



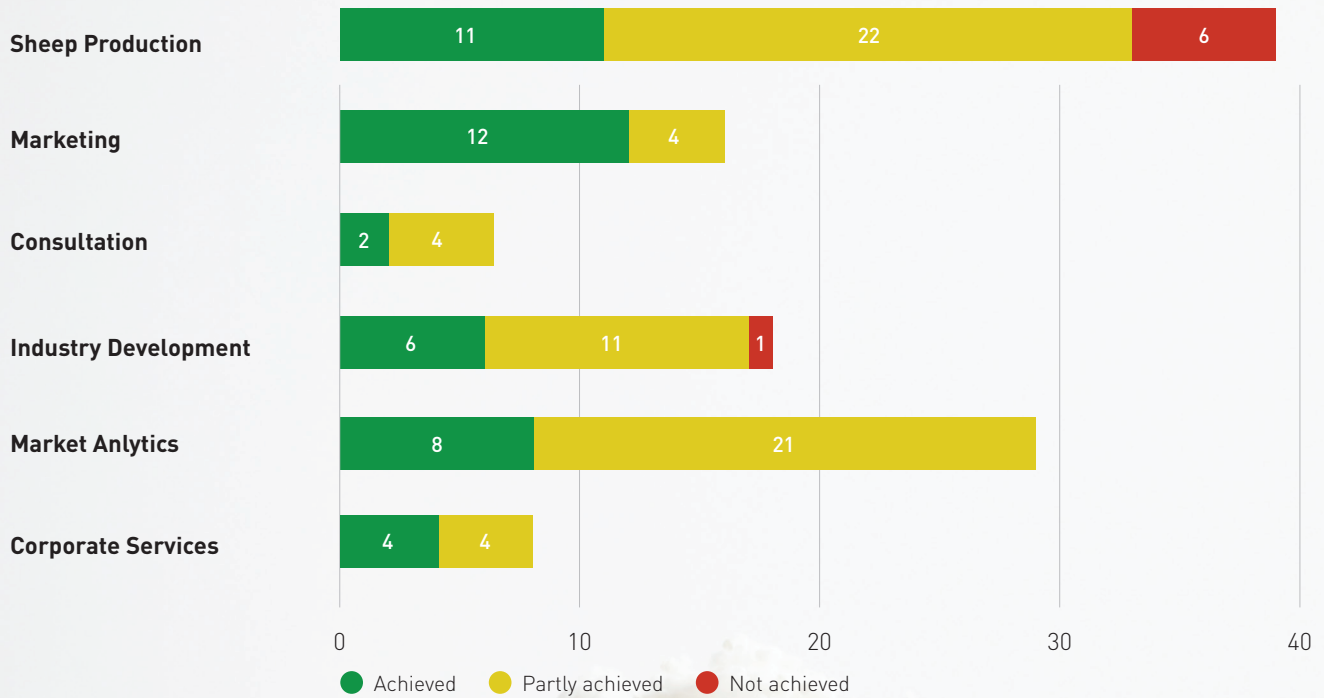
Performance Against Annual Plan Targets










2022/23






















Performance against annual plan targets












This document provides a summary of achievement against the 2022/23 Annual Operating Targets. The graph below shows the status of the programs under each portfolio as of 31/12/2022. Most of the program status are in green and amber as they have been achieved or are on track to be achieved by end of the financial year.



















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 held on flystrike management knowledge and skills		The program is on track to meet this target. 20 woolgrower flystrike extension events were held by 31 December 2022.
			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)		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 to allow for extra time to develop and pilot ClassiFly (Breeding for Flystrike Resistance workshops). Launching of the StrateFly workshops is now expected to happen during FY24, delaying the achievement of this Target until next year.
			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 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 to allow for extra time to develop and pilot ClassiFly (Breeding for Flystrike Resistance workshops). Launching of the StrateFly workshops is now expected to happen during FY24, delaying the achievement of this target until next year.
			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		This target has been met. A collaborative body of work involving 4 projects with the University of Melbourne, University of Tasmania, NSW DPI and the University of Queensland, targeting increased understanding of blowfly chemical resistance has commenced. A further collaborative project with the University of Melbourne and the University of Queensland to investigate the effect of Wolbachia on blowfly viability is expected to commence.
			Sheep Sustainability Framework online progress reporting dashboard development	Sheep Sustainability Framework (SSF) commences public reporting on progress		This target has been met with the publishing of the interim SSF report, however the benchmark deliverable is delayed.
			Flystrike vaccine development	Submission of prototype vaccine patent application		Project results are reporting that the efficacy of the prototype vaccine is inadequate when tested under field conditions. Unless a breakthrough in research outcomes is achieved within the next month, it is unlikely that this target will be met.

