading fashion and textile manufacturers, brands and retailers to include wool in their collections.

Despite some difficult farming conditions across many regions and challenging economic circumstances, AWI remains focused on delivery for the future of wool-growing.

We will continue to take advice from the WICP and WCG on areas of expenditure both in research and demand creation that they believe will deliver positive outcomes for Australian woolgrowers.

Wool-growing in Australia has a great history and continues to be a significant agricultural industry, with the value of Australian wool production currently estimated at \$2.7 billion. As a woolgrower and as the Chairman of AWI, I am proud of AWI's R&D and demand creation investments and I am confident that we can achieve even more for Australian woolgrowers during the next three years and into the future.





### Expanding the supply chain

- Nearshoring, need for new innovations, flexible manufacturing options, continued innovation



### Need to build confidence in the industry



### Next generation woolgrowers

# CHALLENGES & OPPORTUNITIES



### Traceability and provenance



### Sustainable fibre

- Natural, renewable, biodegradable and recyclable



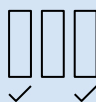
### Climate dependence/resilience



### Cost of production/gross margin



### Fibre advocacy



### Competition from competing fibres and land use



### Shifting consumer priorities

# MEASURING AND EVALUATING THE PLAN'S PILLARS



AWI is committed to providing quantifiable returns on woolgrower and government funds. The AWI Measurement and Evaluation (M&E) Framework updated in 2025, defines the evaluation logic and operational processes, and is publicly available through the AWI website. Our M&E process is based on the principle of continuous improvement and refinement to the evolving needs of AWI and the greater industry we serve.

AWI will monitor the results of the Strategic Plan at the output, outcome, and impact levels. This will apply real-time monitoring (where applicable) to chart the progress towards the targets, critical assumptions, and risks. AWI will prioritise evaluations and quantitative and qualitative analysis to learn from the implementation of the Strategic Plan and inform our strategic decision-making process.

## MEASURING & EVALUATING THE STRATEGIC PLAN

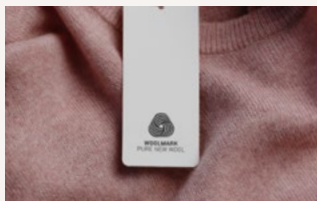
Key performance indicator	Measurement	What success looks like (2028)
Improve woolgrower satisfaction with AWI's activities and programs	Woolgrower Sentiment Survey (WSS)	Woolgrower sentiment improves from 4.9/10 to at least 6/10 (+20%) by 2028
Maintain flock intention rates	MLA/AWI survey and ABARES	Flock intention rate maintained or improved from 37% based on ongoing surveys
Increase partner contribution/co-funding ratio	Value of partner cash and in-kind contributions to AWI-funded projects, expressed as a ratio against AWI's own investment	Partner contribution ratio increases from 1.8 to at least 2.0 (+10%) by 2028



# KEY PRIORITIES 2025–2028

## PILLAR 1

### GROW DEMAND AND FIBRE ADVOCACY



#### DEMAND CREATION

It is vital for Australian woolgrowers that there is collective investment of their funds in the marketing of Australian wool to increase demand for the fibre.



#### FIBRE ADVOCACY – INTERNATIONAL LEGISLATION AND MARKET SHARE

AWI will continue to advocate for wool's impact and champion the fibre's eco-credentials.



#### PRODUCT INNOVATION

AWI will partner with manufacturers and brands to carry out R&D, technology transfer and commercialisation of new wool processes and product lines.

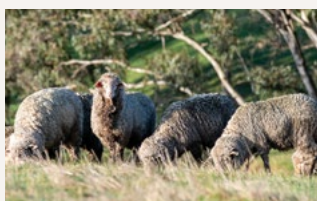


#### EMERGING MARKETS

AWI will pursue the development of potential new processing and manufacturing markets for Australian wool to help reduce the risk of relying on a limited number of markets.

## PILLAR 2

### SUSTAINABLE AND PROFITABLE WOOL-GROWING



#### RESEARCH, PRODUCTIVITY AND PROFITABILITY

AWI will invest in R&D and extension to help woolgrowers increase their productivity and reduce their costs of production, which are key elements for improving woolgrowers' profitability.



#### ENVIRONMENTAL AND FINANCIAL SUSTAINABILITY

AWI will progress its Woolmark+ roadmap in response to the increasing consumer and regulatory demands for low-impact products.



#### WOOL HARVESTING

AWI will continue with its multi-pronged training and technological approach to make wool harvesting easier and more cost-effective for woolgrowers and the industry.

