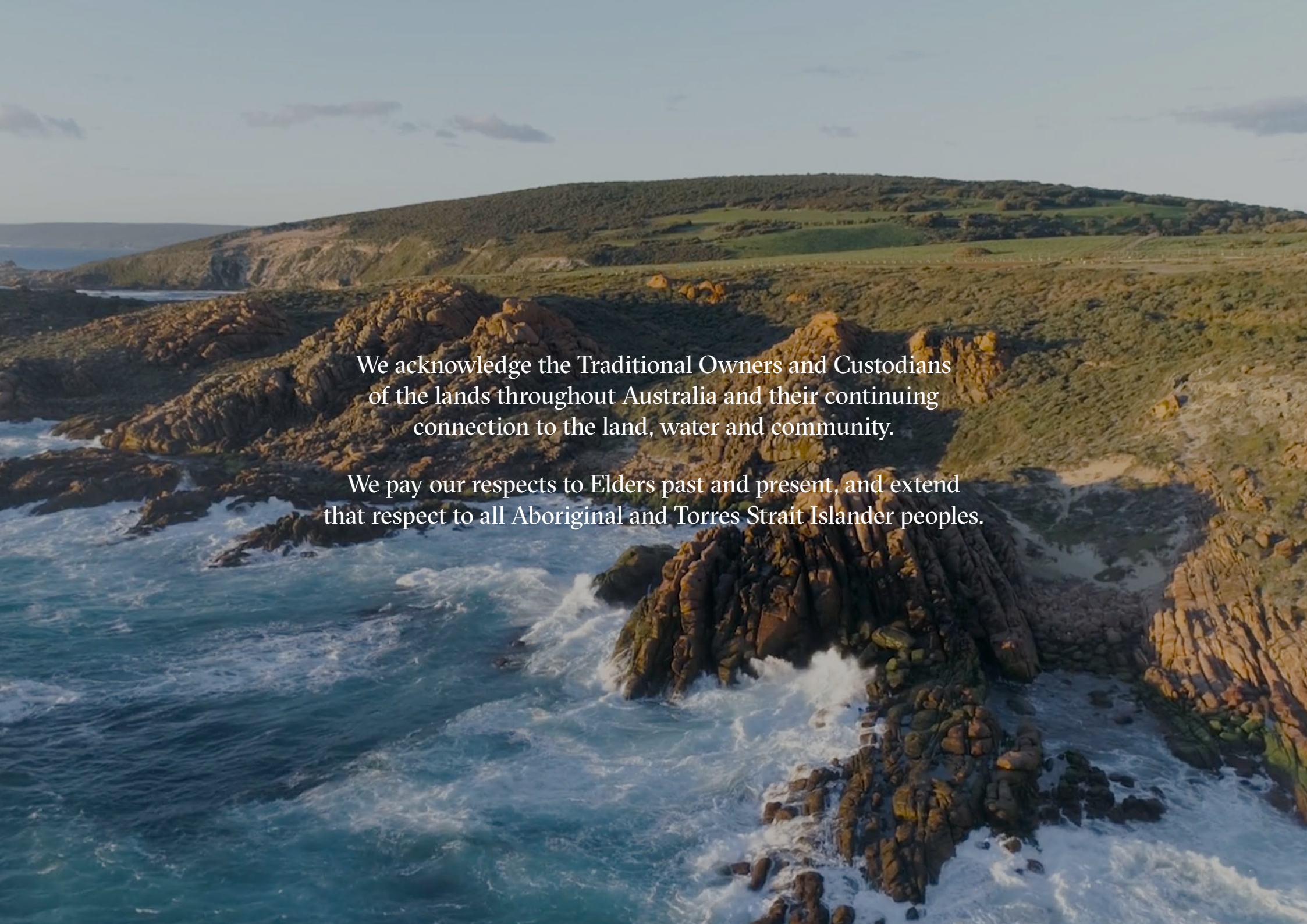
Wine Australia



Annual Operational Plan 2025–26


We acknowledge the Traditional Owners and Custodians
of the lands throughout Australia and their continuing
connection to the land, water and community.
We pay our respects to Elders past and present, and extend
that respect to all Aboriginal and Torres Strait Islander peoples.

Responsible Minister



The Honourable Julie Collins MP

Minister for Agriculture, Fisheries and Forestry



Senator the Honourable Anthony Chisholm

Assistant Minister for Agriculture, Fisheries and Forestry

Enabling legislation

The Wine Australia Act 2013

Representative organisation

Australian Grape and Wine

Board



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Chair and Non-Executive Director (Victoria)



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Ms Roslyn Baker

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About Wine Australia and Australian wine

Wine Australia's core functions, defined by the *Wine Australia Act 2013* (the Wine Australia Act), exist to better the knowledge, opportunities and excellence of the sector's people, processes and products so that levy payers can remain profitable, resilient and sustainable. These are:

- **Research, Innovation and Adoption** to enhance global competitiveness, helping grape and wine businesses meet the challenges of tomorrow, today
- **Market Development** to increase the demand and premium paid for Australian wine across all markets by expanding market and promotion opportunities for Australian wine, and
- **Regulatory Services** to safeguard product integrity and uphold the sector's reputation by maintaining market confidence in the high standards expected of Australian wine.

In both times of prosperity and the more challenging times, such as the one the sector is currently navigating, we continue to innovate, diversify and safeguard the sector for the betterment of Australian wine and its people.

Australia has more than 200 years of viticultural history and grows more than 100 different varieties. With almost 150,000 hectares under vine, and an average annual grape production of 1.7 million tonnes making approximately 1.2 billion litres of wine, Australia is the world's fifth-largest grape wine producing country. Winegrapes are grown across the continent – from Margaret River in Western Australia to Hastings River in New South Wales, and from Tasmania to South Burnett in Queensland.

The Australian wine industry is a significant contributor to the national economy, with an estimated annual value of $45 billion[1]. Winegrape production accounts for nearly $1 billion, while wine processing contributes approximately $5 billion.

The industry provides economic benefits beyond its direct output, supporting jobs in agriculture, manufacturing and tourism. Over 160,000 people are employed in Australia's 65 wine-growing regions, including more than 6,000 winegrape growers and over 2,000 wine producers.

The sector is dominated by large businesses, with around 30 wineries accounting for at least 75 per cent of total Australian wine production. Almost 60 per cent of Australian wine production is exported each year, with a total value of $2.64 billion as at the end of March 2025.

1. Full report available here: Australian wine's economic contribution | Wine Australia.

Introduction

In 2020, the Australian grape and wine sector united to chart a course toward a profitable, productive, resilient, and sustainable long-term future, encapsulated in the *Vision 2050* document. The collaborative vision articulated by *Vision 2050* remains clear – Australian wine: enjoyed and respected globally – and this is the vision that continues to guide our strategy.

A full 12 months of extensive sector consultation in collaboration with Australian Grape & Wine (AGW) culminated in the launch of the One Grape & Wine Sector Plan (OGWSP) in August 2024. The OGWSP outlines the sector's collective priorities and the actions needed to help reset and rebound towards achieving the prosperity and success encapsulated in Vision 2050.

Addressing the challenges identified by Australia's grapegrowers, winemakers and exporters, the *OGWSP* sets out the roles and responsibilities of Wine Australia (and other sector partners) and actions we will be accountable for over the next five years to drive success, increase resilience and support solutions to the complex problems facing the sector (Figure 1).

