




# ANNUAL OPERATING PLAN

**1 JULY 2023 –  
30 JUNE 2024**



**SUSTAINABLE  
WINEGROWING  
AUSTRALIA**





We acknowledge the lands of the traditional custodians across Australia. We recognise Aboriginal and Torres Strait Islander peoples' continuing connection to land, water and sky country.

We acknowledge the wine regions and hundreds of different nations around this continent, and the ancient soils on which we stand and grow. From the Wadandi Saltwater people of the Margaret River in our west, to the east coast sunrise people of Yuin and the southern island and Saltbush peoples of the Nuenonne (Nyunoni) peoples of Tasmania.

Today and always, we pay our deep respects to the Custodians – those who went before and those who will follow – as the knowledge holders of tomorrow.



# SUSTAINABLE WINEGROWING AUSTRALIA IS AN **INDUSTRY-BACKED** HOLISTIC PROGRAM THAT ENSURES AUSTRALIAN WINE IS **RESILIENT AND THRIVING**

By improving our vineyards and wineries the Australian wine community is protecting the distinctive land, robust vines and quality wines we are known for globally - creating value and security for generations of grape growers and winemakers to come.



## OUR VISION

Make our Australian wine community a global leader in social, economic and environmental best practice — protecting the distinctive land, robust vines and quality wines we are famous for globally.

## OUR MISSION

To help make our entire Australian wine community more sustainable, giving wine drinkers around the world a product that's better for communities, better for the planet, and better for the future of our industry.

## WHO WE ARE

Sustainable Winegrowing Australia is a community of like-minded growers and makers who want to produce exceptional wines that make a positive difference for people and the planet.

## WHAT WE DO

As Australia's national program, we help support the Australian grapegrowing and winemaking community wherever they are on their sustainability journey, whether they're just getting started, continually improving as members, or maintaining their certification when they get there.

Sustainable Winegrowing Australia provides the framework for internationally recognised sustainability certification in the vineyard and winery.

SEPPELTSFIELD, BAROSSA VALLEY, **VINEYARD AND WINERY CERTIFIED MEMBER**

# MANAGEMENT

## ROLE OF INDUSTRY AUTHORITIES

Sustainable Winegrowing Australia is governed by a joint steering committee, comprising Australian Grape & Wine (AGW), The Australian Wine Research Institute (AWRI) and Wine Australia.

- AGW provides the oversight and guidance of the program, liaises with the Australian and state governments and consults with the sector's key stakeholders on policy and development.
- The AWRI provides the management and administration of members, program management, technical development, and extension and adoption activities.
- Wine Australia provides the marketing and communications to help attract and retain members for the program and to promote Australia's sustainability credentials to key stakeholder groups globally.

## OUR STAKEHOLDERS

Our primary stakeholders are the members of Sustainable Winegrowing Australia. Other stakeholders include those employed by grape and wine businesses; wine wholesalers and retailers; national, state and regional representative organisations; the Australian and state governments; wine industry suppliers; wine customers and consumers; the media and the three partner organisations (AGW, the AWRI and Wine Australia).

Our funders include grapegrowers and wine producers who contribute through program membership fees.

AGW, the AWRI and Wine Australia provide cash and in-kind contributions to drive the success of Sustainable Winegrowing Australia. The program also attracts support through external grants.

## MEASURING SUCCESS

We measure and assess our achievements against our strategies through key performance indicators (KPIs) and we report against our KPIs monthly.

## SUSTAINABILITY STRATEGIC PRIORITIES FOR THE WINE SECTOR:



# JOINT STEERING COMMITTEE NOTE

We are encouraged by the continued momentum of the Australian wine community joining Sustainable Winegrowing Australia and even more so, their voluntary commitment to become independently certified to the **Australian Wine Industry Standards of Sustainable Practice** (winery and/or viticulture).

There has also been increasing recognition of the program from trading partners and retailers around the globe.

The past financial year saw membership increase over 30%, with certified members more than doubling to an incredible 52% of the membership base. Use of the trust mark has increased more than threefold, with over 250 wine labels now licensed to bear the trust mark, and over half of these labels exporting. This number is set to grow significantly again in the next 12 months with many more wine brands eligible to apply the trust mark from vintage 2023. This means Australian producers can confidently communicate their credentials with their supply chain and importantly, give confidence to retailers and consumers that they're buying a product with independently verified sustainability claims.