PILLAR 1

# GROW DEMAND AND FIBRE ADVOCACY

AWI will conduct research and promote the many benefits of wool as a natural, renewable, biodegradable, recyclable and premium fibre.





**AWI is building on its strong commitment to growing the value and international demand for Australian wool across a number of areas:**



**Demand  
Creation**



**Fibre Advocacy –  
international legislation  
and market share**



**Product  
Innovation**



**Emerging  
Markets**



## **DEMAND CREATION**

In a largely commodity-based industry such as the Australian wool-growing industry, it is vital for Australian woolgrowers that there is collective investment of their funds in the promotion of Australian wool to increase demand for the fibre.

Woolmark will undertake demand creation activities primarily in large and lucrative markets in Europe, Asia and the Americas where consumers are able to pay higher prices for products. Woolmark will partner with leading brands and retailers in these key markets to carry out joint funded campaigns to build consumer awareness of wool's benefits and drive purchases of the partners' commercially available wool products.

The focus remains mainly on brands in the premium apparel and performance categories that can provide high-volume and high-value opportunities for Australian wool and, hence, a greater return for woolgrowers. The involvement of the world's leading apparel brands and designers with Australian wool is extremely important because of their enormous influence in setting global trends for mainstream retail brands. Their work with fibres like Australian wool has a trickle-down effect which cannot be underestimated.

Woolmark will also help educate the staff of brands and retailers about wool. This training will build their knowledge and confidence to invest in wool product lines, and also help shop floor staff advise customers more effectively to increase wool purchases.

Woolmark will continue to capitalise on the enduring appeal of the Woolmark logo to deliver significant returns to Australian woolgrowers through the logo's use in the Woolmark Certification Program as well as promotional campaigns.

Talent development programs will generate long-term demand for Australian wool by increasing the knowledge of and lifetime loyalty to the fibre amongst participants. Furthermore, these types of programs help put wool back on the agendas of a broader range of fashion designers, manufacturers, brands and retailers, and consequently into retail stores for consumers to purchase.

# GROW DEMAND AND FIBRE ADVOCACY



## FIBRE ADVOCACY – INTERNATIONAL LEGISLATION AND MARKET SHARE

With research showing that only one in three consumers check labels for fibre content before purchasing a garment, Woolmark aims to boost fibre awareness and emphasise wool's advantages.

Woolmark will in particular focus on defending and promoting the eco-credentials of Australian wool to take advantage of the market's mega-trend towards sustainability and the provenance of products. The fibre advocacy will be backed by robust science that shows wool's attributes fit well into a circular model of textile production that minimises waste and pollution.

In the European Union, products made from wool and other natural fibres face regulatory threats that must be countered.

Woolmark will partner with other natural fibre organisations to engage with policymakers and be an advocate for wool.

Woolmark will also undertake direct-to-consumer and business-to-business marketing campaigns to educate consumers and the supply chain about the benefits of wool.

Woolmark will continue to foster the education and development of students and young professionals with the aim to inspire them in the early stage of their careers about the properties and benefits of Australian wool, and encourage them to continue to champion the fibre as they progress through their professional lives.



## PRODUCT INNOVATION

Woolmark will identify opportunities in key market segments and then partner with manufacturers and brands to carry out R&D, technology transfer and commercialisation of new wool processes and product lines (yarns, textiles and garments, products).

Through R&D and technology transfer, Woolmark will assist manufacturers to adopt innovative technologies that add significant value to their wool products and create differentiation in the marketplace. Woolmark's work will aim to create more effective, sustainable and efficient processing methods, and support growth in demand for innovative wool products from manufacturers and brands.

Woolmark will also seek out and expand new categories for Australian wool, as it has done with, for example, footwear, wool denim, and

faux fur. More wool product types available in stores will help to increase demand for the fibre.

While Woolmark will defend traditional, high volume categories for wool – such as suiting, formal workwear and uniforms – Woolmark will ensure that wool takes advantage of changes in the market and ensure that Australian wool is well represented in the growing market for casual attire.

Woolmark will focus on promoting the performance benefits of Australian wool, especially to the growing sports, outdoor and athleisure markets where wool's benefits – such as breathability, thermo-regulation and odour resistance – are highly sought after.



## EMERGING MARKETS

Woolmark will pursue the development of potential new processing and manufacturing markets for Australian wool. This will help reduce the risk of the Australian wool industry relying on a limited number of markets and ensure that Australian wool remains competitive.

