



Performance  
Report

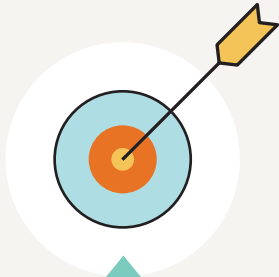
2022-2023



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# Our vision statement



## Our purpose

- > To enhance the profitability, international competitiveness and sustainability of the Australian wool industry.
- > To increase value, demand and market access for Australian wool.
- > Through collaboration and consultation with stakeholders, to invest in research, development, extension and marketing initiatives whilst collaborating and consulting with stakeholders.




## Our vision

To be a highly valued contributor through collaboration and consultation with stakeholders from farm to fashion in a vibrant wool industry and turn investment into returns through targeted innovations in research, development, extension and marketing.



## Our goals

- > To position Australian wool as the sustainable, natural, renewable, and biodegradable fibre of choice.
- > To contribute towards an increase in the gross value of Australian wool production through AWI's efforts to increase demand, price and productivity.

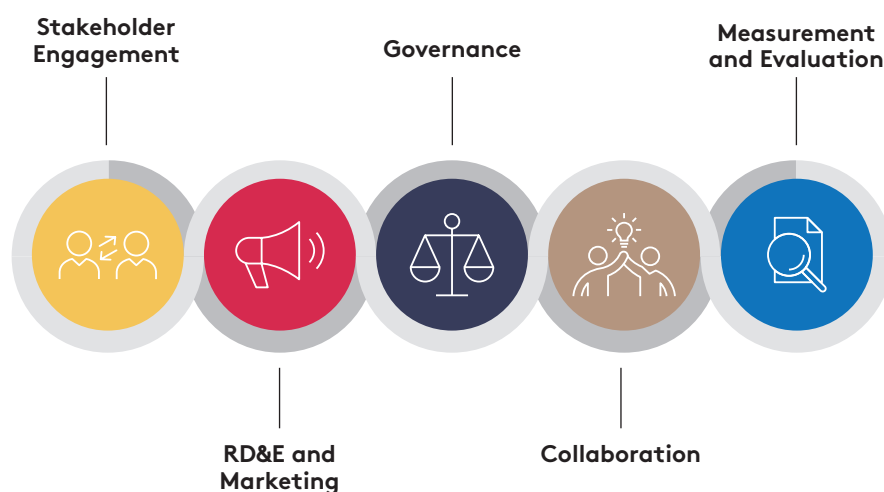
A woman with long dark hair, wearing a light-colored wide-brimmed hat and a light blue scarf, is smiling and looking off to the side. She is wearing a light pink long-sleeved shirt. The background is a vast, open field under a bright blue sky with some clouds. The overall mood is positive and outdoorsy.

**AWI's Strategic  
Plans are framed by  
what growers want  
AWI to focus on and  
what we can do as  
a Company.**

# 2022-2025 Strategic Plan priorities

**This document provides a succinct and high-level summary of AWI's investments and is a companion to AWI's 2022/23 Annual Report.**

Information provided here is not exhaustive and is meant as an indicative representation of what AWI has done on behalf of Australian woolgrowers during the past year. This document is in line with the AWI's new Statutory Funding Agreement with the Commonwealth that requires AWI to act in accordance with and uphold the five Performance Principles.



More information on the above five principles can be found in the 2022/23 Annual Report.

The Strategic Plan was developed after AWI consulted widely with woolgrowers and their representatives to ensure industry views and priorities were incorporated into the plan. The five priorities are highlighted below:



# 2022/23 global highlights

## China

- 29 retail training programs delivered
- 125 student participants in Wool Science & Technology program
- 113 Woolmark Learning Centre course completions
- XINAO Knitwear Development Centre held 1 activation
- 2 Consumer Campaigns: China A/W and China S/S
- 11 Brand partner collaborations: NEIWEI, Eifini, Edition, Ban Xiao Xue, JNBY, Mo&Co., GXG, CM, Lily, MM, Ports
- 4 Retail partner collaborations: Tmall, Net-A-Porter, Farfetch, Lane Crawford
- 43 Licensees onboarded

## India

- 349 student participants in Wool Science & Technology program
- 218 Woolmark Learning Centre course completions
- 2022 Woolmark Performance Challenge Finalist (1)
- FDCI x LFW Innovation Hub and Fibre & Yarns trade shows
- Tirrapur Workshop with Circular Knitters
- 7 Licensees onboarded

## Bangladesh

- 3 Licensees onboarded

## Asia & Oceania

## Vietnam

- 1 retail training program delivered
- 1 Licensee onboarded

**Brand partner:** Partnerships with a direct-to-consumer brands, such as Sportscraft.

**Retail partner:** Partnerships with retailers or e-commerce brands that market and sell multiple brands, such as Farfetch.