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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	Projects commissioned for the 2022/23 financial year		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.
			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.	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.	Submission of prototype vaccine patent application		CISS website provides a comprehensive range of resources to support Vertebrate Pest control.
			Provide wool industry appropriate support to on-going integrated rabbit control.	On-going search for new biocontrol tools for rabbit control.		Rabbit Advisory Group decided to not pursue further, the investigation into further development and potential registration of new variants of the Myxoma virus. Principal concerns were/are animal welfare considerations and availability of funds.
			Support for national organisation wide 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.
			Support for national organisation wide pest management initiatives which address issues facing the wool and sheep industry	Number of collaborators in funding tech National Wild Dog Management Coordinator		The program is on track to meet this target.
		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 man-agement considerations for utilising hard seeded legumes		The program is on track to meet this target. LegumeN Pty Ltd have been contracted to deliver the 8 factsheets. These are being final-ised and will be released this calendar year.
			Tools made available to growers to assist them in choosing pasture species suited to their region and production system	New website is complete		The program is on track to meet this target. Consultation has begun on the new website. MLA and AWI are engaged, and other partners of Pasture Australia (GRDC, AgriFutures) will be asked about their involvement. The web-site 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.	New website is complete		This target has been met. AWI continues to invest in the Australian Pasture Genebank (ON-00618).

Strategy	Program	Sub-Program	Investment Focus	Target	Status	Comments	
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 program is on track to meet this target. The initial pen trial has been completed. The first grazing study will take place over 8 weeks between February and March. A milestone report detailing the results of the pen trial and the experimental design of the grazing trial was submitted in December 2022.	
			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		The program is on track to meet this target. The BCA has been completed and is being packaged into a fact sheet to be released to industry in the coming months.	
				Update AWI extension packages with new recommendations and guidelines for pregnancy scanning		The program is on track to meet this target. Extension programs are currently being updated to include results of the project.	
			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 recommendations and guidelines for pregnancy scanning		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 detailing recommendations for management of ewes to those targets		The program is on track to meet this target. Data analysis has been completed and AWI is awaiting the final report for this project. Once this is received, key messages will be pack-aged into a fact sheet and released to industry.	
				Increasing overall wool growing productivity	An increase of 4 Index points per year.		The MP+ index increased 3 percentage points between the 2019 and 2020 (the most recent accurate data from MERINOSELECT). The DP+ index increased 3 percentage points and the FP+ index increased 1 percentage point.
				Breeding for increasing flystrike resistance	Increasing rate of Genetic Gain in both breech wrinkle and dags		The genetic gain in wrinkle and dags has been very slow over the last 10 years but there are emerging signs that the rate of gain might be increasing.
					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		The most recent accurate data from MERINOSELECT is for the 2020 and 78 percentage of total animals reported were also assessed for breech wrinkle. The growth in breech wrinkle recording over the last 2 years has been highly significant.
				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		The most recent data show that the weaning rates increased 2 percentage points from the 2019 to the 2020 drop. For the prior decade weaning rate has gone up by 0.6 percentage points per year.
				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		Participant responses to recent MLP Committee Meetings (Industry Steering Committee and Analysis and Reporting Committee), have been well attended.








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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 program is on track to achieve this target. The final demonstration of the wool handling system will be delivered withing the next 3 months.	
				New projects commissioned		The program is on track to achieve this target. Bio defleecing project contracted with the University of Adelaide.	
			Support the development of data platforms and support tools to optimise decision making	AWI input in industry data platform exchange		The program is not on track to achieve this target. The lack of industry support is causing delays in this project. AWI is supporting a grant application to obtain funding from the Federal Government to progress this platform.	
			Improve technology adoption by increasing awareness and capacity	Bureau of Meteorology (BOM) Climate outlook investment to be commenced.		Target has been achieved. The Bureau of Meteorology (BOM) Climate outlook project is contracted.	
			Develop or adapt new technologies to increase sustainability and wool production efficiency	New projects commissioned		The program is on track to meet this target. 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. On-farm trials to test GPS and LoRa have been postponed due to delays in components delivery.		
	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		62 secondary school and 523 secondary students trained. Survey results to be provided in the next PAR.
					25,000 views of AWI Education & Extension wool harvesting, resources online		During 01 July - 31 December 2022 there was a total of 10,611 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 inter-mediate level participants trained by AWI shearer and wool handler trainers		2,374 novice and intermediate level participants trained by AWI shearer and wool handler trainers.
				AWI will continue to recognise elite shearing and wool handling through communication and promotion initiatives, as well as regional, state and national competition support	More than 1,000 participants in shearer and wool handling competitions nationally.		Between 01 July - 31 December 2022 460 participants competed in shearing and wool handling regional events and 64 participated on a state level.
				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		86% retention rate for the period 01 July - 01 December 2023