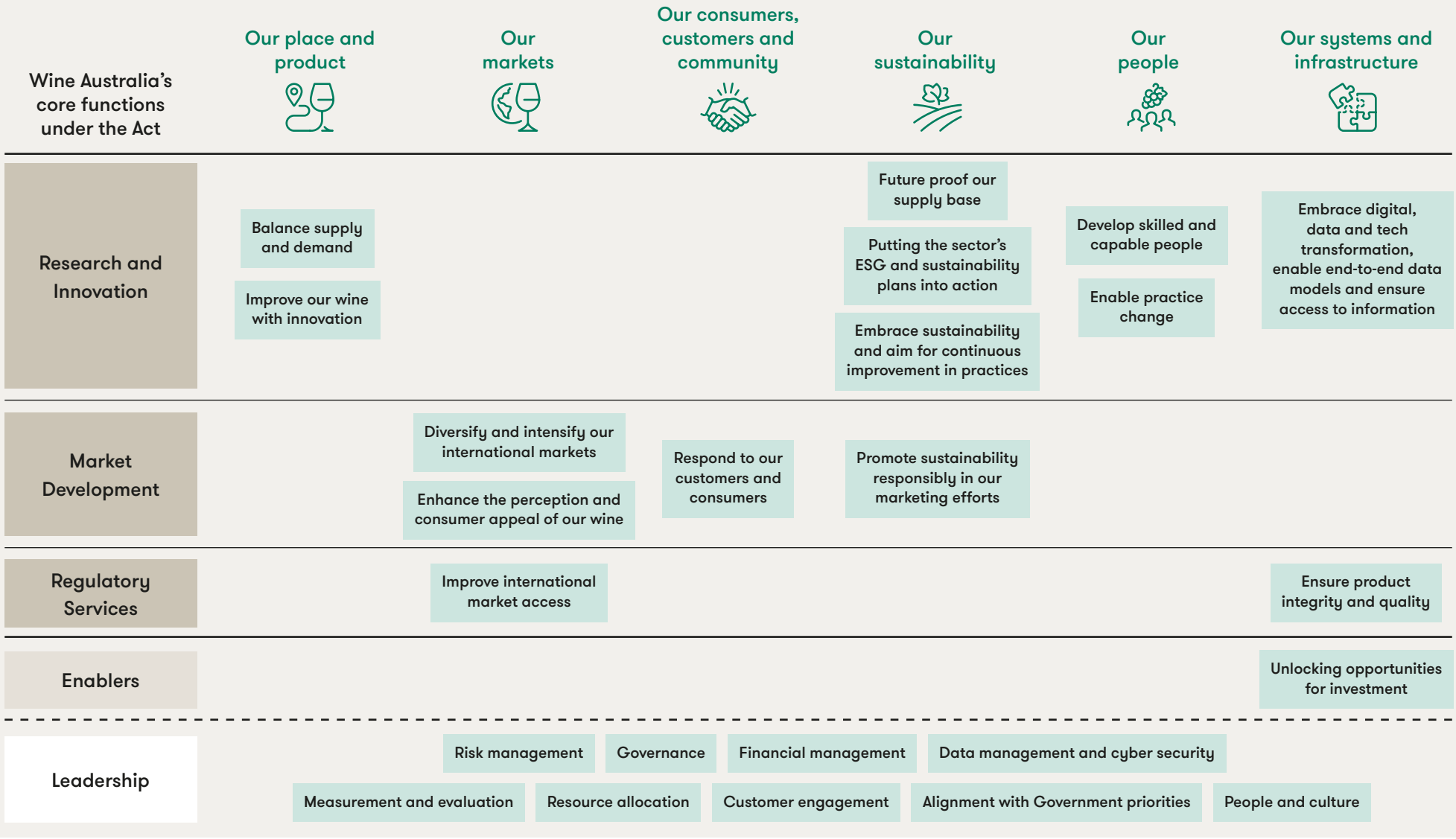
These actions form the basis of Wine Australia's 2025–2030 Strategic Plan. This Plan, with its strong emphasis on leadership, collaboration, and accountability, provides clear actions and milestones for Wine Australia to ensure the sector can adapt, thrive, and achieve its long-term goals. For Wine Australia, success relies on continuous engagement and listening across the sector, embracing innovation, and taking bold actions to secure the future of Australian wine.

The 2025–2026 Annual Operational Plan outlines the investments we will make in the first year under the 2025–30 Strategic Plan to address the *OGWSP* priorities falling within our remit. Key new investments for 2025–26 are shown in Figure 2, and a summary of our funding sources and our core investment areas in Figure 3.



Snapshot of the 2025–30 Strategic Plan

Figure 1: The actions of the One Grape and Wine Sector Plan allocated to Wine Australia



New key investments 2025–26

Figure 2: New key investments 2025–26

- Development and evaluation of new planting materials to enhance vineyard sustainability
- Technologies and innovations for vineyard monitoring and decision-making
- Implement the national vineyard register framework [i] [ii]
- Information and tools for growers to diversify and to maintain/manage vineyards in low-demand periods
- Support for regional associations and local solutions

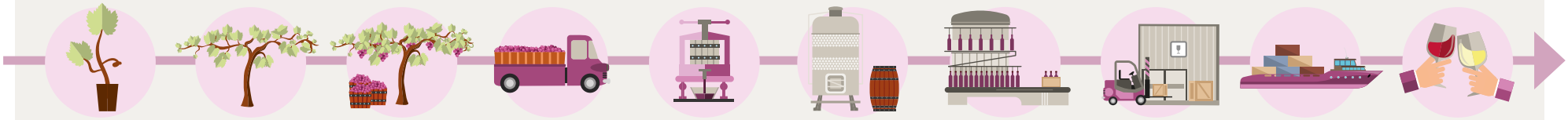
Grape production

- Work supporting mid-strength wine production [i]
- Greater insights to meet consumer demand for lighter alcohol products [ii]

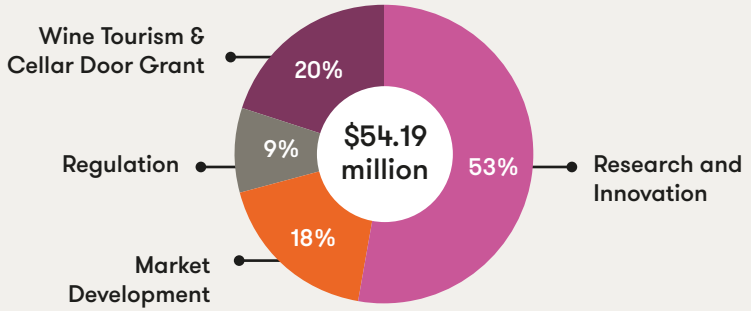
Wine production

- Domestic sales data dashboard
- Enhanced perception and appeal of our wine in all target markets
- Incorporating key SWA messaging in all marketing activations
- Robust regulatory framework to ensure and enhance reputation
- Enhanced market access
- Domestic promotion through collaboration and education [ii]

Sales and export



Entire chain



- Data transparency and availability for improved supply/demand balance and informed decisions
- Coordinated extension and adoption to enable practice change
- Improved quality and efficiency
- Alignment of products with consumer demand based on greater understanding of market trends
- Supporting transition to practices that lower the sector's carbon emissions by 42%, as per the Emissions Reduction Roadmap [i]
- Future Fund establishment
- Developing solutions for waste circularity and sustainable packaging
- Emissions baseline awareness and establishment
- Practical tools and campaigns to support sustainable practices in diverse business scenarios
- Cross-sectoral projects addressing workforce and labour issue across agriculture

[i] Priority area from *One Grape and Wine Sector Plan*
[ii] Australian Government's Grape and Wine Sector Long-term Viability Support Package and Viticulture and Wine Sector Working Group

Funding and investment summary

Figure 3: Funding and investment summary



Research and Innovation

Wine Australia empowers sector success by enhancing global competitiveness, helping grape and wine businesses meet the challenges of tomorrow, today. The OGWSP themes addressed by Wine Australia's Research and Innovation function are:

Our place and product

Our sector needs to protect its vineyards, increase resilience, and drive innovation by leveraging market and consumer insights to maintain global standards while preserving regional uniqueness.

Our sustainability

Sustainability is central to our sector's current and long-term resilience, profitability and success. Through an environmentally considerate and socially responsible sector, global market access is maximised, business costs are reduced and trade and production risks mitigated. Our sector aspires to be recognised as a global leader, embedding progressive environmental, social, and governance (ESG) practices to enhance the resilience, productivity, profitability, and longevity of the sector.

Our people

Our sector is a respectful and inclusive community that fosters diverse leadership and rewarding careers and provides the knowledge and skills to build resilient businesses.

Our systems and infrastructure

Our sector needs to integrate state-of-the-art technologies, digital methodologies and data-driven approaches to improve efficiency, quality, profitability, competitiveness, and connectivity.

Balance supply and demand

The oversupply of red wine and red winegrapes is the single most critical challenge identified in consultations during the development of the OGWSP. It is evident that the sector requires urgent support in this area.

Rebalancing supply and demand in the sector is not something that can be fixed by a single market, policy approach or innovation. Nor can it be resolved by any single organisation. It requires collaborative efforts from all parties and will require focused efforts and actions in the short term while working towards long-term solutions. There is a strong desire to align future production with market demand.

Wine Australia will provide data, analysis and tools to support the sector develop pathways, and exit strategies if necessary, to a sustainable supply and demand balance. We will provide annual updates and analysis on the global and Australian supply and demand situation and communicate the outcomes via numerous avenues, including flagship reports, market bulletins, webinars, media articles and regional and national presentations.

On the supply side, Wine Australia will continue to collect and report data through the National Vintage Survey and Dashboard and the Production, Sales and Inventory (PSI) Survey, and will aim to provide planting and removals information by region and variety through the establishment of a National Vineyard Register.