● Sheep Production  
● Marketing

● Industry Development

● Consultation

● Market Analytics

## Republic of Korea

- 8 retail training programs delivered
- Textile Innovation Korea trade show
- 2 Brand partner collaborations: North Face and Replain
- 1 Retail partner collaboration: Musinsa
- 2023 International Woolmark Prize Finalist
- 1 Trade campaign: Woolmark Learning Centre local language course launch
- 38 Licensees onboarded

## Japan

- 15 retail training programs delivered
- 44 Woolmark Learning Centre course completions
- Sustainable Fashion Expo & Japan Creation trade shows
- 2 Consumer Campaigns: Japan A/W and Eco Campaign
- 1 Brand partner collaboration: Onward Group
- 3 Retail partner collaborations: Rakuten and Nano Universe, Journal Standard
- 1 Trade campaign: Woolmark Learning Centre local language course launch
- 6 Licensees onboarded

## Taiwan

- 1 Licensee onboarded

## Hong Kong

- 48 Woolmark Learning Centre course completions
- Aidlab and Cobalt trade shows

## Australia

- 144 Woolmark Learning Centre course completions
- 672 Wool4School Design Competition participants
- 224 Learn About Wool kits delivered to schools
- 2 Consumer Campaigns: Australia campaign and Eco campaign
- 4 Brand partner collaborations: Albus Lumen, InStitchu, Haydenshapes and Sportscraft
- 2 Trade campaigns: The Wool Lab SS24 and AW 24/25
- 4,031 shearers & wool handlers trained
- 11 university collaboration
- 5 Licensees onboarded
- 150 Events and Forums

## New Zealand

- 28 Woolmark Learning Centre course completions
- 1 Licensee onboarded

# 2022/23 global highlights

## Europe

### United Kingdom

- 5 retail training programs delivered
- 131 Woolmark Learning Centre course completions
- 231 Wool4School Design Competition participants
- 2022 Woolmark Performance Challenge Finalist (2)
- 1 Consumer Campaign: Eco Campaign
- 1 Retail partner collaboration: Farfetch
- 2023 International Woolmark Prize Finalist
- 3 Licensees onboarded

### Denmark

- 2023 International Woolmark Prize Finalist
- 1 Licensee onboarded

### Ireland

- 2023 International Woolmark Prize Finalist

### France

- 8 retail training programs delivered
- 17 Woolmark Learning Centre course completions
- La Caserne Development Centre had 7 activations
- Premiere Vision & European Outdoor Summit trade shows
- 1 Consumer Campaign: Eco Campaign
- 5 Brand partner collaborations: Vilebrequin, Nissan, Bonpoint, Circle Sportswear and Salomon
- 2023 International Woolmark Prize Finalist
- 1 Trade campaign: Woolmark Learning Centre local language course launch
- 5 Licensees onboarded

### Portugal

- 1 retail training program delivered Modtissimo trade show

### Spain

- 1 Licensee onboarded

### Germany

- 3 retail training programs delivered
- Performance Days and ISPO trade shows
- 1 Brand partner collaboration: BOSS
- 1 Retail partner collaboration: Zalando
- 2 Trade campaigns: The Wool Lab SS24 and Woolmark Learning Centre local language course launch

● Sheep Production,  
● Marketing

● Industry Development

● Consultation  
● Market Analytics





## Norway

- 1 Brand partner collaboration: CUBUS
- 1 Licensee onboarded

## Sweden

- 1 Brand partner collaboration:
- 1 Licensee onboarded

## Netherlands

- Window of Textile Opportunities (WoTO) Development Centre held 5 activations
- 1 Licensee onboarded

## Poland

- 1 Licensee onboarded

## Switzerland

- 1 Licensee onboarded

## Turkey

- 2 retail training programs delivered
- 17 Woolmark Learning Centre course completions

## Italy

- 4 retail training programs delivered
- 141 Woolmark Learning Centre course completions
- 766 Wool4School Design Competition participants
- D-house Development Centre Milan held 9 activations
- Milano Unica, Pitti Filati, Salon Del Mobile and ITMA trade shows
- 2022 Woolmark Performance Challenge Winner (1)
- 2022 Woolmark Performance Challenge Finalist (2)
- 5 Brand partner collaborations: Luna Rossa Prada Pirelli, Good Wool, Zegna Baruffa Lane Borgosesia, SEASE and Gondoliers
- 2023 International Woolmark Prize Finalist
- 1 Trade campaign: Woolmark Learning Centre local language course launch
- 9 Licensees onboarded

# 2022/23 global highlights

## Americas

### Canada

- 2 Trade campaigns: The Wool Lab SS24 and AW 24.25
- 1 Licensee onboarded

### United States of America

- 21 retail training programs delivered
- 62 Woolmark Learning Centre course completions
- 2022 Woolmark Performance Challenge Winner (2)
- 2022 Woolmark Performance Challenge Finalist (2)
- 1 Consumer Campaign: Eco Campaign
- 3 Brand partner collaborations: The Balancing Act, Au Natural and Outside Media
- 2 Retail partner collaborations: Goop and Saks
- 2023 International Woolmark Prize Finalist
- 2 Trade campaigns: The Wool Lab SS24 and AW 24.25
- 4 Licensees onboarded

● Sheep Production,  
● Marketing

● Industry Development

● Consultation  
● Market Analytics



# Africa

## Nigeria

- 2023 International Woolmark Prize winner

# Stakeholder engagement

AWI continues to effectively engage with stakeholders in order to identify research, development, extension and marketing priorities and activities that provide benefits to industry. This means being open and transparent about how input and ideas from levy payers are incorporated into strategy design and the reasons for their inclusion or otherwise.