All this positive momentum contrasts with a set of very challenging conditions facing the industry, from the environment, economic, geopolitical, and domestic market conditions. Some of the biggest trade and market access challenges are now emerging because of increasing scrutiny over credentials spanning the environmental, social and governance (ESG) — by regulators, banks, insurers, investors, and, subsequently, the major retailers and distributors.



STANTON & KILLEEN, RUTHERGLEN, VINEYARD AND WINERY CERTIFIED MEMBER

*“We are here to support the Australian wine community to remain resilient and thriving for generations to come”*

Investing time and commitment to practicing sustainably has quickly become a commercial imperative. It's no longer 'just the right thing to do'. Effecting businesses of all sizes, during 2023 we've seen the International Financial Reporting Standards mandate and, Australian Treasury propose, mandatory climate-related financial disclosures for Australian companies phased in from financial year 2025 to 2028.

For our sector, we've put in place a science-backed, evidence-based Emissions Reduction Roadmap to help guide and support all grape and wine producers to net zero by 2050, with a 42% reduction target by 2030. Being a member of Sustainable Winegrowing Australia, helps producers easily record and report their emissions annually, and track them over time.

During the next 12 months and beyond, our focus is to ensure this program is regarded as world-class and that Australia becomes increasingly recognised for its sustainability credentials. There will be a review of the metrics to ensure they remain robust and will look to expand further across the 'social' and 'governance' aspects.

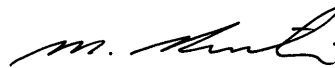
Fortunately, we are an industry that is strong and resilient and whether you're a grape or wine producer, state or regional association, we are here to support the Australian wine community to remain resilient and thriving for generations to come.



**Lee McLean,  
Chief Executive,  
Australian Grape & Wine**



**Martin Cole,  
Chief Executive Officer,  
Wine Australia**



**Mark Krstic,  
Managing Director,  
Australian Wine Research Institute**



# ADVISORY COMMITTEE CHAIR NOTE

I'd like to acknowledge the many champions across the Australian wine industry for their ongoing contribution to sustainability over the years, working across many functions and roles and educating others. I would like to thank the Sustainability Advisory Committee, both current and former for their time, efforts and valued insights to build a stronger and more rigorous Sustainable Winegrowing program for Australia.

During FY23 they provided valuable assistance to the development of an Environmental, Social and Governance (ESG) Investment Plan and Emissions Reduction Roadmap for the Australian wine industry, which will guide and focus our efforts as a sector in the coming years.

The committee's guiding principles, found on page 13, for the Sustainable Winegrowing program remain unchanged and were further validated through the ESG Investment Plan's development. It is clear to have a thriving and profitable industry, we need to act collectively to future-proof the sector and its sustainability credentials. For agriculture, this has now become essential to trade in day-to-day business.

Fortunately, the Australian wine industry has a credible national program to demonstrate and prove its sustainability credentials. Most importantly, the program helps grapegrowers and wine producers validate their claims to retailers and distributors around the globe and the supply-chain.

Being a member of Sustainable Winegrowing Australia is a step towards meeting the new expectations from trading partners and the supply chain and puts them on the pathway to certification. Yes, there is rigour involved, but ultimately it alleviates some burdens as members begin formalising the measuring and recording of what they do and how they do it - putting it all into an action plan.

In the months ahead, the committee is focused on making an impact that leaves no Australian grape or wine business behind, and ensures we continue to have a robust program to meet future requirements. We will provide advice and input into several strategic initiatives that benefit the program, with priorities to expand the 'social' and 'governance' aspects of the program and, the development of practical tools that support small-to-medium businesses to meet their future reporting requirements.

I'd like to iterate the importance of actions taken at the grassroots level, and encourage producers to engage with your networks, peers and region and state – to start the conversation and work together to making a sustainable difference in wine – and become active in the Sustainable Winegrowing Australia community.

We have been delighted by the continued strong membership growth in the program and celebrate the many members who became certified for the first time.

We would love to see even further commitment from the wine industry, and as a collective achieve the program's vision for the Australian wine community to be a global leader in social, economic and environmental best practice.