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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		A portal has been delivered in English, Korean, Mandarin and Japanese, and is available for all licensees to access. The next phase is to build ongoing loyalty with the Certification database, which is underway through: <ul style="list-style-type: none"> - quarterly licensee newsletter sent in 4 languages, which directs users back to the Portal to access new research, explore website functionalities - Integration with the upcoming Everledger Traceability program has been identified as a crucial component of the launch
			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%		Target 1: Increase unique registered users on the WLC by 5% <ul style="list-style-type: none"> • 2021/22 – 15,027 registered users • Jan 2023 PARS figure (as of Dec 31): 15,754 registered users (4.84% change) Target 2: Increase number of course commencements by 5% <ul style="list-style-type: none"> • 2021/22 benchmark: 7,382 course commencements • Jan 2023 PARs figure (as of Dec 31): 8,120 course commencements (9.99% change)
			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%		FY 22/23 target: 44,701 page views FY 22/23 actual: 14,286 page views
			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 substantiating green claims legislation has been delayed for a third time, reportedly because of ideological disputes within the Commission. The proposal is now anticipated to be tabled on 22 March 2023. 53 meetings with EU Institutional stakeholders were held (over life of campaign).
	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		5.3% (1,266) increase recorded in IWP press clippings between 1 Jul – 31 Dec 2022 (up from 826 clippings for same period 2021)
				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		- 5/7 finalist's collections sold (to date) - 65 retailers stocking IWP Merino wool collections - 2,004 merino wool units sold Key retailers include Selfridges, Net-A-Porter, Bergdorf Goodman, SSENSE, Browns, Harvey Nichols, Zalando, H'Lorenzo, Dover Street Market and Boon the Shop.
			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		More than 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		In 2022 the Woolmark Performance Challenge announced the latest innovations set to transform the sports and performance mar-kets. A campaign ran to generate awareness for and interest in the program and promote the technical merino innovations. It generated: 3,142,069 impressions representing a YoY growth of 794,156 equalling 33.8%.	
		CONSUMER MARKETING	China Campaigns: drive large sales volumes with an affluent customer	Increase brand aware-ness for Woolmark and Merino wool benefits in China by 3%		The IPSOS Brand Tracking Survey results showed the following: 89% Woolmark trademark awareness in China, above the global average of 74% and up from 51% in China in 2021. China had an 88% overall consideration for wool due to their knowledge about wool, above the global average of 54% and up from 87% in 2021.
				Sales driving partnership with major e-tailer		Retailer partnerships completed with Tmall, Net-A-Porter, Farfetch, Lane Crawford and 11 brand partners throughout July – December 2022 period.
			Educate Gen Z and Millennial audiences on the negative affects of synthetics and the eco credentials of wool	Increase consumer awareness of the relationship between synthetic clothing and fossil fuel		Retailer partnerships completed with Tmall, Net-A-Porter, Farfetch, Lane Crawford and 11 brand partners throughout July – December 2022 period.
	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		Woolgrower Sentiment Survey in progress with results due in the next PARs.	
	Brand Partnerships: with in-fluential sporting brands, sus-tainable 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 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		Survey development in progress with results due in the next PARs.	