## WA

- 198 Participants across regional and state competitions
- 683 Shearers & wool handlers trained

## SA

- 121 Participants across regional and state competitions
- 435 Shearers & wool handlers trained

## VIC

- 213 Participants across regional and state competitions
- 810 Shearers & wool handlers trained

## QLD

- 9 Participants across regional and state competitions
- 172 Shearers & wool handlers trained

## NSW

- 59 Participants across regional and state competitions
- 1,817 Shearers & wool handlers trained
- 4 WICP and 2 WCG meetings

## TAS

- 32 Participants across regional and state competitions
- 113 Shearers & wool handlers trained

# Measurement and evaluation

AWI is committed to providing quantifiable returns on woolgrower and government funds. The AWI Measurement and Evaluation (M&E) Framework 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.

The 2019/20-2021/22 Strategic plan was evaluated and the Impact Assessment concluded that for the three-year period it is estimated AWI achieved an overall Benefit Cost Ratio (BCR) of 2.8 for every dollar invested (3.7 on levy payer contributions) on Research, Development and Marketing programs.

## Evaluations conducted in 2022/23 FY

1	<b>International Woolmark Prize</b> – Completed internally	BCR of 2.0 for the 2022/23 period, and an estimated average of 2.4 over the previous 10 years
2	<b>CUBUS - Everyday Wool</b> – Completed internally	BCR of 6.2 with estimated net benefits of \$2.4m
3	<b>Cabaia</b> – Completed internally	BCR of 2.3 with a return of \$9.1m
4	<b>LTEM (Lifetime Ewe Management course)</b> completed internally	BCR of 8.2 with estimated net benefits of \$3.4m

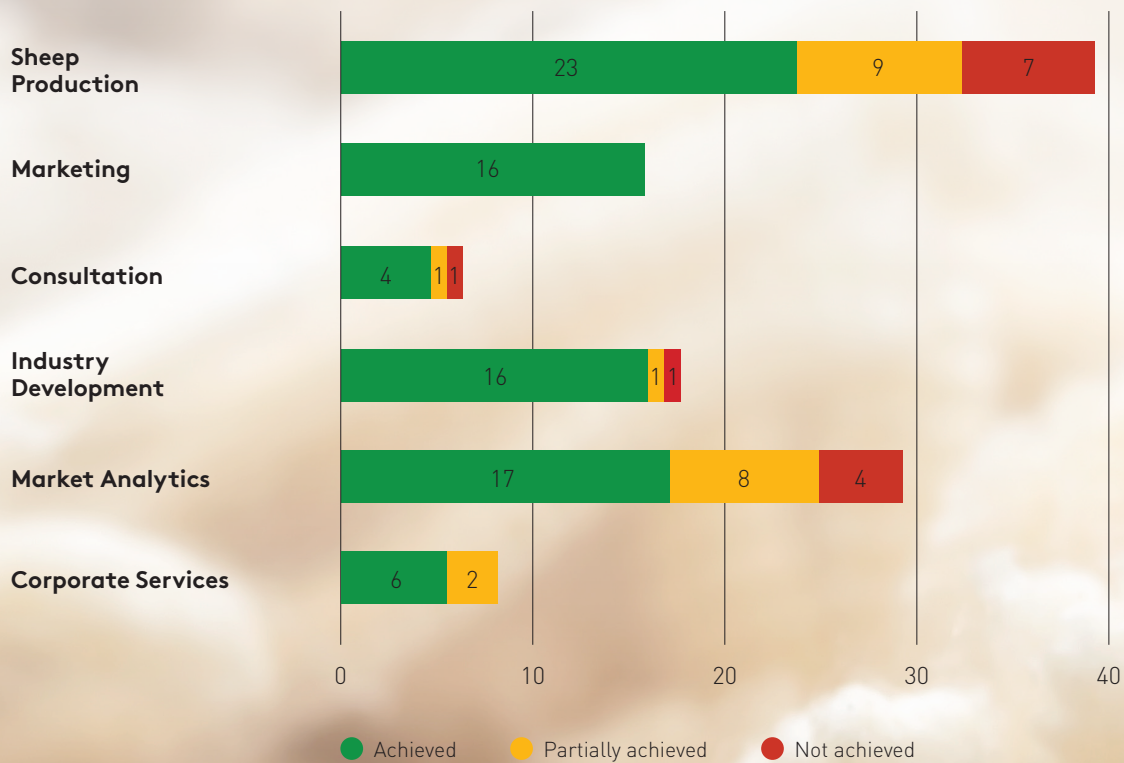
# Research, development, extension and marketing

## Performance against 2022/23 Annual Operating Plan targets

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

For more details refer to the pages 82-98 of the 2022/23 Annual Report.

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



**KEY:**

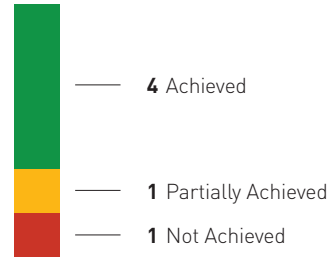
Colour	Status	Explanation
Green	Achieved	The KPIs were fully achieved.
Amber	Partially Achieved	The KPIs set were close to being achieved but not fully met.
Red	Not Achieved	Most of the targets in red had progressed well and they were close to being achieved but due to certain factors their timelines were not met.

# Consultation

**\$4.1 million**

Invested to build trust and transparency across the supply chain through an industry best-practice structure, targeted and measurable engagement model; and for this intelligence to influence, inform or contribute to AWI's business activities.

## PERFORMANCE AGAINST 2022/23 TARGETS



\*refer to the key on pg.14 for more details



### Beyond the Bale

Beyond the Bale magazine was posted quarterly direct to about **34,300 Australian woolgrowers** and wool industry stakeholders.