**Cath Oates**  
**Chair,**  
**Sustainability Advisory Committee**

*“The Australian wine industry has a credible national program to demonstrate and prove its sustainability credentials”*

# THE PROGRAM

The program is a collective effort, for the wine sector by the wine sector. It's modelled on global best practices and aligned to the United Nations Sustainable Development Goals, with progress towards these monitored annually. By taking a holistic approach to sustainability, we're supporting our community through:

**BENCHMARKING** – Putting Australian grapegrowers and winemakers on a pathway to continuous improvement. It's simple to understand and practical, so it's clear where you are and how you can be better.

**CERTIFICATION** – Helping growers and makers formalise their approach and efforts, driving increased efficiencies and the ability to embed sustainability as part of a brand story.

**ADVOCACY** – Working to change the industry for good by encouraging our Australian wine community to care about environmental, economic and social best practice. The industry can then use the data for future funding opportunities.

## MEMBERSHIP

Members of Sustainable Winegrowing Australia commit to the program because they recognise the importance of environmental, social and economic sustainability for their business and the sector. They care about protecting and enhancing the environment for the future, through excellence in sustainability practices today.

Becoming a member is easy. For a minimal annual fee, the national program provides a simple online reporting framework, practical tools and access to benchmarking data. The aim is for all producers to achieve business efficiencies, cost savings and increased business value over the long term while improving their environmental practices.

The program fosters stronger relationships between growers and wineries. It also provides authority and confidence to customers, who receive reliable certified products to address growing global consumer demand. No matter where a grapegrower or wine producer is on the journey, the program is relevant and user-friendly. It provides a clear pathway to becoming a Certified Member, with the full support of the AWRI along the way. Certified members are required to commit to an independent audit once every three years.





## BENEFITS OF BECOMING A CERTIFIED MEMBER INCLUDE:

- peace of mind that your sustainability claims have been independently verified
- use of a certified trust mark – an assurance to customers and consumers of how the product is produced
- enhanced international marketing opportunities through Wine Australia's marketing and events programs
- integration of sustainability stories into Wine Australia's education and content for customers and consumers.
- may be eligible for distribution through Qantas Wine with green tier recognition



## A MARK THAT RETAILERS AND CONSUMERS TRUST

# 250+

wine labels have the Sustainable Winegrowing Australia trust mark. Our industry-first trust mark is backed by a rigorous third-party certification process maintained by Freshcare.\*