This strategy also aligns with the trend amongst brands and retailers to seek the security of sourcing its garments from countries closer to the markets where they will be sold. This shift is partly the result of brands and retailers wanting to lessen lead times and logistical risks, but also because they are increasingly examining ways to reduce the carbon footprint of their supply chains.

## GROW DEMAND AND FIBRE ADVOCACY

Key performance indicator	Measurement	What success looks like (2028)
Increase consumer fibre awareness and consideration for Merino wool by 2%	AWI global consumer survey	Merino wool consideration increases from 26% to 28% by 2028
10% increase in Woolmark licensees	Total number of licensees	Number of licensees increases from 653 to 720 by 2028
Increase the percentage of wool processing and manufacturing in emerging markets and explore new market opportunities	Number of supply chain partners in emerging markets	Increased engagement with supply chain partners in emerging markets, with new partnerships formed and additional markets explored, and an increase in the number of supply chain partners in emerging markets to at least 82 by 2028
Strengthen wool's position as a preferred fibre by expanding research, development, and commercialisation of breakthrough wool-based technologies	New product innovations, technical transfers, and industry adoption Trade engagement and education opportunities	65 technical transfers and 10+ innovations achieved by 2028
Brands engaged, number of media clippings	Target brands show clear interest — evidenced by inbound enquiries, partnership discussions, or participation in Woolmark+ activities Media coverage reflects positive sentiment and accurate framing of Woolmark+ goals, language, and leadership position	Drive awareness and engagement of Woolmark+ initiatives
Continue to monitor the impact of EU legislation as it evolves, to ensure environmental foot printing (EF) is favourable to wool and includes missing elements from the current methodology	Significant contribution towards an improved/positive EF rating – amount of legislation impacted	Wool recognised more favourably in updated EF methodology; AWI input reflected in key regulatory frameworks by 2028





PILLAR 2

# SUSTAINABLE AND PROFITABLE WOOL-GROWING

AWI will invest in on-farm research and extension to drive sustainable and profitable wool-growing.

AWI is working on projects to deliver on-farm gains for woolgrowers.



Research,  
Productivity and  
Profitability



Environmental  
and Financial  
Sustainability



Wool  
Harvesting



## RESEARCH, PRODUCTIVITY AND PROFITABILITY

AWI will invest in R&D and extension to help woolgrowers increase their productivity and reduce their costs of production.

AWI will invest in genetic improvement of the Merino and roll out the outcomes of the Merino Lifetime Productivity project to enhance existing Merino breeding and selection strategies, for both ram sellers and buyers. This will deliver greater lifetime productivity and woolgrower returns now and into the future. Genetic improvement is significant to the long term viability of Australian woolgrowers as it is a permanent and cumulative means of improving the productivity and profitability of sheep flocks, with benefits compounding over time.

AWI will invest in addressing woolgrowers' current and future animal health and welfare related issues. Internal and external parasites are the endemic diseases with largest impact on productivity and financial return for woolgrowers. Increasing the reproductive efficiency of ewes and rams will also be an important area of investment.

AWI will invest in environmental sustainability to support long-term productivity and profitability. Focus areas include natural capital management, drought resilience, carbon and biodiversity markets, and improved environmental reporting. The program will also explore methane-reducing feed additives and regionally relevant strategies for carbon and biodiversity gains.

In Extension, AWI will extend its R&D and training to woolgrowers across Australia via a hybrid model of digital and face to face delivery. The goal remains achieving measurable adoption, practice change and increased productivity.

Technology is rapidly changing many areas of agriculture – and AWI aims to ensure Australian woolgrowers are on the front foot to take advantage of the latest opportunities. Not only will it make the job of wool-growing easier, but the promotion of a high technology industry in which wool production is considered to be profitable and a good career choice is the key to attracting new and innovative people to the industry.

AWI will harness artificial intelligence (AI) and machine learning to drive efficiencies in assessing data across the on-farm and off-farm divisions of the company. Work has already commenced on incorporating AI as a tool in assessing research, promotional and in communication efforts.

AWI will work closely and collaboratively with other rural Research & Development Corporations (RDCs) and research organisations. This makes AWI investments (cash and in-kind) more efficient and effective by reducing duplication, maximising leverage and providing a greater platform for adoption, thereby delivering greater value to Australian woolgrowers.

AWI will formally consult and engage with woolgrower representative groups through its two key forums, the Woolgrower Industry Consultation Panel and the Woolgrower Consultation Group to inform AWI about woolgrower and industry priorities and needs. The forums also enable AWI to provide information and receive feedback on AWI's investments and activities.