On the demand side, we will continue to provide regular reporting on export market performances through the Export Report and Dashboard and on the domestic market through the PSI Survey and other third-party data via the Market Explorer Dashboard. These data sets will also help wineries identify market opportunities by price segment.

We will continue to work with Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) to ensure they have the most relevant data and insights to inform their wine and grape forecasts.

The impact sought from Wine Australia's investments is that the availability of trusted data, information and tools will deliver increased business resilience through better decision-making.

Measure of success over the five years to 2030:

- Resources developed and maintained by Wine Australia meet the sector's requirements and their use increases year on year.





OUR PLACE
AND PRODUCT

Improve our wine with innovation

The wine sector offers a wide range of products to cater to various tastes. However, the sector needs to be adaptable and align production and quality with market demand as it faces changing consumer preferences and competition from other alcohol and alcohol-adjacent products.

The OGWSP consultation identified the need for the sector to:

- aim to better integrate consumer preferences with vineyard techniques, winemaking techniques and innovations to produce wines that resonate with consumers
- apply new technologies across the value chain to improve competitiveness, enhance product quality and improve production efficiency and sustainability, and
- seize opportunities to enhance the quality of Australian wines to strengthen competitiveness in the market and attract customers from other alcohol beverage categories.

Wine Australia will invest in co-designed research and innovation across the value chain to align products with consumer and market demand. Recognising the unique challenges faced by the inland regions and the variety of situations across the country, the impact sought from these investments is more practices and products successfully meeting evolving market and consumer demands.

Measures of success over the five years to 2030:

- Wines from new and emerging product categories in which we have invested are available to consumers.
- At least three new vineyard or winery innovations from Wine Australia investments being used within the supply chain.
- All projects co-designed with relevant customers and at least 90 per cent of projects with co-investment from appropriate partners.
- The number of grape and wine businesses who have collaborated and co-invested with researchers funded by us increases each year.



OUR
SUSTAINABILITY

Future proof our supply base

Australia's climate will continue to change and present challenges in managing vineyards. It is essential to build climate resilience through practices that protect Australia's viticultural assets and work to preserve and enhance environments. This responsibility falls on everyone.

Sustainable vineyard planning, exploring climate-suitable varieties, clones and rootstocks, maintaining healthy vines, managing pests and diseases, and ensuring sound biosecurity practices are vital tasks that require careful attention. We will explore strategies to increase demand, improve flexibility in responding to climate change, and ensure the sustainability of Australian vineyards for the future.

The impact sought from Wine Australia's investments is that grape and wine producers will have greater flexibility in responding to the effects of climate change, sustainably managing pests and diseases and meeting the challenges of biosecurity threats. Priority support for those regions already affected by climate change will be particularly important.

Measures of success over the five years to 2030:

- Grapegrowers are accessing information from our investments for managing and maintaining vineyards for dynamic, planned yields aligned to demand.
- Technologies and knowledge from our investments are being applied to manage climate-related variability in vineyard production.
- Solutions to pest and disease issues with the greatest economic cost to the sector are being invested in, ideally in collaborative models.
- Existing climate-resilient grapevine varieties, clones and rootstocks are shown to be suited to sustainable vineyard practices and new ones are being developed.

Putting the sector's ESG and sustainability plans into action

The Australian grape and wine sector is proactively committed to sustainability and ESG principles and recognises the importance of ongoing action, reflected in Wine Australia's ESG Investment Plan and Emissions Reduction Roadmap. Economic viability and business objectives are central to the sector's sustainability commitments.

OGWSP consultation identified the need for the sector:

- to strive to enhance sustainability by applying responsible practices and developing climate-adaptive solutions for both viticulture and winemaking
- to take steps to reduce the sector's environmental impact, including the sector's carbon footprint, in line with Wine Australia's Emissions Reduction Roadmap for the sector and with national emissions reduction targets, and
- in the face of increasing scrutiny of Sustainability and ESG credentials:
  - to commit to demonstrating the sector's sustainability credentials and continuous improvement through programs including Sustainable Winegrowing Australia, and
  - to support establishment of a robust Sustainable Winegrowing Australia that meets the future needs of the sector and is flexible to support grape and wine businesses of all sizes.

Wine Australia will provide a research and adoption program focused on sustainable outcomes and climate adaptive and mitigative practices and products. Wine Australia will assist grape and wine producers to understand and action ESG-related activities that are aligned with business profitability and longevity and ensure global market access.

The impact sought from Wine Australia's investments and contribution to this broader OGWSP objective is that the Australian wine sector is globally recognised as a leader in sustainability and environmental, social and governance (ESG) practices.

Measures of success over the five years to 2030:

- New and emerging ESG-related business and market access risks and opportunities are identified and communicated to grape and wine producers through the development of resources, demonstration of emerging technology and extension and adoption activities.
- Australian grape and wine producers are empowered to plan, implement, record and promote sustainability-related actions, progress and success through a tailored sustainability communications program.
- An extension and adoption program is delivered to customers to enable the implementation of emissions reduction activities identified through Wine Australia's Emissions Reduction Roadmap and through novel approaches.
- Projects with other industries are implemented to increase opportunities for the reuse and recycling of vineyard and winery waste materials.
- Wine Australia continues to invest in programs and projects that align environmental and social benefits to business profitability and identify opportunities for promoting carbon insetting, including biodiversity and conservation co-benefits.
- Resources are developed and maintained by Wine Australia to enable grapegrowers to switch to sustainable practices and support the sector in meeting ESG requirements, and their use increases year on year.

Embrace sustainability and aim for continuous improvement in practices

As the world increasingly embraces sustainability, organisations are improving practices to meet changing customer and consumer demands. Businesses are already embracing eco-friendly practices such as organic farming, water conservation and renewable energy, while also focusing on social responsibility through fair labour practices and community engagement.

Wine Australia acknowledges that the difficult operating environment faced by growers in some regions may be a limiting factor in uptake of practice changes and new tools. We will, however, continue to assist grapegrowers and winemakers to understand and respond to evolving market access requirements, build business resilience and reduce costs through the introduction of opportunities to increase data capture and storage.

Greater research and uptake of existing technology, behaviours, data capture and information disclosure are required to meet the changing needs of customers. By providing the sector with the tools and knowledge to make practice changes, businesses can meet and exceed market demands, reduce their costs, harness opportunities and mitigate risks. In addition, a proactive stance on sustainability enhances the industry's reputation and opens opportunities for partnerships and investment.

Wine Australia will provide practical tools, systems, and processes to help the sector achieve its sustainability objectives. We will enhance data provision and seek to improve auditing by supporting programs that assist grapegrowers and winemakers to capture, report and communicate data, while minimising the administrative burden of doing so.

The impact sought from Wine Australia's investments is that Australian grape and wine producers will be empowered to take action to respond to global and regional drivers of ESG and to meet customer requirements. Data provision and auditing to capture and communicate sustainability credentials, progress and achievements will have been enhanced.

Measures of success over the five years to 2030:

- Resources, tools and extension activities are available to facilitate the uptake of accurate and transparent ESG data capture, reporting and communication to ensure access to global wine markets.
- Grape and wine producers can prioritise and implement ESG actions, based on the needs and priorities of their customers, staff, suppliers and community.
- Australian grape and wine producers will be able to determine the business advantages of the adoption of ESG policies, practices and behaviours.
- A sector-specific tool to measure Scope 1, 2 and 3 emissions is delivered and used by grape and wine businesses.
- The carbon footprint of the grape and wine sector is reduced.
- Australian grape and wine producers understand and adopt energy-efficient practices, sustainable production outcomes, responsible labour practices and modern slavery due diligence requirements.

Develop skilled and capable people

A dynamic and forward-thinking wine sector is built on its ability to attract and retain talent, curating a new generation workforce with a range of skills that are needed for both the unique requirements of viticulture and wine, and also the use of emerging technologies and adaption to future needs. Our approach is collaborative and adaptable, empowering people in their pursuit of innovation, excellence and contributions towards a vibrant sustainable future for the sector. Wine Australia's goal is to support people in the sector as they learn and grow, providing access to upskilling and, importantly, mentoring to build on the solid know-how the sector's people already have for future success.

Wine Australia will continue to update and promote engaging career pathways and resources and collaborate with regional wine associations in their efforts to improve industry-led attraction and retention priorities. We will work with schools and tertiary providers to enhance connections with the industry and provide opportunities for students.

We will maintain a commitment to ensuring the grape and wine sector is represented in various national education and workforce food and fibre strategies and programs, strengthening industry ties to enhance collective efforts in workforce development.

The impact sought from Wine Australia's investments is that well-established networks of people at all levels across the sector have the skills and desire to lead, inspire and navigate change. We are attracting, supporting and retaining talent and benefitting from a broader range of perspectives and expertise.