### Market intelligence

On the AWI website page, the Market Intelligence section received a **total of 124,788 views**.



### Wool.com

Feedback provided through the portal or other form are duly responded to with utmost priority. Last FY AWI received a total of **310 submissions** through the portal.

### Woolgrower survey

AWI Woolgrower Survey shows that **72%** of growers find value in AWI Market Intelligence and Analysis.

### Direct engagement

Consultation staff recorded **more than 1000 times** they met, spoke with and presented to woolgrowers and other industry stakeholders.



### Extension networks

There was an increase in active participants in AWI state based extension initiatives by **18%**.

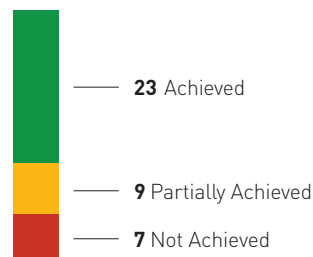


## Sheep Production

**\$14.0 million**

Invested to increase the productivity of sheep and land and the efficiency of use of inputs and resources whilst enhancing Australia's reputation for sustainability.

PERFORMANCE  
AGAINST 2022-23  
TARGETS



\*refer to the key on pg.14 for more details

### Biological wool harvesting

AWI began funding promising research into a new opportunity for the biological harvesting of wool that generates a weakened zone at the base of the wool fibre but, importantly, enables the fleece to stay on the sheep without a net until the wool can be removed. This is an AWI-funded project with the University of Adelaide. Compared to traditional shearing, biological wool harvesting will improve wool quality by eliminating skin pieces, second cuts (thereby resulting in even fibre length) and creating slightly reduced fibre diameter at the tips.

### Shearer and wool handler training

AWI this year funded more shearing and wool handling training courses to attract and retain new entrants into the wool harvesting industry, build the capacity and longevity of existing staff, and increase returns to woolgrowers through improved clip preparation practices. **4031 novice and intermediate wool harvesting participants were trained, and the retention rate was 81% for the year.**

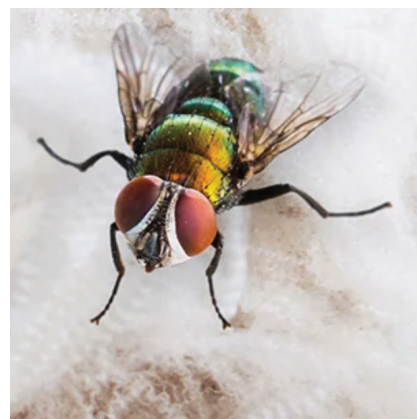


### Monitoring shearer injuries using sensors

Researchers are improving the sensor's wearable garment for convenience and ease of use. These are moving to a custom printed circuit board (PCB) rather than an off-the-shelf design to improve the robustness and reduce the size of the sensors. The components have been selected, and the schematic design is complete.

### Automated wool handling proof of concept

The automated wool handling proof of concept has been delivered. The system consists of an actuated conveyor that transfers the fleece through each stage of processing. A camera-based deep learning system has been implemented to inspect the fleece as it moves on the conveyor and cascades over an underside inspection window.



### AWI's Flystrike Extension Program

AWI is helping woolgrowers tackle flystrike through its comprehensive Flystrike Extension Program. It's Fly Time!™ provides woolgrowers with practical information in the lead up to, and during, high-risk flystrike periods; while DemystiFly™ provides information about managing chemical resistance in blowflies. This year, the SimpliFly™ one-day workshop that helps woolgrowers develop a property-specific, strategic flystrike management plan was launched. ClassiFly™ workshops to help woolgrowers increase their understanding and skills in breeding for flystrike resistance were piloted for rollout in late 2023.



# Sheep Production

## Lifetime Ewe Management

AWI continued support of the Lifetime Ewe Management (LTEM) course during the year, with **935 participants enrolled across Australia**. Delivered through Rural Industries Skill Training (RIST), the course aims to increase producers' understanding of the influence of ewe nutrition and management on overall reproduction rates and lamb and ewe survival. Since 2006, the Lifetime Ewe Management (LTEM) training program has been delivered to over **4,800 sheep producers who are responsible for managing 14.6 million ewes**. Survey results show that **94% participants** indicated that they **changed their management practices** after participating in the program. It was estimated that **over the last 10 years, the program has delivered an average benefit cost ratio of 8.19**.

## Race Delivery Units

**Over 100 modular units of the race delivery system have been sold** in every wool-growing state in Australia. Following on from this success we now have commercial businesses manufacturing the modules and Race Delivery Units:

- Haynes Engineering, Naracoorte SA
- Proway Livestock Equipment, Wagga Wagga NSW
- StockPro Livestock Handling and Equipment, Condobolin NSW
- Kyabram Steel, Kyabram Vic
- RW Engineering, Darkan WA
- Commander AG Quip, Albany WA

## Utilising hardseeded legumes

The eight factsheets have been delivered by Legumen and reviewed by AWI. These are being finalised for publication.



## State and regional shearing competitions

There were **868 participants across regional and state competitions**.

- State: 74 participants
- Regional: 794 participants

## FeralScan

New procedures and data-sharing design changes have now been implemented in FeralScan for sharing data with NSW LLS through the new MyLands software package. More than **50 community and biosecurity group workshops, training and consultations** were conducted throughout the project. FeralScan reached a new milestone of **113,844 WildDogScan reports from landholders, pest controllers and biosecurity groups** Australia.