\*as of 1 July 2023



ANGOVE FAMILY WINEMAKERS, RIVERLAND, WINERY CERTIFIED MEMBER

# PUTTING THE SECTOR FIRST. PLANNING FOR SUSTAINABILITY, PROFITABILITY AND INNOVATION

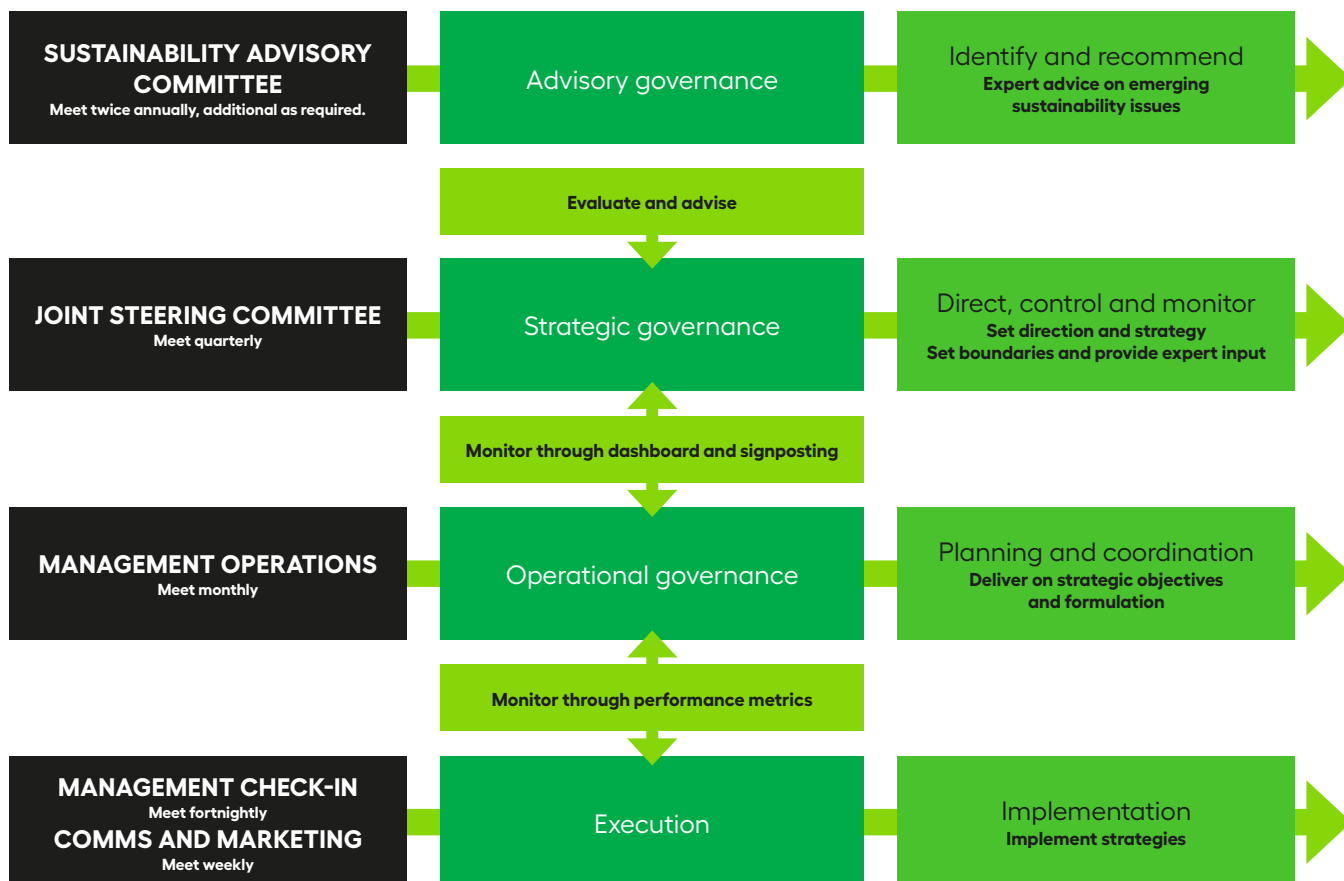
Sustainable Winegrowing Australia is governed by a Joint Steering Committee (JSC), on behalf of the whole Australian grape and wine sector, with representatives from AGW, the AWRI and Wine Australia. Helping to inform the JSC on emerging sustainability issues is a Sustainability Advisory Committee with representation from across the sector.

Australia continues to make some of the best wines it has ever made, at all price points. The Australian grape and wine community is focused on strategies to continuously improve quality, understand region and site, improve competitiveness and communicate Australia's wine offering to the world.

The biggest trade and market access challenges are emerging as a result of increased scrutiny of environmental, social and governance (ESG) credentials — by regulators, banks, insurers, investors, and, subsequently, the major retailers and distributors. Global wine consumers are also developing a preference for wine that is perceived as “sustainable”, though aren't inclined to pay any premium.

The program is informed by AGW's Vision 2050 and the sector's priorities as reflected in the strategic plans of Wine Australia and the AWRI, and the recently developed Wine Australia ESG Investment Plan, May 2023.

The consultation process with the sector, suppliers and government is ongoing and feedback is welcomed and actively sought.



# PRIORITIES FOR PROFITABLE, RESILIENT AND SUSTAINABLE WINEGRAPE AND WINE BUSINESSES



Sustainable Winegrowing Australia members recognise the importance of environmental, social and economic sustainability for their business and the sector.

Australia's grapegrowers and wine producers want to nurture and protect the environment for future generations. They recognise that the sector must provide sound stewardship of the planet through environmentally sensitive practices, be an active contributor to the protection of natural capital and work to eliminate waste and carbon emissions.




Technical innovations, such as robotics, artificial intelligence and the Internet of Things look set to revolutionise viticulture. These and other innovations such as improved varieties will be used to tackle serious threats posed by climate change (e.g. extreme weather events), increasing scarcity and cost of inputs such as energy, water, and labour, along with heightened risks from pests and diseases.

In addition to **Vision 2050**, Australian Grape & Wine and Wine Australia are currently developing a One Sector Plan to outline critical priorities to 2030, which is due for release in 2024. Priorities and initiatives will be updated and reflected in the program's next annual operating plan.

Wine Australia and the AWRI's existing strategic plans 2020–2025 have been implementing initiatives to benefit Australia, the sector and the Sustainable Winegrowing Australia community.