Measures of success over the five years to 2030:

- More than 90 per cent of participants in people development programs have gained new knowledge and skills to improve their professional leadership capabilities.
- More than 80 per cent of participants from people development programs have ongoing engagement and involvement in wider sector activities.
- Metrics across Wine Australia's Careers in Viticulture and Wine site demonstrate evolving engagement.
- The ability to identify and measure diversity, equity and inclusion (DEI) outcomes across the sector is improving.



Enable practice change

Ensuring everyone has access to the information, skills training and insights to make informed decisions will strengthen the competitiveness and resilience of individuals and the sector. We will encourage best practice in vineyards, wineries and along the value chain, with awareness that some organisations and regions will have greater operational and financial obstacles to uptake than others.

Wine Australia will evolve extension and adoption by understanding grapegrowers and winemakers better and responding to individual needs, motivations and decision-making processes. We will play a coordination role nationally to align efforts, foster regionally-owned solutions and maximise the potential for pooling resources and leveraging industry levies more effectively.

The impact sought from Wine Australia's investments is that grapegrowers and winemakers across all business models and geographic regions will have access to the support and information they need to implement practice change in their businesses. They will have a greater appreciation of the personal and business benefits of practice change, the facts they need to inform better decision making, and greater confidence and 'know how' to act.

Measures of success over the five years to 2030:

- A revised Wine Australia Extension & Adoption Plan is available and articulates:
  - how we will deliver a nationally-coordinated approach to maximise efficiencies and impact
  - the capacity-building of 'trusted advisors' who grapegrowers and wine makers rely on for the latest advice and information
  - the use of a communications approach designed specifically to successfully promote outputs to different target groups, and
  - the procurement of external expertise to build national and regional capacity for sustainable E&A programs
- A documented approach is used to measuring the impact of the E&A plan as it is progressively enacted, with supporting continuous improvement processes.
- The level of industry awareness, understanding and adoption of Wine Australia's outputs has been benchmarked and is improving over time.



OUR
SYSTEMS

Embrace digital, data and tech transformation, enable end-to-end data models and ensure access to information

Digital systems, data, and technology are revolutionising the way the sector does business, spanning from the vineyard to the point of sale, elevating product standards today with emerging technologies requiring increased digital literacy and skills to harness their benefits. These include data analytics and digital marketing tools to streamline processes, to support data-driven decision-making, to comprehend consumer behaviour, to optimise production processes and to forecast market trends. OGWSP consultation identified the need for the sector to improve the use of data to inform business decisions and simplify reporting requirements.

Improving and streamlining information dissemination throughout the sector will ensure that the wine community knows where to find relevant data, resources and information promptly to make informed business decisions to drive resilience, profitability and sustainability.

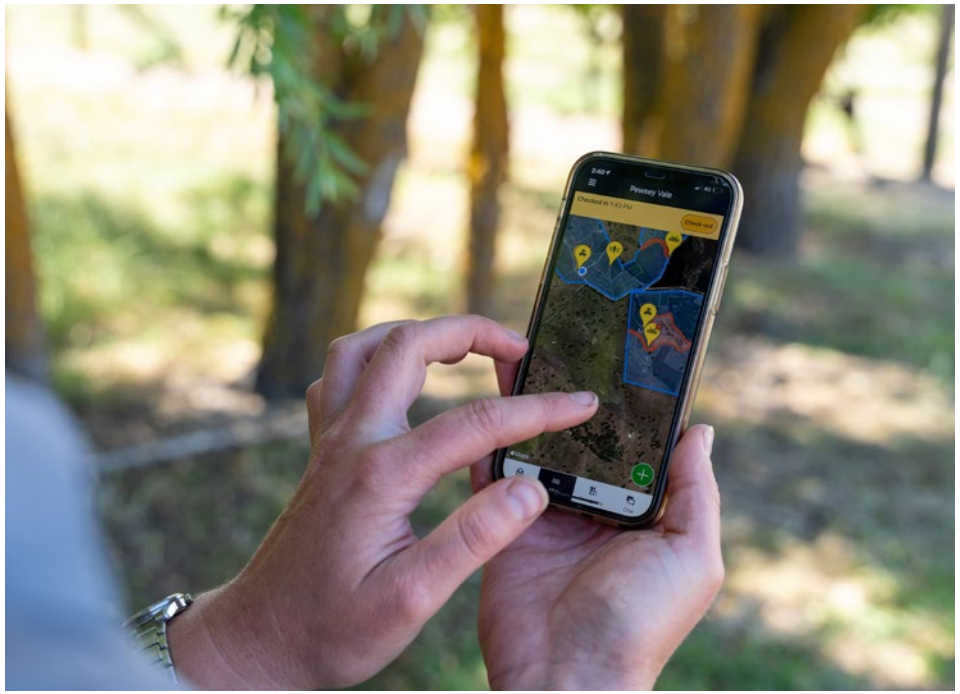
Wine Australia will support digital transformation by connecting all supply chain participants and building trust, collaboration and sharing of data across the supply chain to ensure the value of the sector's digital assets is optimised. This will provide confidence to the sector's future customers and consumers that Australian wine delivers assured quality and has been produced and transported using sustainable practices.

Wine Australia will facilitate relationships across the supply chain, acting as the intermediary to bring participants together to deliver fit-for-purpose products into key markets. We will prioritise strategic partnerships with those willing and able to share data and insights and help communicate the benefits of a connected supply chain.

The impact sought from Wine Australia's investments is that digital transformation initiatives and collaborations will have led to widespread and novel sector use of technology and data for connecting the value chain in mutually beneficial ways.

Measures of success over the five years to 2030:

- The provision of training, materials and activities assists in building skills and capability to engage with digital technologies and data throughout the sector.
- Wine Australia is actively collaborating with others within the wine sector and across other sectors to develop and/or share common digital resources.
- Demonstrable application within levy payer businesses of beneficial insights from digital and data opportunities to inform decisions that improve productivity and profitability.



Research and Innovation investment priorities for 2025–26

Table 1: Research and Innovation investment priorities for 2025–26

	Outcomes sought from Wine Australia investment over 2025–2030	2025–26 investments and activities
Balance supply and demand 	**By 2026** • A domestic sales dashboard is available to provide greater transparency on the sector's biggest market. **By 2028** • A national vineyard register is available to provide insights into winegrape supply. **By 2030** • Businesses can use data, information, and tools from Wine Australia and partners to make more informed planning decisions.	• Implement a framework for a national vineyard register to provide insight into the national vineyard area and winegrape supply, capturing key data to support business planning. • Lead initiatives to improve transparency and data availability to support efforts to balance supply and demand – from vineyards to sales. • Provide data, information, and tools to help the sector plan pathways, and exit strategies if necessary, to a sustainable supply and demand balance, and to help businesses make informed decisions to plan a resilient future.
Improve our wine with innovation 	**By 2026** • Technologies and innovations supported by Wine Australia's research or adoption projects are used by producers for vineyard monitoring and to support decision making. **By 2028** • Increased application of novel or new-to-them production approaches helps businesses to diversify into new product categories, supported by robust market size and opportunity data. **By 2030** • Businesses are empowered to take action to produce grapes and wines in new ways using knowledge and tools from Wine Australia investment and have demonstrated engagement with collaborative projects.	• Invest in the development of innovative new products to compete in product categories with increasing consumer demand, such as low and "mid-strength" alcohol wines. • Invest in the development of new vineyard practices and winemaking techniques so that the sector can innovate and produce wines that resonate with consumers. • Explore new technologies along the value chain to improve quality and efficiency. • Provide information, insights and innovation that support the sector to align products, quality, and value with consumer and market demand. • Support market intensification of existing markets and diversification to emerging markets for Australian wine, based on providing greater understanding of consumer and market trends. • Support regional associations to design and enhance local solutions for key challenges in viticulture, winemaking and business.