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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%		In the process of redesigning and updating 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%		Woolgrower Sentiment Survey in progress with results due in the next PARs.
			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		Number as at December 2022: 17,986 Increase: 5.32% Several the Networks have performed a recent database clean and despite this numbers of members have still risen. Anticipate numbers will continue to grow in small increments with a return to face-to-face events in many regions this year.
	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		3 presentations done by the WICP chair at the AWI board 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 rele-vant pages		In progress and will be reported in the next PAR.
			AWI will overhaul the wool.com website to increase navigability and increase traffic	Increase click through rate on Wool.com website by 5%		In the process of redesigning and updating the website to make it more mobile friendly and easy to search and more relevant to wool growers.
INDUSTRY DEVELOPMENT						
INDUSTRY DEVELOPMENT	WOOLMARK	WOOLMARK	Manage and maintain industry relevant specifications and testing standards	Annual survey and review of specifications		The Merino Perform Specification AM-3 is under review to cope with the company's strategy on promoting wool to the Sports sector. A benchmarking exercise had been completed by one of our AWI authorised laboratory to compare the performance attributes and their requirement in AM-3 against the industry standard from 5 popular brands (covered product categories: sportswears, yogawear, outdoor wear, surfwear & swimwear). Internal review meeting will be conducted to discuss the next step. Review of other specifications is in progress.
			Targeting new and existing brands and retailers with the value and benefits of the Woolmark Licensing Program	Increase brand and retailer licensees by 10%.		
			Currently, there are 151 brand licensees in the program, a 67% increase from 90 brand licensees.	Maintain the number of Tickets & Labels ordered by Woolmark licensees.		12.7 million (target 24.8m) ordered between 1 July and 30 December.
	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.		88 brand/retail partners received training. Retail training programs continue to perform well, with many training sessions resuming in a face-to-face capacity. Updated training materials are in development and will be released before end of financial year.







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INDUSTRY DEVELOPMENT	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		Two new courses added to the Woolmark Learning Centre: 1. Wool Introductory Course (Nov 22) 2. Price Risk Management (Dec 22) On track to deliver a total of 6 new courses by the end of financial year.
			Expansion of Wool Science program into India and 10% increase in student participation		28 Students at Technological Institute for Textiles and Science completed "Introduction to wool processing" in December 22. Approximately 250 from 3 institutes completed courses in Feb23, therefore on track to meet the annual target.	
			Increase global participation in the Wool4School secondary design competition by 5% across Australia, Italy and UK		536 student registrations (1,614 target)	
			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	Increase participation in tertiary education programs by 5%		319 students participated in the fashion tertiary education program (target 4,583)
			Increase participation in the Learn About Wool primary and secondary education program by 5%		75 kit orders dispatched (target 140). New resources to support the School Wether Challenge are being added to the program, this should result in an increase in kit orders.	
			Increase Woolmark Learning Centre course completions by 10%		651 course completions (target 1,221)	
		Educate supply chain to ensure growth of wool processing and production expertise, knowledge and knowhow within the textile and garment industry through tradeshow, development centres and trade events	Leads at trade shows and trade events 10 x Activations at global development centres		Trade shows exhibited = 11 with 1,165 leads acquired. Development Centre activations = 15 (target 10)	
		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 portal via the Woolmark Learning Centre to ensure retail training programs are accessible online and in multiple languages.	Retail training portal development		Due to budget reductions and 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%		The project Research into Sustainable Processes is underway with a focus on Natural Dyeing practice. We have researched information from supply chain partners including natural dye suppliers and natural dyed fabric suppliers to understand their current position and practical process.

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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%		3,790 swatch requests (target 3,469).
			Further enhance The Wool Lab digital platform			The new Wool Lab Digital platform with enhanced features including new home page, My swatches and Moodboard was released in November 2022.
			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		123 suppliers (target 186). For the Jul - Dec 22 reporting period, there was one release of The Wool Lab for Spring/Summer which consisted of six themes: Endurance, Nostalgia, Biophilic, Fluidity, California Dream and Weightless. The Autumn/Winter editions are larger, therefore will have a higher number of suppliers contributing.
			AWI/TWC Technical Team will support technical transfer of processes and product innovations to strengthen industry capabilities in both existing and emerging markets. Brand led innovations will also be supported.	Increase trade partners by 10%		From July 2022 - Dec 2022, 14 new brand led innovations commenced in partnership with 8 brands/manufacturers. This included footwear, activewear, fashion and automotive products.
			Maintain existing supply chain partners			This target has been achieved.
MARKETING ANALYTICS						
MARKET ANALYTICS	EMERGING MARKETS	EMERGING MARKETS	The Wool Lab remains a leading global sourcing tool for the most innovative, advanced and commercial wool yarns and textiles	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 in Bangladesh and India. Ongoing for 1 page ad for 5 months with Woolmark Certification advert and Woolmark Learning Centre advert. Awaiting click through report from textile magazine. Ran a wool seminar in Cambodia in September 22 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.
			Connect Australian wool-growers through the supply chain and ultimately to consumers	1000 woolgrower business registered on WoolQ Industry Network		WoolQ has 545 woolgrower businesses registration on WoolQ Industry Network.
	SUPPLY CHAIN INITIATIVES	SUPPLY CHAIN INITIATIVES	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		Chain of custody tool now being tested with pioneer partners.
			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		Working with AWEX to integrate their WoolClip tool into WoolQ. Discussing further collaboration opportunities with AWTA, AWEX as well as broker and exporter bodies.
			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		Woolgrower Sentiment Survey in progress with results due in the next PARs.
				E-news click through rate of 12%		Average click through rate was 5.02%
				Increase subscriber numbers by 10%		During 01 July - 31 December 2022 the number of subscribers were: Daily: 4,269 Weekly: 4,583