PRIORITY	WINE AUSTRALIA STRATEGIC PLAN INITIATIVE	AWRI STRATEGIC PLAN INITIATIVE
<b>ZERO WASTE</b> 	New knowledge allows the sector to establish waste production benchmarks (4.2)	Vineyard and winery production processes to enhance product premiums or reduce cost, with a focus on areas of greatest impact, such as cold stabilisation, ageing, storage and packaging (3.1)
		Maximisation of reuse of vineyard waste (4.2)
<b>VALUING WATER</b> 	A better understanding of vine water use contributes to better irrigation scheduling processes that allow more efficient and effective use of water (4.4)	An improved understanding in the grape and wine sector of how increased temperature, increased CO <sub>2</sub> and reduced water can affect grape and wine production (4.1)
		Strategies for managing vintage compression, extreme weather events, reduced water availability and/or changing rainfall patterns and climate-related compositional changes (4.1)
		Monitoring of major natural resource metrics – water, energy, soils, fertilisers, agrochemical sprays, flora/fauna (4.2)



PRIORITY	WINE AUSTRALIA STRATEGIC PLAN INITIATIVE	AWRI STRATEGIC PLAN INITIATIVE
<b>LANDCARE AND BIODIVERSITY</b>  	Research delivers clear information about the value of soil remediation processes and enhancing functional biodiversity. (4.5)	Monitoring of major natural resource metrics – water, energy, soils, fertilisers, agrochemical sprays, flora/fauna (4.2)
	The use of vineyard cover crops and soil remediation practices has increased by 10 per cent (4.8)	Participation in Australia's biosecurity networks including provision of relevant technical support (4.5)
	The land area dedicated to enhancing functional biodiversity has increased by 10 per cent (4.9)	
	The sector is better prepared to manage incursions of exotic pests and diseases through our support of a wine biosecurity committee that engages all relevant bodies to identify biosecurity risks and develop a plan to mitigate them. (4.7)	
<b>CLEAN ENVIRONMENT</b>  	Two new or enhanced technologies and processes, including agtech to improve grape and wine quality, winery efficiency and sustainability, being available to the sector for adoption (3.5)	Improved practices & strategies for sustainable management of pests and diseases (1.5 & 4.5)
	New and improved practices for sustainable management of endemic pests and diseases are available to the sector (4.6)	Monitoring of major natural resource metrics – water, energy, soils, fertilisers, agrochemical sprays, flora/fauna (4.2)
	The sector is better prepared to manage incursions of exotic pests and diseases through our support of a wine biosecurity committee that engages all relevant bodies to identify biosecurity risks and develop a plan to mitigate them. (4.7)	Participation in Australia's biosecurity networks including provision of relevant technical support (4.5)
<b>ADAPTING TO CLIMATE CHANGE</b>  	Two (new) tools, technologies or processes are available to the sector to allow it to adapt to and/or mitigate the effects of climate change. (4.3)	Evaluation of climate adaptation strategies and support for their adoption to alleviate impacts of long-term warming and prolonged seasonal heat events (4.1)
	New knowledge allows the sector to establish a carbon emissions benchmark (4.1)	Strategies for managing vintage compression, extreme weather events, reduced water availability and/or changing rainfall patterns and climate-related compositional changes (4.1)
		An improved understanding in the grape and wine sector of how increased temperature, increased CO <sub>2</sub> and reduced water can affect grape and wine production (4.1)
<b>SITS ACROSS ALL PRIORITIES</b>		Enhancement of Australia's competitive advantage through increased economic, social and environmental sustainability in the vineyard and winery (4.2)
		Streamlined platforms for grapegrowers and winemakers to track sustainability metrics (4.2)

# STRATEGIC GOALS

We have set ambitious goals to increase the membership, delivery and recognition of Sustainable Winegrowing Australia and we will measure our success using key performance indicators (KPIs). We believe that it is important to measure and assess the effectiveness, efficiency and transparency of our activities, investments and operations.

The program's goals and measures of success are in alignment with the Sustainability Advisory Committee's set of guiding principles.