Table 1: Research and Innovation investment priorities for 2025–26

	Outcomes sought from Wine Australia investment over 2025–2030	2025–26 investments and activities
Future proof our supply base 	**By 2026** • Grapegrowers have knowledge about short-term adaptation strategies to manage and maintain vineyards in low-demand periods. **By 2028** • The sector has access to new tool and technologies to better predict, manage and mitigate the increasing risk posed by bushfires and smoke taint. **By 2030** • Australia's grapegrowers and winemakers have access to a wide range of grapevine varieties, clones and rootstocks that are climate-resilient and suited to sustainable vineyard practices • the sector has access to a toolkit of strategies for seasonal management of climate extremes and long-term adaptation to climate change, and • the sector is well-prepared to manage endemic and exotic pests and diseases through the establishment of strong cross-sectoral and government relationships, and by securing co-investment in critical biosecurity research and innovation initiatives.	• Support research into development and evaluation of new planting materials, including varieties, clones and rootstocks. • Continue to invest in the Wine Australia National Germplasm Collection Program to protect and preserve Australia's unique grapevine genetic resources, facilitate the supply of clean, true-to-type planting material to the sector and support propagation supply chain activities that build and strengthen sector resilience. • Develop a decision support tool for grapegrowers and winemakers which encompasses all existing knowledge to predict, manage and mitigate the increasing risk of bushfires and smoke taint. • Invest in the development of improved and/or innovative vineyard practices, and techniques to manage vineyard pests and diseases more sustainably. • Maintain and strengthen cross-sectoral and government partnerships to leverage funding and support biosecurity research, innovation, development, and extension efforts.
Putting the sector's ESG and sustainability plans into action 	**By 2026** • Australian grape and wine producers are provided with resources and access to training opportunities to capture ESG-related data and communicate business ESG outputs. • The majority of wine and grape businesses have established their emissions baseline and are aware of ways to reduce it. **By 2028** • Lower emissions alternatives to landfill are available for disposal of most vineyard waste. • Progress is made against the emissions reduction opportunities identified in the Emissions Reduction Roadmap, and toward agricultural and national targets. • Grape and wine businesses have adopted one or more initiative(s) to reduce their baseline emissions. **By 2030** • Sector greenhouse gas emissions (GHG) emissions have reduced by 42 per cent of the 2020–21 baseline, consistent with Wine Australia's Emissions Reduction Roadmap. • Carbon literacy and understanding of the collection and use of data and carbon calculators by the sector is increased. • The opportunities and benefits of low emissions practices are well understood throughout the sector.	• Support transition to practices that lower the sector's carbon emissions by 42 per cent by 2030, consistent with Wine Australia's Emissions Reduction Roadmap. • Explore new practices and solutions to continue reducing emissions. • Share progress, challenges, and achievements related to emissions reduction efforts with the sector. • Investigate sustainable usage of, or low-emissions alternatives to, vineyard and winery inputs. • Develop solutions for waste circularity and sustainable packaging.

Table 1: Research and Innovation investment priorities for 2025–26

	Outcomes sought from Wine Australia investment over 2025–2030	2025–26 investments and activities
Embrace sustainability and aim for continuous improvement in practices 	**By 2026** • Australian grape and wine producers will understand the priority ESG needs of their customers and have the skills and knowledge to collect and provide basic ESG-related information, in order to maximise opportunities for the sale and distribution of Australian wine. • Guided by the ESG Investment Plan, the sector will have clear and established ESG focus areas that address customer needs and promote the benefits of Australian-produced grape and wine. • Australian grape and wine producers will be proactively managing ESG-related risks, with a focus on identifying exposure to and reducing risks across wine supply chains. **By 2028** • The sector will adopt activities that further advance its reputation as a producer of socially and environmentally responsible grape and wine. • Australian grapegrowers will have the tools and knowledge to successfully calculate Scope 1, 2 and select Scope 3 emissions through sector-specific tools and extension and adoption programs developed by Wine Australia. **By 2030** • Australian grape and wine producers adopt practices, technologies and behaviour change that lead to productivity and efficiency gains and reduce the impact of grape and wine production on the environment.	• Encourage the use of science-based ESG metrics to enable Australian wine businesses to consistently measure, validate and report their sustainability credentials in accordance with globally recognised standards. • Increase adoption of best practice irrigation management. • Develop strategies and practices to improve soil health, biodiversity and landscape management that improve measurable ecological outcomes. • Provide practical tools and campaigns to support effective implementation of sustainable practices in diverse business scenarios. • Support regional associations to design solutions for local challenges in viticulture, winemaking and business. • Work with Australian Grape and Wine and the Australian Wine Research Institute to implement better governance for Sustainable Winegrowing Australia (SWA).
Develop skilled and capable people 	**By 2026** • Cross-sectoral projects addressing workforce and labour issues across agriculture have identified priority initiatives and been initiated. **By 2028** • The sector's understanding of workforce challenges is enhanced, DEI efforts across the sector are understood, and a toolkit for the sector to focus their DEI efforts is available, youth engagement across the sector is supported and we are seeing greater involvement of young people in decision-making processes. **By 2030** • The future workforce needs of the industry continue to be bolstered by a talented and diverse cohort of individuals making a difference across the regions and in wine businesses.	• Promote career pathways information to the grape and wine sector as a career of choice among school and tertiary students. • Work with the school, vocational training and higher education sectors, as well as government-funded and other priority initiatives addressing workforce and labour issues across agriculture. • Invest in activities to attract and retain skilled and semi-skilled people in all areas of the wine sector, ensuring an experienced and capable workforce. • Deliver regional and national mentor and leadership programs, such as Wine Australia's Future Leaders and Next Crop programs, to ensure equal opportunities for regional leadership development pathways and career advancement. • Maintain a commitment to research and activities aimed at achieving DEI across the sector and ensure diversity and inclusivity in mentoring and leadership programs.

Table 1: Research and Innovation investment priorities for 2025–26

	Outcomes sought from Wine Australia investment over 2025–2030	2025–26 investments and activities
Enable practice change 	**By 2026** • An enhanced understanding of who grapegrowers and winemakers turn to for information and advice and what support is needed to drive practice change in the grapegrowers and winemakers they influence is available and being used to improve their impact and outcomes for those they influence. **By 2028** • Data has been collected that articulates the primary motivators and barriers to practice change across the key grapegrower and winemaker segments and is used to inform and enhance our extension and promotion activities, improve their impact and outcomes the sector. **By 2030** • Enhanced practice change occurs for players along the adoption decision-making chain because greater value will be delivered through a nationally coordinated approach to activities and resources, designed to facilitate practice change.	• Continually improve extension and adoption efforts through collaboration and consultation with grapegrowers and winemakers. • Facilitate practice change and the adoption of existing knowledge to improve grape growing, winemaking, exporting and running a wine business. • Identify and support activities to increase innovation and profitability in wine businesses.
Embrace digital, data and tech transformation, enable end-to-end data models and ensure access to information 	**By 2026** • The sector's requirements for managing and engaging with digital solutions and data opportunities will be clarified and used to design and implement use case examples. **By 2028** • The sector will have use cases to demonstrate the value of new digital technologies; these will be well-known, and activities and materials to support digital capabilities within the grape and wine sector's workforce will be available and used. **By 2030** • The value chain associated with the sector will have access to data platforms that reduce duplication, support a whole-of-industry data perspective, and reveal new insights and opportunities to inform decisions to improve productivity and profitability.	• Support the development of world class digital and data systems and technology that are fit-for-purpose, integrated and efficient. • Develop and implement a central register for the collection and storage of data related to the identity, location and health status of Australian grapevine propagation assets and to the grapevine varieties, clones and rootstocks available to the sector. • Develop activities, including demonstrations, trials and skills development, and build clarity around return on investment to support increased adoption of best practice technologies in vineyards and wineries.

Market Development

Wine Australia empowers sector success by uncovering, developing and promoting market opportunities globally.

Wine Australia does not sell wine. Our objective remains to work with the sector, guided by our sector-led advisory groups, the Joint Marketing Group (JMG) and Consumer Insights Advisory Group (CIAG), to increase the demand and premium paid for Australian wine, positioning Australian wine as suitable for any drinking occasion.

Broadly, our market development investments cover Insights, Connections and Capability.

In 2025-26 we will be focused on providing relevant insights to enable better fact based decision-making and facilitate opportunities that assist wine businesses to foster and cultivate connections that deliver commercial outcomes.

We will strive to build sector capability through education and tailored market activations to build awareness, relevance and preference for Australia and Australian wine and we will concentrate our resources and efforts on markets that offer the greatest opportunity and returns for the industry.

The OGWSP themes addressed by Wine Australia's Market Development function are:

Our markets

Our sector needs to increase its international distribution footprint and market penetration while defending its position in the domestic market.

Our Sustainability

Sustainability is central to our sector's current and long-term resilience and profitability. Programs that support sustainability initiatives need to be flexible and tailored to support grape and wine businesses of all sizes.

Our consumers, customers and community

Our sector is flexible and responsive to the needs of consumers, customers, and communities, ensuring social licence is maintained in a rapidly evolving market landscape.



OUR
MARKETS

Diversify and intensify our international markets

The Australian wine sector needs to increase its international distribution footprint and market penetration while defending its position in the domestic market.

Wine Australia remains focused on building the collective Australian wine brand, which is based on the rich regional and individual brand stories that make Australia unique.