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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 path-ways 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 leads the Holistic Durability working group at PEF - a science-based initiative to broaden the definition of product lifetime from simply physical durability to include the main reasons for premature garment disposal.
				Obtain EU acknowledgment of the system boundary problem and the need to meaningfully account for circularity, renewability, microplastics and plastic waste in PEF		EU decision makers have been made aware of these PEF shortcomings through targeted white papers and are questioning whether PEF should be mandated, or other credible systems be allowed alongside PEF. Discussion is underway on the potential to account for at least some of the omitted factors in PEF.
			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		The study was adversely affected by Covid-19. The operational phase has now been completed and the publication is in draft.
				Produce and publish 10 case studies on the environmental and economic performance of wool-growers undertaking a broad range of farming practices		We are yet to receive the 10-case study natural capital accounts on the environmental and economic performance of woolgrowers, including property mapping, ecological assessment, natural capital, and financial reports as part of the farming for the future project.
				Produce and publish 5 case studies on the bio-diversity trends on farms undertaking described regenerative practices		Drafts of five case studies on biodiversity management focusing on the co-existence of biodiversity and profitable wool growing businesses.
			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 re-view of plausible strategies to achieve wool-grower 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		The draft publication is complete.

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 credits		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		10 farm case studies will be completed in the first quarter of 2023, enabling this analysis.			
			Develop a "how to" guide for producers wishing to improve natural capital across the diversity of Australia's wool-growing areas		In the first quarter of 2023, an outline of re-generative farming practices in the 4 case study regions will be provided that reduce net GHG emissions, improve biodiversity and improve economic performance.			
			Report 2 adaptations that gradually reduce greenhouse gas emissions over time for a range of climatic regions		This project continues and findings are not yet complete. Some of the more promising adaptations are practices that increase ground cover and periodically rest the land from grazing.			
		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 hospital-based study has been badly affected by Covid-19 with many potential participants reluctant to go to hospitals. Current-ly, 16 participants of the targeted total of 35 have completed the study (45.7% completion). An increased rate of recruitment is anticipated as the pandemic recedes.		
			Specified next to skin Merino garments are therapeutic for eczema	Collect and analyse international data assessing the impacts of Merino garments on eczema sufferers		This program to validate earlier studies showing wool to be beneficial for babies and young children with eczema is gradually recommencing after Covid19 lockdowns. North-Western Hospital in Chicago has recommenced recruitment of participants is slow. Currently, 13 of the targeted 50 participants have completed the study.		
			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 operational phase of this study has been completed, with fabric, manikin and human testing complete. This methodology was able to demonstrate wool's greater comfort during stop-go sports and distinguish it from the performance of other fibres and the first of several papers has been submitted for publication.		
			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 operational phase of this study, assessing the cognitive performance of 60 participants performance during stressful circumstances is complete. A journal paper is currently being prepared confirming a small but meaningfully faster response time, with participants getting to the right answer faster when wearing wool. For first responders, and others making life and death decisions, this difference could be critical.		
		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		EAP and anonymous grievance procedures are well embedded, and the company's reward & recognition platform "woolmarkable" has been well adopted, especially in those jurisdictions where this platform provides access to retailer discounts. There is an improved focus, across the business, on ensuring employee position descriptions are regularly reviewed and updated as required and learning & development plans implemented to upskill and develop employees.
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 535 tickets resolved with an average first response time of 7 3/4 hours. 100% of tickets were responded to within the SLA and the average time to resolution is just over 21 1/2 hours.		

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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 inte-grations		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 Do-mo.
			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 an-nually.		Three impact assessment reports are being drafted and the final reports will be delivered by end of financial year. 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 report-ing to internal and external stakeholders		All international statutory reporting completed and submitted in time with external re-ported requirements. Weekly Project Reporting and Monthly Board reporting prepared and communicated in accordance with time-table.
				Unqualified audit report delivered		The 2021/22 Annual Financial Statements, approved by the AWI Board in August 2022 had an unqualified audit report.
			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		Contract express to be replaced by Salesforce.