## PILLAR 1

### ATTRACT AND RETAIN MEMBERS

- Demonstrated costs savings through program participation and certification
- Achieve a critical mass of participation & certification
- Enable members to confidently promote their achievements
- Evolve in response to stakeholder demand
- Drive a premium for Australian wines carrying the trust mark
- Marketing advantages for certified businesses

## PILLAR 2

### DELIVERY, EXTENSION AND CONTINUOUS IMPROVEMENT OF THE PROGRAM

- Be a trusted source of data for the sector to demonstrate its commitment to protecting the planet
- Provide a rigorous and user-friendly framework for performance measuring and monitoring
- A framework to manage business risks
- A simple and robust pathway to achieve certification
- Pathways to achieve financial incentives
- Adopt technological solutions to enable continuous improvement of the program

## PILLAR 3

### PROMOTE AUSTRALIA'S SUSTAINABILITY CREDENTIALS

- Be celebrated globally
- Protect the reputation as custodians of the land
- Address information requirements - such as banks, financial incentives, insurers and investors
- Be recognised by the trust mark
- Meet customer and consumer demands

## PILLAR 1

# ATTRACT AND RETAIN MEMBERS

The FY24 plan is focused on marketing domestically to grow membership amongst grapegrowers and wine producers large and small, and on strengthening engagement with regional and state bodies by providing them with support through resources, tools and communications.

GOAL/MILESTONE	MEASURE OF SUCCESS
Membership growth	<ul style="list-style-type: none"><li>• Increase membership numbers by 20%</li><li>• Increase engagement with regions and companies which have not previously engaged with the program</li><li>• Digital reporting of regional member data</li></ul>
Certification growth	<ul style="list-style-type: none"><li>• Increase from 52% to 60% of members certified</li></ul>
Raise awareness of the program and its benefits through clear and compelling communications	<ul style="list-style-type: none"><li>• KPIs met or exceeded for paid, owned and earned, marketing communication channels</li><li>• Engagement rate exceeds 50% for member communications on website and email marketing.</li></ul>



BALNAVES OF COONAWARRA, COONAWARRA, VINEYARD AND WINERY CERTIFIED MEMBER



## PILLAR 2

# DELIVERY, EXTENSION AND CONTINUOUS IMPROVEMENT OF THE PROGRAM

The program will be supported by annual collection, management and review of sustainability data that will be compiled to form member benchmarking reports.

The scope and metrics that sit behind Sustainable Winegrowing Australia will be reviewed with the objective of establishing globally consistent metrics for sustainability across E, S and G. As part of the continuous improvement of the program, content will be reviewed in consultation with the Sustainability Advisory Committee (SAC), and changes incorporated annually.

The certification standards will be reviewed to identify and overcome barriers to certification. The ongoing value and continuous improvement of the program will be underpinned by research and innovation projects that benefit the program.

GOAL/MILESTONE	MEASURE OF SUCCESS
<b>The program provides the ability to publicly report relevant and defensible performance data</b>	<ul style="list-style-type: none"> <li>Annual publication of the Sustainable Winegrowing Australia Impact Report</li> <li>Enables members to provide reliable data to relevant authorities, financiers and investors</li> </ul>
<b>Continuous improvement model for Sustainable Winegrowing Australia</b>	<ul style="list-style-type: none"> <li>Establish a regular review process of principles and criteria to ensure that it meets global sustainability reporting standards, relevant legislation and market expectations and addresses existing and emerging market access risks.</li> </ul>
<b>The online member portal provides a rigorous and user-friendly framework for performance measurement and monitoring (continuous improvement)</b>	<ul style="list-style-type: none"> <li>Identify opportunities to reduce the burden and cost of reporting and compliance including opportunities to: <ul style="list-style-type: none"> <li>enhance interoperability of existing data</li> <li>facilitate data exchange across value chain</li> <li>facilitate mandatory reporting pertaining to ESG.</li> </ul> </li> </ul>
<b>Practical tools for program</b>	<ul style="list-style-type: none"> <li>Resources to support implementation of best-practice ESG</li> <li>Stocktake of existing tools that support grape and wine producers in ESG</li> <li>Identify gaps for potential investment including development of ESG governance templates</li> </ul>

## PILLAR 3

# PROMOTE AUSTRALIA'S SUSTAINABILITY CREDENTIALS

A key goal is for the Australian wine industry to be recognised and celebrated for its stewardship credentials and valued for its respect of the environment. By collaborating with grapegrowers, winemakers of all different business models, suppliers and government, we will raise the profile and strengthen Australia's sustainability credentials by continued engagement with key external stakeholders globally.

Where appropriate, we will partner with AGW to engage and contribute towards policy and strategy driven by the sector, and for the sector.