We will strive to build the relevance of Australian wine globally, using education to build foundations in emerging markets and preference in those more established. We use quantitative and qualitative data to broadly categorise markets as emerging, grow (established) or defend (established).

These classifications inform resource allocation and the suite of tailored marketing activations by market, geared to building stronger affinity for and connection to Australian wine. These connections will focus on delivering commercial outcomes with annual plans crafted to unlock emerging opportunities, with input from the JMG.

Wine Australia aims to help grow and defend Australian wine's market share by providing market development activities that our customers are increasingly satisfied with and that their business/brand will increasingly benefit from by participating in the activity.

Continued collaboration with state and regional associations to leverage resources, tell their unique regional stories and maximise outcomes remains a key pillar in our ability to deliver meaningful levels of activity over the coming period.

Building year on year as resources allow and opportunity presents, Wine Australia will deliver strategies that leverage insights to connect with trade and consumers by aligning with trends, reducing trade and market access barriers and continuing a dedication to quality.

Acknowledging that not every organisation will be in a position to export, the impact sought from Wine Australia's investments is that Australian wine's share of imported wine sales in markets where Australia is currently under-represented will have grown and market share where Australia is already well-established will be defended.

Measures of success over the five years to 2030:

- An increased share in targeted emerging markets and market segments in established markets where Australian wine is under-represented.
- Maintaining the Australian wine sector's share in targeted emerging markets and market segments in established markets where Australia is already well positioned.

Enhance the perception and consumer appeal of our wine

Rapidly changing consumer preferences provide opportunities to respond through product innovation and tailored activities. We will work collaboratively to enhance the perception of Australian wines.

A key pillar in perception building will be to leverage Wine Australia's existing Australian Wine Discovered (AWD) educational assets and build stronger connections with targeted subject matter experts and influencers. These partners can assist in delivering and amplifying the national Australian wine's brand positioning of modern thinking and ancient lands, through engaging education-based activations. Our goal remains to build global understanding of Australia's diversity – be that the 65 wine regions, the people who call them home or the quality wines that are produced from them.

In marketing activities, this will be through presenting the cohesive Australian Wine brand position of "*Adventurous. By Nature.*" that unites the sector in promoting Australian wine, aligns key messaging and leverages regional initiatives. The brand showcases the unique characteristics of our diverse regions, demonstrating to trade and consumers that Australian wine is the product of applying modern thinking to Australia's ancient lands.

The impact sought from Wine Australia's investments is that perception of Australian wine at all price points will have increased over 2025 base levels in all target markets.

Measures of success over the five years to 2030:

- The quality and value perception rating of Australian wine in the targeted markets is higher based on an annual survey of consumers (or trade).
- Education continues to play a significant role in building understanding and preference for Australian wine. Post activity / event surveys will demonstrate perception changes and program effectiveness.



Promote sustainability responsibly in our marketing efforts

Consumer research indicates an increased importance of sustainability and ESG practices and values to global customers. OGWSP consultation identified that the sector is committed to uphold the principles of sustainability and ESG, communicating them honestly and transparently to their customers. Sustainability and ESG considerations are integral to maintaining the integrity of the Australian wine sector and will continue to guide our culture of accountability and ethical standards.

Wine Australia will embrace the opportunity that SWA provides to support the development of the Australian wine brand and will integrate SWA messaging into all marketing activities where appropriate.

Wine Australia's trade initiatives will focus on wines displaying the Trustmark as we achieve a critical mass of wines in target markets around the world.

In terms of market access, we believe that compliance with sustainability programs such as SWA will continue to be of increasing relevance as many global customers pursue an efficient and credible ways of evaluating suppliers, as they seek to meet their own ESG targets.

SWA can also provide a point of competitive advantage for Australian wine and the brands that are certified.

The impact sought from Wine Australia's investments and contribution to this broader OGWSP objective is that the Australian wine industry will be recognised as a leader in sustainability.

Measures of success over the five years to 2030:

Compared to the 2025 baseline:

- the perception that Australian wine production is sustainable is higher,
- the number of wine producers (brands) displaying the Sustainable Winegrowing Australia (SWA) Trustmark is higher
- retailer and monopoly recognition of the SWA program is higher, and
- SWA understanding and recall following trade events is higher.



Respond to our customers and consumers

Understanding the changing tastes and habits of consumers and the evolving demands of customers is critical to the Australian wine sector's success.

A focus on generating relevant and useful insights for the sector will enable better decision-making on market attractiveness, consumer wine drinking motivations and behaviours, and ultimately inform research and innovation investment.

We need to deepen our understanding of younger consumers and their motivations for or barriers to drinking Australian wine in established markets and to also better understand the role of wine in general, and Australian wine specifically, amongst consumers in emerging markets, particularly in the Asian region.

Wine Australia has established a cross-sector Consumer Insights Advisory Group (CIAG) to support these objectives. The role of the CIAG is to facilitate a collaborative approach between Wine Australia and Australian wine companies to:

- establish market research priorities with advice from the JMG
- determine what information is currently available and what can then be shared to address the priorities, and
- consider opportunities for any potential co-investment to fill knowledge gaps

The desired outcomes include less duplication and greater alignment between market development strategies and research.

Working with all participants across the value chain is crucial to securing access to consumer behavior data and insights – it helps us understand the wine sector's customers, identify opportunities, and facilitate effective product development and promotion. We will use these insights to develop innovative solutions and dynamic game plans that are adaptive to changing market conditions and consumer preferences.

The impact sought from Wine Australia's investments is that the Australian wine sector will have a deeper evidential base from which they can respond to the changing tastes and habits of wine consumers in targeted emerging and established markets.

Measure of success over the five years to 2030:

- Wine Australia's Market Insights information and services increasingly become an integral part of the decision-making processes of the sector and the individual businesses contained within the sector.

Market Development investment priorities for 2025–26

Table 2: Market Development investment priorities for 2025–26

	Outcomes sought from Wine Australia investment over 2025–2030	2025–26 investments and activities
Diversify and intensify our international markets 	By 2030, Australian wine's share of imported wine sales in markets where Australia is currently under-represented will have grown and market share where Australia is already well-established will be defended. • Specific outcomes for 2025-26 are: [1] **Emerging markets** – Grow our share of imported wine in: › Vietnam from 10 per cent › Philippines from 15 per cent – Defend our share of imported wine in: › Indonesia at ≥30 per cent › Thailand at ≥30 per cent **Established markets** – Grow our share of imported premium wine in: › United States from 5 per cent › Canada from 5 per cent › UK/Ireland from 8 per cent – Defend our share of imported commercial wine in: › United States at ≥15 per cent › Canada at ≥20 per cent › UK/Ireland at ≥20 per cent – Grow our share of imported wine in: › Denmark from 13 per cent › Nordic monopolies (Sweden, Norway, Finland) from 7 per cent › Japan from 5 per cent › China from 0.5 per cent – Defend our market share in Australia at ≥80 per cent	• Understanding the market and consumer opportunity is key to building share. In 2025-26 we will generate and disseminate relevant and usable insights for the sector to enable better decision making on market attractiveness, consumer wine drinking motivations and behaviours and potential product development, such as mid-strength wine. • Strong collaboration with Austrade (and other agencies) to fill capacity gaps and provide in-market expertise and commercial assistance to potential exporters will continue. This includes regular market updates and capability building sessions. • In-market activity provides platforms to engage, educate and excite trade and consumers, build understanding of Australian wine and enable commercial outcomes with local trade partners. – Roadshow locations in 2025-26 will include: › North America › Japan › China[2] › Europe (Nordics and Netherlands) – Signature events include: › Vinexpo Asia Hong Kong › Prowine Shanghai › Wine Paris • We'll ensure that our annual international market development and communications programs reflect the varied needs of the sector and the in-market opportunities at hand through leveraging the expertise and insights of the Joint Marketing Group (JMG). • With input from JMG, we will activate a domestic marketing initiative to raise awareness and relevance of Australian wine in more drinking occasions.

1. These are the proposed metrics for 2025–26. These were not included in the 2025–2030 Strategic Plan.
2. Alternate roadshow / Vinexpo biennially so when Vinexpo Asia is in Singapore, a roadshow will be offered for China. When Vinexpo Asia is in Hong Kong, our roadshow focus will be Southeast Asia.