## Grazing Bytes

Farmer workshops have been conducted to gain insights of how they envisage sensor technology would be used on-farm and the desired capabilities of the system. The project team has outlined the project at a series of industry events attended by over **300 participants**. A pilot experiment and five grazing trials have been completed to assess predictions of daily feed intake. Smart tag may be capable of predicting average feed intake over 2-3 day periods.

## Wild dogs

There were **10 articles provided for the DEECA Wild Dog Program's Taking Control publication** and worked with the WDP to move to a new electronic distribution model. Also **6 articles provided for National Wild Dog Action Plan media**.

## Carbon and biodiversity credits

**Two extension events on carbon storage and assessment** of the association between biodiversity, GHG emissions and productivity have been completed.

## Marketing

**\$41.8 million**

Invested towards building demand for Australian wool by reinforcing its position in the market and solidifying a strong price to ensure a sustainable future for Australian woolgrowers.

PERFORMANCE  
AGAINST 2022-23  
TARGETS



16 Achieved

### Eco Campaign - Wear Wool, Not Fossil Fuel

The Woolmark Company in September launched a powerful global marketing campaign highlighting to consumers that synthetic fibres are made from oil, whereas wool is **100% natural, renewable, and biodegradable**. Campaign films and stills were pushed out **maximize reach and generate conversation**. There were **92.6M Video Views** and **649M Campaign Impressions**. The campaign urged consumers to consider the fibre composition of a clothing product – and choose wool – when they are thinking of making a purchase.



SYNTHETIC CLOTHING IS MADE FROM FOSSIL FUEL.  
MERINO WOOL IS 100% NATURAL, RENEWABLE AND BIODEGRADABLE.

### Aussie wool campaign

The Woolmark Company in August launched a six-week campaign reminding Aussies that the world's best Merino wool is produced in Australia – and urged them to support their wool industry and shop for Australian wool products. There were **3.5M Video Views** and **25M Campaign Impressions**. The campaign instilled a strong sense of pride amongst Australians living in both regional and metropolitan areas and highlighted Australian wool as one of our cleanest and greenest exports.



### Woolmark x Bonpoint

Bonpoint x TWC partnership resulted in **24,000 products (26 SKUs)** which were **100% Woolmark-certified Merino wool**. Campaign video was launched internationally and achieved over **12M views**.

### Woolmark x NEIWAI

TWC partnered with NEIWAI to design a capsule collection that resulted in **1,000 kilograms of wool and 5,020 garments produced**, selling through 127 offline stores.

### TMALL

Recognition of 'Merino wool' has increased from **10.8% in 2020 to 41.7% in 2022**, due to the ongoing communications over the past three years. There were also:

- 40% YoY growth in "Merino wool" keyword search

- 82% campaign visitors showed higher/slightly higher purchase intent for Merino wool products, especially those aged 26-30 years

- 20% wool GMV YoY growth.

### Luna Rossa Prada Pirelli

Motivated by the success of the previous collaboration, The Woolmark Company renewed its position as official technical partner of the Prada Luna Rossa Americas Cup sailing team for the second time. The launch event was held in Milan and unveiled the new technical Merino wool kit which resulted in over **230 million media reach and 338 clippings**. A full Merino Wool training collection has been produced for Luna Rossa Prada Pirelli Team. The collection has been presented during the Pitti Filati, Milano Unica, ISPO, Performance Days and Modtissimo international tradeshows.



### Houdini: The New Naturals

“The New Naturals – a love affair between nature and technology”, was the name of the campaign between Houdini, The Woolmark Company, Lenzing and Suedwolle that have developed together **a capsule collection of 100% wool product and a wool and Tencel blend**, providing a natural blend perfect for activewear. Campaign target countries were Sweden, Norway, Germany, and US. A total of **10,500 kilograms of wool** was used in the collection and **35,000 garments produced**.

### Woolmark x Cubus

After the success of the first collaboration, TWC partnered with Cubus for the second time. It was estimated that the project resulted in a **6.2 BCR over a period of 5 years. 100,000 kilograms of wool** was already included amongst the 2021 & 2022 commercialised collections.

### Knitted suit with BOSS

The next stage in the evolution of the suit arrived in shops across the world this year courtesy of The Woolmark Company and German clothing brand BOSS. The **fully knitted, Merino wool-blend** suit is a pivotal moment in the history of suit construction and is the first of its kind for BOSS.

### Woolmark Performance Challenge

Now in its sixth year, the Woolmark Performance Challenge continues to excel as a competition for tertiary students from across the world to develop innovative new product applications for Merino wool within the sports and performance market. The **winners of the 2022 competition, which was run in partnership with French outdoor and sporting goods company Salomon**, were announced in November.

### Nissan

In 2023, The Woolmark Company became NISSAN’s Formula E Official Technical partner for season 9. The Merino Wool gear developed in partnership with Woolmark. The Woolmark logo was placed on the racing cars, racing team kits, advertising touch points as well as across the event’s infrastructure. The Grand Prix Season 9 took place in Europe, USA, Middle East and Asia, which allowed the reach out to international press, and a broad fashion, sports and business audience. There was **161 Media articles, 222M media reach and 970k views of partnership campaign**.

Product development is expected to result in commercialization of Merino wool garments for Season 10, which will enhance TWC visibility and new business opportunities for wool.