GOAL/MILESTONE	MEASURE OF SUCCESS
<b>Media engagement strategy (tailored for domestic and global markets audiences)</b>	<ul style="list-style-type: none"><li>• 75% positive/neutral sentiment media mentions globally &amp; domestically</li><li>• Generate coverage for media-ready members as spokespeople to represent different stages of the sustainability journey</li></ul>
<b>Global recognition of Australia's sustainability credentials</b>	<ul style="list-style-type: none"><li>• Increased recognition of the program and value of trust mark by customers (retailers/importers) internationally</li><li>• Increase awareness of the program through execution of the engagement strategy</li><li>• Engagement and influence with national bodies and nongovernment organisations (NGOs) where sustainability is a focus Identify opportunities for collaborations, alignment and/or information sharing</li></ul>
<b>Trust mark use</b>	<ul style="list-style-type: none"><li>• 25% increase in the use of trust mark licenses</li><li>• Increase in the number of labels registered for export bearing the trust mark</li></ul>



TURON WINES, ADELAIDE HILLS, VINEYARD CERTIFIED MEMBER

# STAKEHOLDER ENGAGEMENT GROUPS

STAKEHOLDERS	COMMUNICATION NEED	C/E/IP
<b>Grapegrowers and winemakers (non- members)</b>	<ul style="list-style-type: none"> <li>To be made aware of the program and benefits it delivers to their business</li> <li>Information on workbook measurement and path to certification</li> </ul>	Critical
<b>Large wine producers (non- members)</b>	<ul style="list-style-type: none"> <li>Clear benefits to their business and supply chain impacts</li> <li>Specific engagement strategy outlines and face-to-face delivery where possible</li> </ul>	Critical
<b>Sustainable Winegrowing Australia Members</b>	<ul style="list-style-type: none"> <li>Regular technical updates</li> <li>Education about best practice case studies &amp; benchmarking</li> <li>Encourage the journey to Certification and promote use of trust mark</li> </ul>	Critical
<b>The AWRI, Wine Australia and Australian Grape &amp; Wine, Freshcare</b>	<ul style="list-style-type: none"> <li>Integration of sustainability values with regular updates on program benefits and best practice stories through each authority's communication vehicles</li> </ul>	Critical
<b>State &amp; regional wine associations</b>	<ul style="list-style-type: none"> <li>Regular program updates and comms to share with their regions to join the program</li> <li>Provide best practice case studies and/or benchmarking examples</li> </ul>	Essential
<b>Customers and distributors (globally)</b>	<ul style="list-style-type: none"> <li>Awareness of the program and governance backing</li> <li>Clear messages &amp; detailed information on what program measures, certification &amp; trust mark</li> <li>Assurance that the program compliments/benefits their portfolio assessment</li> </ul>	Essential
<b>Media (globally)</b>	<ul style="list-style-type: none"> <li>Clear messages and succinct information about the program and how it's impacting/benefiting members, the sector &amp; Australia's sustainability story</li> </ul>	Essential
<b>Key influencers (globally)</b>	<ul style="list-style-type: none"> <li>Awareness of the program</li> <li>Specific and tailored messages to help influence in their area of expertise</li> </ul>	Essential
<b>Business &amp; Consultants (domestic)</b>	<ul style="list-style-type: none"> <li>Awareness of the program</li> <li>Specific and tailored messages to help influence in their area of expertise</li> </ul>	Essential
<b>Wine Australia in-market leads (EMEA, Americas, Asia)</b>	<ul style="list-style-type: none"> <li>Specific and tailored messages on Australia's sustainability credentials to support discussions with customers and distributors</li> </ul>	Essential
<b>AGW, AWRI &amp; Wine Australia staff members – globally</b>	<ul style="list-style-type: none"> <li>General information and messages about sustainability and Australia's credentials</li> <li>Milestone success of the communications plan</li> </ul>	Interested parties
<b>DFAT, DAFF, DCCEEW, Austrade, state govt departments of primary industries</b>	<ul style="list-style-type: none"> <li>Updates on sustainability credentials as required</li> <li>Communicate key milestone achievements that can help grow Australia's sustainability creds</li> <li>Support Industry led regulation narrative</li> </ul>	Interested parties
<b>National bodies &amp; NGOs, NFF, AFI (organisations with associated goals)</b>	<ul style="list-style-type: none"> <li>Updates on associated/relevant sustainability goals</li> <li>Identify opportunities for better alignment of sustainability goals</li> <li>Collaborate and leverage common sustainability objectives</li> </ul>	Interested parties