Table 2: Market Development investment priorities for 2025–26

	Outcomes sought from Wine Australia investment over 2025–2030	2025–26 investments and activities
Enhance the perception and consumer appeal of our wine 	By 2030, perception of Australian wine will have increased over 2025 base levels in all target markets.	• In 2025-26, we will establish baseline data to establish current perceptions about the appeal of Australian wine in our target markets[3]. – Australia – USA – Canada – UK – Nordics – Japan – China – SEA - Thailand, Vietnam, Indonesia and Philippines • We aim to continually increase the perceptions around quality and diversity, delivering tailored programs to aid awareness, understanding and preference for Australian wine. • As detailed in the activities designed to 'diversify and intensify', in-market platforms allow us to engage, educate and excite trade and consumers, building a greater understanding of the quality and diversity of Australian wine. • We will proactively target key opinion leaders across established and emerging markets, particularly the latter where language or other cultural barriers can provide a barrier to messaging. • Wine Australia's Education Development Managers will continue to engage with leading educators and opinion leaders and run training programs and workshops directly. • We will also look to supplement education activity with a network of recognised in-market educators who can utilise our widely translated AWD education modules to build awareness of and greater affinity for Australian wine. In 2025-26, this model is being utilised in China, Thailand, Indonesia, Philippines and Vietnam

3. This list of markets was included in the 2025–2030 Strategic Plan and we're now costing up the investment required to generate the base and track perception. Initial estimates suggest at least $5K per market (we currently track UK, USA and Canada) so potentially $50-60K.

Table 2: Market Development investment priorities for 2025–26

	Outcomes sought from Wine Australia investment over 2025–2030	2025–26 investments and activities
Promote sustainability responsibly in our marketing efforts 	By 2030, the Australian wine industry will be recognised as a leader in sustainability.	In 2025-26 we aim to build recognition across global trade - as key gatekeepers - that Australian wine is sustainably produced, supported by established credentials that are recognised by key customers across the entire supply chain. Activities include: • Connecting with engaged global customers to deliver SWA-themed activity that aligns with their commercial needs and builds awareness of the Australian wine industry's sustainability endeavours with their customers. • Utilising pilot programs to build greater understanding and uptake across other markets and customers. • Collaborating with Australian Grape & Wine and the Australian Wine Research Institute on a sector engagement strategy for SWA. • Collaborating with other agriculture sectors and other grape growing and winemaking geographies to support recognition of sustainable practices. • Maintaining the sector's accountability and transparency of practices through truthful marketing and communications. • Communicating the Australian wine sector's ESG commitments and credentials with a clear and consistent narrative across the value chain. • Incorporating key SWA messaging into AWD modules and activations.
Respond to our customers and consumers 	By 2030, in-depth consumer and market insights on a range of established and emerging markets will be available for the sector to inform business decision making and research and innovation programs.	• Improve research, innovation and marketing efforts by involving key customers in the co-design process, gaining insights into their needs throughout the product development and marketing cycle. Key activities in 2025-26 include: – National vineyard register development – Enhancing existing dashboards › Export Dashboard › Grape price indictor › Market Explorer • Work in concert with the CIAG to: – Foster collaborative responses to consumer insights across the value chain. – Co-design research and innovation programs, such as the mid-strength wine production project, to align developments with consumer insights to attract new customers and expand market presence. • Provide accurate and up-to-date data, information and insights to the sector to supporting evidence-based decision-making. • Deliver it to ensure maximum impact, including: – Market bulletins – Webinars – In-person events and presentations – Tailored conversations such as 'ask an analyst'

Regulatory services

Wine Australia empowers sector success by safeguarding product integrity to uphold the sector's reputation, maintaining market confidence in the high standards expected of Australian wine.

The OGWSP themes addressed by Wine Australia's regulatory function are:

Our systems and infrastructure

Our sector needs to integrate state-of-the-art technologies, digital methodologies, and data-driven approaches to improve efficiency, quality, profitability, competitiveness, and connectivity within the sector

Our markets

Our sector needs to increase its international presence through collaborative efforts, innovative marketing strategies, alignment with consumer trends, reducing trade and market access barriers and a continued dedication to quality

Ensure product integrity and quality

Well-designed, fit-for-purpose regulatory settings – and compliance with regulation – is crucial for the continued success of the wine sector. Regulatory compliance underpins consumer health and safety, and confidence in the provenance of a product; it can also serve to facilitate trade by demonstrating product credentials to international markets.

Australia's wine export controls are administered through Wine Australia's Licensing and Approval System (WALAS). WALAS allows users to apply online for a licence to export, register products and apply for shipping approval, upload labels, edit shipping details, apply for export documents, manage associated exporters, make payments online, and manage account access.

In discharging our regulatory responsibilities in accordance with the Wine Australia Act 2013 and Wine Australia Regulations 2018, we will meet the Australian Government's Statement of Expectations (a copy of which is included at page 50) and have committed to acting in accordance with regulatory best practice in decision-making, operational practices and communications to ensure effectiveness and efficiency.

More specifically, the three principles of regulator best practice, as described in the Australian Government's Regulator Performance Guide, which we are committed to upholding in discharging our regulatory functions, are:

- continuous improvement and building trust – regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings
- risk based and data driven – regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow, and
- collaboration and engagement – regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

The impact sought from Wine Australia's investments is that the reputation and integrity of Australian wine will be maintained in all markets, including the domestic market.

Measures of success over the five years to 2030:

- Wine Australia's regulatory services meet the Australian Government's Statement of Expectations.
- Sector and consumer confidence in the integrity of Australia wine is maintained.



Improve international market access

Regulatory complexities and the dynamic nature of international trade and regulation present ongoing challenges to the profitable growth of the Australian wine industry.

These are addressed by working together to communicate regulatory information to support the sector's success in global markets and continuing to establish mutually advantageous relationships in export markets and ease technical and non-technical trade barriers.

The impact sought from Wine Australia's investments is enhanced access to international markets for Australian wine.

Measure of success over the five years to 2030:

- An appreciable reduction in trade impediments in overseas markets as a result of continued work with the Australian Government and the Australian wine sector, including Australian Grape & Wine and the Australian Wine Research Institute, to enhance market access by identifying and managing technical trade barriers, and by investing in developing, enhancing and providing technical information to inform negotiations.



Regulatory Services investment priorities for 2025–26

Table 3: Regulatory Services investment priorities for 2025–26

	Outcomes sought from Wine Australia investment over 2025–2030	2025–26 investments and activities
Ensure product integrity and quality 	Australia's robust regulatory framework will continue to provide a solid foundation for success of the Australian wine sector. Fostering a "culture of compliance" within the Australian wine sector will continue to enhance Australian wine's reputation for authenticity and integrity.	• In 2025–26, we will ensure wide and timely access to information on market regulatory requirements and changes to support production and processes to align with standards and facilitate market access. Such activities will include: – the maintenance and continued enhancement of the Licensing and Compliance Guide and other guidance materials; – the maintenance and continued enhancement of 40 Export Market Guides; – the publication and distribution of regular updates via the "Exporter News" newsletter and other sources; – regular engagement with, and presentations to, producers, exporters, regional associations and other institutions; – offering a label opinion service to promote labelling compliance; and – communication of information via direct contact with producers and exporters.

Table 3: Regulatory Services investment priorities for 2025–26

	Outcomes sought from Wine Australia investment over 2025–2030	2025–26 investments and activities
Improve international market access 	Enhanced market access for Australian wine in support of the Australian wine industry's export growth and diversification priorities identified in the OGWSP compared to the 2025 baseline.	• In 2025–26, we will continue to provide information and insights to enable businesses to comply with export market regulations and make informed commercial and strategic decisions pertaining to export growth and diversification opportunities. Such activities will include: – the maintenance and continued enhancement of 40 Export Market Guides; – the publication and distribution of regular updates via the "Exporter News" newsletter and other sources; – regular engagement with, and presentations to, producers, exporters, regional associations and other institutions; and – communication of information via direct contact with producers and exporters. • In 2025–26, in furtherance of continuously improving a market access strategy that appropriately addresses emerging challenges and seeks to promote a fair-trading environment for Australian exporters, we will continue to collaborate with Australian Grape & Wine, the Australian Wine Research Institute and the Australian Government to ease technical and non-tariff barriers to trade and streamline regulatory processes, including via active participation in World Wine Trade Group (WWTG), FIVS, OIV and their subcommittees/expert groups. • In 2025–26, we will conduct a program of analytical testing for the purposes of verifying compliance with the Australia New Zealand Food Standards Code and relevant international standards. AGW's Wine Industry Technical Advisory Committee (WITAC) and other stakeholders will be appropriately consulted to inform that program's activities. • In 2025–26, via coordinated bilateral and multilateral engagement, and via active participation in fora including WWTG, FIVS and OIV, we will build and maintain relationships with counterpart regulators to develop a comprehensive understanding of the regulatory requirements in export markets, assist exporters to resolve specific market access issues, and deliver streamlined regulatory processes. • In 2025–26, by providing accurate, timely and appropriate technical information as required, we will support the Australian Government's trade negotiations that might result in Australian exporters obtaining preferential treatment in export markets.