### International Woolmark Prize

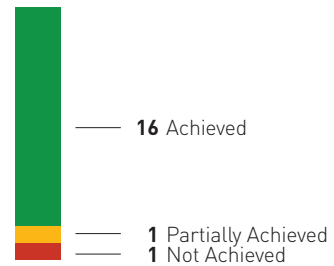
The winners of this year’s International Woolmark Prize were announced in May at a special Parisian event at which the world’s best emerging design talents showcased their Merino wool collections. This illustrious fashion award and talent development program generates long-term demand for Australian Merino wool by building and strengthening the reputation of the fibre as the ultimate ingredient of sustainable luxury fashion. **It was estimated that over the last 10 years the program achieved an average 2.41 benefit cost ratio, with over 300 designer applications per event.**

## Industry Development

**\$7.6 million**

Invested to increase the profitability and sustainability of the wool processing and manufacturing supply chain and educate students, trade and retailers about the benefits of wool.

### PERFORMANCE AGAINST 2022-23 TARGETS



\*refer to the key on pg.14 for more details

## Innovation opportunities

The Woolmark Company pursued the development of product innovations, demonstrated for example by the launch of the new performance wear capsule collection for mountain and snow sports, as well as new sustainable processing with a focus on natural dyeing.



## Wool science student training

A total number of **474 students participated** from the following institutions:

### India:

- Institute of Chemical Technology (ICT)
- Veermata Jijabai Technological Institute (VJTI)
- Technological Institute of Textiles & Science (TIT&S)

### China:

- Yantai-Nanshan university (YNU)
- Jiaxing University (JXU)

## Woolmark Learning Centre

A total of **6 new courses were added** to the Woolmark Learning Centre:

1. Wool Introductory Course (Nov 22)
2. Price Risk Management (Dec 22)
3. Seamless knitting - Stanton technology (Jan 23)
4. Introduction to textile printing (Mar 23)
5. Wastewater Management in wool processing (Jun 23)
6. Wool knitwear finishing (Jun 23)

The new Woolgrower program was launched on The Woolmark Learning Centre.

## Product developments

**23 Product Development (PD) innovations tested**, including Nissan Formula E Team Kit. Other PD included 4-way stretch woven fabric, wool puff, shoe upper and antiviral treated fabric.

## Supply chain partners

Technical transfer and education extension delivered in Vietnam, Taiwan, Sri Lanka, Korea, China, Portugal, USA, Netherlands, Bangladesh.

## Learn About Wool

**281 kit orders were dispatched.**

Strong results can be attributed to increased awareness of the materials via the following events:

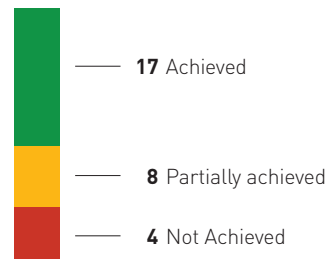
1. National Association of Agricultural Educators (NAAE) Conference
2. PIEFA Conference
3. AgVision

## Market Analytics

**\$5.2 million**

Invested to provide tools to ease the flow of information about Australian wool up and down the supply chain to all parties; to communicate wool's benefits, facilitate provenance and supply chain transparency. AWI will be able to identify markets that will emerge strongly and capitalise on the opportunity.

### PERFORMANCE AGAINST 2022-23 TARGETS



\*refer to the key on pg.14 for more details

## LCA and Circularity Indicators

AWI researchers have published the paper on "Using LCA and Circularity Indicators to Measure the Sustainability of Textiles" in the journal Sustainability, creating a scientific evidence-base for demonstrating the scale of the system boundary problem and proposing a solution.

## Cognitive performance of the wearer in stressful situations

Human testing of cognitive performance and symptoms during mentally stressful circumstances, while wearing wool and polyester base layer garments has been completed. The researcher has drafted the research paper and submitted it for publication in the journal Frontiers in Psychology.



## Product Environmental Footprinting methodology

AWI's leadership of the PEF Working Group is gaining momentum, with both the PEF Technical Secretariat and developers of the French labelling initiative acknowledging that assessment of product lifetime needs to be broader than just physical durability.

## Measure wool's breathability in dynamic conditions

Testing and interpreted relationship between fabric, manikin and human test results to guide development of a method for measuring wool's breathability in dynamic circumstances has been completed. The challenge of developing a fabric-based test method to objectively confirm wool's ability to keep wearers more comfortable in stop-go sports such as cycling and rock climbing has been successfully overcome.

## Make the Label Count

Make the Label Count Campaign launched in 2021.

### What does MTLC advocacy look like:

- Meetings with members of the European Parliament
- Drafted amendments to the EU Textile Strategy and the ecodesign proposal
- Taken MEPs and staff on a farm visit
- Drafted open letters to the Commission, opinion editorials

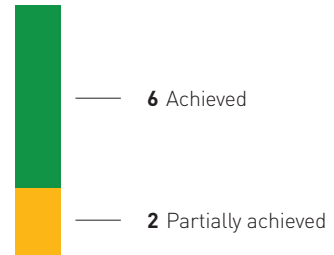


## Corporate Services

\$9.3m

Corporate Services provides key expertise, compliance, governance, support, and value to the global business in the areas of financial management, legal, measurement, monitoring and evaluation, people & culture, and company secretarial support including intellectual property portfolio management.