# FINANCE

## ESTIMATES OF EXPENDITURE FOR 2023–24

SOURCE	AWRI	AGW	WINE AUSTRALIA	TOTAL
Pillar 1 – Attract and retain members	\$195,677	\$0	\$294,000	\$532,000
Pillar 2 – Delivery and continuous improvement of the program	\$326,129	\$10,000	\$33,000	\$281,000
Pillar 3 – Promote Australia’s sustainability credentials	\$130,452	\$30,000	\$77,000	\$226,000
<b>TOTAL</b>	<b>\$652,258</b>	<b>\$40,000</b>	<b>\$403,000</b>	<b>\$1,095,258</b>



## ESTIMATES OF EXPENDITURE BY FUNDING SOURCE

SOURCE	TOTAL
Membership	\$200,000
Grant/External funding	\$250,500
Fee for service income	\$201,758
AWRI contribution	\$0
AGW contribution	\$40,000
Wine Australia contribution	\$403,000
<b>TOTAL</b>	<b>\$1,095,258</b>





# MONITORING AND EVALUATION

We set clear measures of success through detailed key performance indicators (KPIs) in our Annual Operating Plan (AOP); we regularly measure our effectiveness in achieving these measures.

To measure our effectiveness, we:

- regularly engage with our stakeholders to seek their input and feedback
- evaluate our performance against our AOP KPIs.

We are committed to continuous improvement and we refine our processes and activities based on the outcomes of these evaluations.



AUDREY WILKINSON, HUNTER VALLEY, **VINEYARD CERTIFIED MEMBER**



# RISK MANAGEMENT

AWRI, AGW and Wine Australia are jointly responsible for identifying, managing and mitigating strategic risks associated with Sustainable Winegrowing Australia.

The JSC will periodically review the risk tolerance assigned to each of its strategic risks and monitor activities that seek to mitigate risk to within the specified risk tolerance levels.

We recognise it is not possible, or necessarily desirable, to eliminate all the risks inherent in our activities and that accepting some degree of risk promotes efficiency and innovation.

Risk management pertaining to Sustainable Winegrowing Australia is intended to drive:

- a risk aware organisational culture
- confident and rigorous decision-making and planning
- timely identification of opportunities and threats
- proactive management of opportunities and threats
- effective allocation and use of resources
- a clear understanding by all staff of their roles and responsibilities pertaining to risk management, and
- best practice corporate governance pertaining to risk management.

In particular, emerging market access risks, global sustainability programs and buyer initiatives will be monitored to mitigate the risk of Sustainable Winegrowing Australia being misaligned to:

- international sustainability goals of the United Nations
- sustainability initiatives of major import markets (for example, the European Green Deal, the Product Environmental Footprint scheme), and
- sustainability targets set by international trade (including major retailers and monopoly markets).

# GLOSSARY

<b>AFI</b>	Australian Farm Institute
<b>AGW</b>	Australian Grape & Wine
<b>AOP</b>	Annual Operating Plan
<b>Austrade</b>	Australian Trade and Investment Commission
<b>AWRI</b>	The Australian Wine Research Institute
<b>DAFF</b>	Department of Agriculture, Fisheries and Forestry
<b>DCCEEW</b>	Department of Climate Change, Energy, the Environment and Water
<b>DFAT</b>	Department of Foreign Affairs and Trade
<b>EMEA</b>	Europe, the Middle East and Africa
<b>FACRC</b>	Food Agility Cooperative Research Centre
<b>JSC</b>	Joint Steering Committee
<b>KPIs</b>	key performance indicators
<b>NFF</b>	National Farmers Federation
<b>NGOs</b>	non-government organisations
<b>SAC</b>	Sustainability Advisory Committee
<b>WA</b>	Wine Australia
<b>UN SDGs</b>	United Nations Sustainability Development Goals



MOUNT LANGI GHIRAN, GRAMPIANS, VINEYARD AND WINERY CERTIFIED MEMBER





**SUSTAINABLE  
WINEGROWING  
AUSTRALIA**

[sustainablewinegrowing.com.au](https://sustainablewinegrowing.com.au)

A COLLABORATION BETWEEN



**Wine  
Australia**

**AWRI** Australian  
Wine  
Research  
Institute

FRONT COVER: RICCA TERRA, RIVERLAND, **VINEYARD CERTIFIED MEMBER**