# SUSTAINABLE AND PROFITABLE WOOL-GROWING



## ENVIRONMENTAL AND FINANCIAL SUSTAINABILITY

Possessing a natural affinity with the land, woolgrowers are rightly proud of ensuring their innovative farming practices are applied in harmony with the Australian landscape and environment.

During the next three years, AWI will progress its Woolmark+ roadmap which has been developed in response to the increasing consumer and regulatory demands for low-impact products that is applying pressure along the whole supply chain of the textile and fashion industries.

Woolmark+ is designed to build on Australian wool's premium reputation and ensure woolgrowers' work with nature is recognised and supported. The Woolmark+ roadmap will be delivered via a series of 13 initiatives, many of which are designed to support woolgrowers as they manage their natural assets as part of building business values, enhancing the environment and improving soil health.

AWI investments will not only secure the reputation for the Australian wool industry and maintain social licence, but will also help woolgrowers grasp opportunities for increasing demand and higher premiums, enhanced profitability, and new income streams.

AWI investments in sustainability will align with and support the wool industry's Sheep Sustainability Framework and also the ten-year Wool 2030 strategy that has sustainability as its underlying principle.







## WOOL HARVESTING

AWI will continue with its multi-pronged approach to make wool harvesting easier and more cost-effective for woolgrowers and the industry. Finding solutions for woolgrowers has been and continues to be a leading priority for AWI.

AWI will fund hands-on, practical in-shed training for shearers and wool handlers across the country to attract and retain shearers and wool handlers into the industry; increase workers' productivity, skills and professionalism; and increase returns to woolgrowers through improved clip preparation practices.

AWI will also look at developing and commercialising alternative, technological wool harvesting methods – such as the R&D being undertaken into biological wool harvesting, and the development and commercialisation of modular sheep delivery units.

## SUSTAINABLE AND PROFITABLE WOOL-GROWING

Key performance indicator	Measurement	What success looks like (2028)
Achieve a 10% increase in woolgrower engagement and improve satisfaction rating based on interactions	Tracked via attendance at workshops, participation in the AWI Extension Networks, e-newsletter subscriptions, and stakeholder satisfaction surveys following workshops and meetings	10% increase in satisfaction rating and workshop attendance by 2028
Increase retention rate and availability of trained wool harvesting staff	Survey feedback from shearing contractors regarding staff retention and availability Data insights from Woolgrower Sentiment Survey (WSS)	Baseline established via 2026 WSS; improved retention and availability reported across surveys by 2028
Deliver a portfolio of R&D projects that generate new or improved productivity tools, technologies, and practices across key areas – including sheep genetics, animal health and welfare, environmental sustainability, and reproduction – to strengthen woolgrower business resilience and performance	Delivery of research and development projects that provide new or improved productivity tools, technologies, or practices, with a focus on integrated solutions that address multiple aspects of wool production to deliver measurable on-farm benefits and reduce future business risk	Multiple initiatives implemented and adopted, with measurable improvements in productivity or resilience reported by 2028
Publish case studies and impact assessments to demonstrate adoption of AWI research outcomes which lead to on-farm improvement in productivity or profitability	Number of case studies published	At least 6 case studies or assessments published by 2028

# FINANCIAL BUDGET

## 2025–2028

	2025–26 (\$ million)	2026–27 (\$ million)	2027–28 (\$ million)
<b>Revenue</b>			
Wool levy	29.510	30.935	34.065
Government contribution	14.455	14.184	14.596
Licensing	5.524	5.908	6.056
Other	6.332	5.000	5.000
<b>Total</b>	<b>55.821</b>	<b>56.027</b>	<b>59.717</b>
<b>Program costs</b>			
Grow demand and fibre advocacy	32.236	32.647	35.214
Sustainable and profitable wool-growing	14.528	13.992	15.092
<b>Total program costs</b>	<b>46.764</b>	<b>46.639</b>	<b>50.306</b>
<b>Corporate Services</b>	9.057	9.388	9.411
<b>Total expenditure</b>	<b>55.821</b>	<b>56.027</b>	<b>59.717</b>
<b>Net profit/(loss)</b>	<b>-</b>	<b>-</b>	<b>-</b>

We believe to be effective, accountable and productive, good consultation is essential. As a company owned by Australian woolgrowers, AWI's activities – including the Strategic and Annual Operating plans – are directly driven by the wool industry, reflecting consultation with woolgrowers, industry and other key stakeholders including government.

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