### PERFORMANCE AGAINST 2022-23 TARGETS



## Evaluations

In addition to the four individual impact assessments, the 2019/22 Strategic Plan was also evaluated by independent consultants and the primary measure of AWI's performance was the Benefit: Cost Ratio [BCR] on levy payer contributions. For the three-year period it is estimated AWI achieved an overall BCR on projects undertaken of **2.8 for every dollar spent**. The M&E unit internally conducted evaluations on **four different projects** across a broad range of AWI strategies using methodologies best suited to the activities.



## Administrative efficiency initiatives 2023/24

Program achievement reports have been moved to a digital platform and risk management has been automated, to streamline reporting requirements. We have further enhanced the project management tools so that information captured in the project proposal is transferred in the completion report. DocuSign has been introduced in the organisation to further enhance the approval controls and filing processes. It also reduces paper waste, it removes the requirement to print, sign and scan the documents before sending. DocuSign has most stringent global security certifications and offers enterprise-grade security and compliance controls to protect information, documents, and data.

## Learning and development

On average 97% of AWI global employees have completed annual compliance courses during the year including covering the following topics.

- WHS, Anti-bullying and Harassment, Discrimination & grievance procedures
- Modern Slavery Policy/training
- Code of Conduct and Business Ethics policy
- Respect@Work

# Governance

Planning and reporting of investments are done in line with legislative and Commonwealth requirements.

- Alignment with SFA, global entities and complying with all local statutory reporting requirements.
- Annual Report and Performance Report are conducted yearly showing reports on of investments.

- Updates in legislation are reviewed and checked for any impacts to the business with any relevant policies/processes updated accordingly.

Overarching Fraud and Risk Framework in place, risks updated on a six monthly basis and new Board Risk Appetite Statement updated on wool.com

## Relevant policies and procedures adopted and implemented



**A new compliance training module for Respect@ Work was rolled out to all Australia based employees with a completion rate of 91.46%**



**Culture trainings – 96% global employees trained in WHS, Anti-bullying and Harassment, Discrimination**



**During the year, 97.3% of our employees across the Group were trained on our Code of Conduct Training**

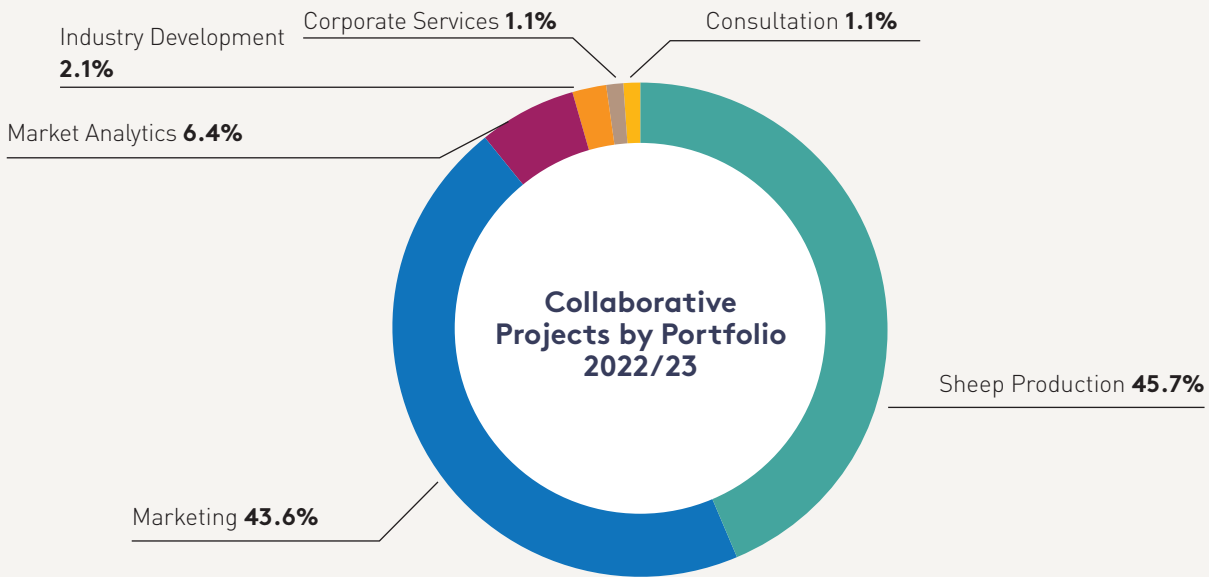


**ZenQ are doing security penetration testing to ensure that data remains private and users can not manipulate the data or website to capture information from other users. We can also run automated stress testing and have tested with 100 consecutive users on WLC**



**During the year, 97.6% of our employees across the group were trained on our Modern Slavery Training**

# Collaboration



Collaboration makes AWI investments more efficient and effective by reducing duplication, maximising leverage, and providing a greater platform for adoption.

## Rural Research Development Corporation (RDC) Collaborated Projects

AWI collaborated with RDCs on 22 projects with 41 partner collaborations across these projects.





# Collaboration snapshots



## Development Centres

The Development Centres provide a platform and a collaborative industry hub to learn about the natural benefits, versatility and technical possibilities of Merino wool.

Through these industry partnerships, in key strategic locations, The Woolmark Company supports the development of wool products and processing innovations in core markets (apparel, sports + performance) and to open doors in new market segments (footwear, automotive, protection wear, interiors and beyond) creating commercial opportunities for Merino wool and Australian woolgrowers.

The following Woolmark Development Centres have been established:

### WESTERN HEMISPHERE

- La Caserne, France
- WoTO, Netherlands
- D-house Urban Laboratory, Italy

### EASTERN HEMISPHERE

- Nanshan Weave Centre
- Xinao Knitwear Development Centre
- Donghua Wool Education Centre
- Santoni Material Experience Centre



## Volvo

Swedish car manufacturer Volvo Cars onboarded as interior textiles brand licensee. Woolmark-certified Wool Blend fabric has been introduced into several of its models including Volvo XC90, XC60 and XC40 Recharge.

Volvo Cars recently shared their experience partnering with Woolmark:

*At Volvo Cars, we take customer well-being as a design starting point. Introducing Woolmark-certified wool blend fabric into our car line-up is an important step in our journey to redefine automotive luxury.*



## Haydenshapes x Dion Lee x TWC

Woolmark partnered with Australian surf brand, Haydenshapes, on a two-pronged partnership for 2022/23.

Haydenshapes x Dion Lee x Woolmark Merino wool wetsuit: Dion Lee (International Woolmark Prize winner 2012) to design

12 Merino wool wetsuits to be included in the Dion Lee SS23 Runway in New York.

Haydenshapes Season 2 ready to wear collection (athleisure wear): Haydenshapes to launch 9 SKUs Merino wool RTW (Ready to Wear) capsule collection.

This partnership is focused on awareness and education of Merino wool as a performance fibre, leveraging the far-reaching and influential platforms of Haydenshapes, Dion Lee and other retail partners. Following this partnership, the expectation that both Haydenshapes and Dion Lee will continue to work with Merino wool, increasing their wool units and continuing to champion Merino wool as the ultimate performance fibre.

## Woolmark x Zegna Baruffa Lane Borgosesia

Woolmark partnered with Zegna Baruffa Lane Borgosesia (ZBLB), one of the leaders in pure wool yarns, to create a campaign that promotes Australian Merino wool and its innate qualities as a responsible, sustainable, natural and quality fibre and to support and drive sales. The project was launched at Pitti Filati in June 2022 with an ad hoc video and images with a special installation at ZBLB's booth, POP material to drive interest and educate ZBLB's client product managers. ZBLB produced 20,000, swing tags - 60,000 kg of wool. Zegna Baruffa Lane Borgosesia is a certified license spinner, so the collection has been certified. There was a total of 744,318 in media reach.



## Woolmark x Musinsa

TWC partnered with Musinsa, the largest Korean e-commerce platform that carries over **7,000 brands and has more than 10 million membership customers**, for a 4-month campaign to promote curated wool products of 90 brands. The campaign results estimated an increase in wool consumption by approximately **30,000 kilograms**.



## Victorian Vertebrate Pest Management Coordinators Project

The Victorian Vertebrate Pest Management Coordinators Project has proven its connectivity and adaptability by delivering a range of vertebrate pest management fronts. These include wild dog, feral pig and fox engagement, event facilitation, community and agency coordination, extension material development and we have also developed tools, such as the fencing calculator to show the economic benefits of exclusion fencing to producers and the electronic Local Area Plan template, which has application on the National vertebrate pest stage. Stage 4 of the Victorian Vertebrate Pest Management

Coordinators Project 2020 to 2023 has capitalised, and significantly expanded on the work done in Stages 1, 2 and 3. The ongoing support from AWI has provided producers impacted by wild dogs with a bedrock of surety and given them confidence to continue to invest in, and grow, their enterprises.

## Lower Emission Supplements for Grazing at Scale

This collaborative research program is managed by the University of New England (UNE). The project's objective is to develop one or more viable methane mitigating supplements for grazing sheep. The three state institutions: **UNE, Department of Primary Industries and Regions, South Australia (PIRSA) and University of Western Australia (UWA)** will take responsibility for evaluating one of the three major anti-methane supplements, namely Asparagopsis at UNE, Bovaer at PIRSA, and Agolin with UWA.



## Refining body condition score

AWI collaborated with MLA to test the hypothesis that ewe flocks vary in their conception response to improved ewe body condition score and the enterprise will be more profitable when a range of targets are provided for a wider range of conditions. Detailed curvilinear response curves for body condition score and liveweight on pregnancy rate and litter size

were generated from the project. They demonstrated that the effect of increasing ewe BCS is not linear and has limiting returns. These were developed for specific breeds (Merino, Composite, Maternal) and regions.

## Laser for Permanent Wool Removal

AWI collaborated with ZTA Corp and University of Western Australia on laser for permanent removal of wool for lambs. This project was a preliminary study that successfully investigated the viability of using laser systems designed for human hair removal as an alternative to crutching and to prevent flystrike. The aim of this project was to determine if this technology can be safely used to reduce wool growth.



## Genetic Analysis of Data

This project is to combine both the MLP Analysis and MERINOSELECT R&D into one contract. There are considerable synergies and efficiencies, and the workload will be able to dovetail suitably into a full-time position over just over 4 years. It is a collaboration project between **AWI, MLA, Australian Merino Sire Evaluation and Animal Genetics & Breeding Unit**.

# Example of AWI collaborators across the supply chain



Australian Government  
Department of Industry,  
Science and Resources

*Saks Fifth Avenue*



MEAT & LIVESTOCK AUSTRALIA



Australian Government  
Department of Agriculture,  
Fisheries and Forestry



Government of South Australia  
Department of Primary Industries  
and Regions



**SALOMON**

**HUGO BOSS**

**FARFETCH**



THE PERFORMANCE REPORT IS AVAILABLE ON  
**wool.com**