Enablers

In enabling success, Wine Australia will also contribute specifically to the *OGWSP* theme of *Our systems and infrastructure.*

Our systems and infrastructure

Our sector needs additional funding resources to deliver important initiatives as outlined in this strategic plan. An important enabler is the ability to co-design with partners and unlock other sources of funds to achieve the desired speed, scale, impact and outcome of research activities.



Unlocking opportunities for investment

Given the challenging economic environment, high inflation and the limitations of the current levy system, we need to raise external funding from private investors, government sources and the sector to maintain or grow the total investment available, which will be increasingly important for delivery of sector priorities. Additional sources of funding will allow us to:

- augment research and innovation
- leverage further funding and co-investment to achieve the desired impact, scale and tangible outcomes
- recapitalise existing projects with additional cash infusion from partners
- distribute the risk of investing in research and innovation through investments from the sector, service providers and external investors, and
- attract non-levy-based investments to achieve sector priorities.

The Australian Wine Future Fund will be financed through a mix of non-levy contributions from industry partners, research providers, and investors and Commonwealth matching. Its goal is to secure additional funding for higher risk research and innovation projects, with a focus on attracting cash investments from partners. By aligning with the strategic priorities outlined in this Strategic Plan, the Australian Wine Future Fund seeks to amplify the impact of levies and drive greater industry success.

There are two investment pathways under the Australian Wine Future Fund:

- A **research and innovation fund** of $20.0 million over five years, operating as currently with cash co-contributions of $12.5 million from partners and $7.5 million from Wine Australia.
- A **venture capital fund**, into which we will invest at least $2.5 million (of non-levy funds) over five years, generating at least five times leverage by attracting non-levy investments for key R&I initiatives and innovative ventures, ultimately enhancing the long-term sustainability and growth of the wine sector.

Not all funding will be received by Wine Australia directly. Wine Australia's role within the sector is to bring funding in across all businesses, for the benefit of the wider sector.

The impact sought from Wine Australia's investments is additional investment that will put the sector on the leading edge of research, innovation and technology and make us more competitive globally

Measure of success over the five years to 2030:

Successful establishment, management and operation of an Australian Wine Future Fund, using non-levy funds, resulting in up to four times leverage of Wine Australia's investments in sector priorities.

Enablers investment priorities for 2025–26

Table 4: Enablers investment priorities for 2025–26

	Outcomes sought from Wine Australia investment over 2025–2030	2025-26 investments and activities
Unlocking opportunities for investment 	**By 2026** • The Australian Wine Future Fund is established and co-investment secured, increasing the funding for research and innovation by at least $4 million per annum. **By 2028** • Research and innovation investments made through the Australian Wine Future Fund, have been successfully commercialised and have been made available for adoption by the sector. **By 2030** • The Australian Wine Future Fund has realised up to $50 million in additional investment for the sector through co-investments and grants, resulting in a robust portfolio of innovation-led investments that are servicing the Australian wine sector.	• The Australian Wine Future Fund – Establish the Research and Innovation Fund part and successfully secure annual co-investment from partners of at least $2.0 million. – Establish the Venture Fund with an external fund manager (targeting a total fund size of $15.0 million over the next four years) and make the first round of investments. • Identify grants, other opportunities for co-investment and pursue collaboration with other agriculture sectors and the private sector for additional funding to action the sector's priorities through: – tendering for state and federal grants – partnering and co-investing in research with state primary industries, research service providers and the sector, and – identifying and pursuing open calls and tenders for innovation, domestically and globally

Delivering this plan

Leadership of a high performing team in a well-regarded organisation is critical to delivering against this Plan.

Delivery against the themes of the OGWSP allocated to Wine Australia depends on excellent leadership and corporate oversight, including:

- Governance
- People and culture
- Customer engagement
- Measurement and evaluation
- Alignment with Government priorities
- Risk management
- Data management and cyber security
- Financial management, and
- Resource allocation



Delivery investment priorities for 2025–26

Table 5: Delivery investment priorities for 2025–26

	Outcomes sought from Wine Australia investment over 2025–2030	2025–26 investments and activities
All OGWSP actions 	A high performing team in a well regarded organisation delivers impact and value to the Australian wine sector	• Customer engagement activities with all customers and industry stakeholders to support their connections to information, markets and networks and facilitate consultation and feedback to Wine Australia. • Professional development of Wine Australia staff to ensure they have the necessary skills to support the industry. • Develop and release a Reconciliation Action Plan. • Corporate services to ensure accountability, performance, risk management, cyber security, data management, privacy requirements and compliance with statutory obligations, including the Wine Australia Act and the Public Governance, Performance and Accountability Act 2013. • Board and Committee meeting arrangements, locations and support are provided to enable appropriate governance and oversight of Wine Australia's performance.

Measurement and evaluation

Wine Australia's overarching metrics are:

- We improve our customer satisfaction metrics from the June 2025 baseline.
- More than 70% of exhibitors (exporters/importers) participating in Wine Australia's marketing activities and events believe that their business/brand will benefit or already has benefited from participating in the activity.
- The proportion of the sector utilising Wine Australia's Market Insights information, services and reports and who believe the information will help them make better business decisions increases from the June 2025 baseline.
- There is a demonstrated increase from the June 2025 baseline in the number and diversity of producers who understand the potential benefits to their business of adopting new, relevant practice changes or technologies, as well the number adopting these innovations.
- Sentiment regarding value and impact from research and innovation investments increases from the June 2025 baseline.
- We achieve the key performance indicators in our Regulator Performance Framework.

The June 2025 baseline data will be available following data collection through an independently conducted national survey in June and data analysis in July 2025.

Tailored measurement and evaluation plans will be included for the individual programs, activities and projects initiated under this Plan.



Financial management and resource allocation

Wine Australia is funded by grapegrowers and winemakers through levies and user-pays charges, and by the Australian Government, which provides matching funding for R&I investments.

We have four primary sources of funding:

1. **Research and Innovation (R&I) funding**
   The grape research levy (grapegrowers pay $2 per tonne of winegrapes crushed), the R&I component of the wine grape levy (wine producers pay $5 per tonne of winegrapes crushed) and additional cash contributions from partners are matched dollar-for-dollar by the Australian Government[1]. Additional cash contributions from partners and Commonwealth matching are the basis of the Future Fund.

2. **Marketing funding**
   Wineries pay the promotion component of the wine grape levy in a stepped amount per tonne. The promotion component is payable on grapes delivered to a winery once the threshold of 10 tonnes has been reached.

   Wine exporters pay the wine export charge on wine produced in and exported from Australia. The amount of levy payable is based on the free-on-board (FOB) sales value of wine for the levy year.

   Wine businesses and regional associations also pay voluntary contributions to participate in marketing activities (referred to as user-pay activities).

3. **Regulatory funding**
   Regulatory activities are funded on a cost-recovery basis through activity-based fees.

4. **Grants and other funding opportunities**
   Wine Australia applies for state and federal grants to support R&I, marketing and market access activities either directly or through partners.



1. Expenditure on eligible activities are matched up to 0.5% of the average gross value of production amount



Table 6: Estimated Revenue 2025–26

Estimated Revenue 2025–26	FY26
Levies	16,914,200
Commonwealth matching	14,000,000
Future Fund	2,000,000
Other external investment	936,278
Grants	13,488,500
Fees and charges	4,773,970
User Pays	1,941,778
Other	139,200
Total Income	**54,193,925**

Wine Australia invests these funds to deliver its priorities as set out in this annual operating plan and the Strategic Plan 2025-30. Investments must be made in accordance with the obligations under *the Wine Australia Act 2013* and the *Public Governance, Performance and Accountability Act 2013*.

Income is invested in the three core functions, and other funded opportunities, to ensure we meet our obligations under these Acts and at the same time, deliver the key investments outlined in the *One Grape and Wine Sector Plan* which informed the *Wine Australia Strategic Plan 2025-30*.

Table 7: Estimated Expenditure 2025–26

Estimated Expenditure 2025–26	FY26
Research and Innovation	24,645,899
Marketing Development	10,865,323
Regulatory Services	4,676,939
Future Fund	4,000,000
Grants	10,000,000
Total Expenditure	**54,188,161**

Compliance and governance

Funding agreement obligations

Background

In accordance with section 35(1c) of the Act, the Minister may enter into a Funding Agreement with Wine Australia. The agreement must specify the terms and conditions on which money paid to Wine Australia by the Commonwealth will be spent. The Act provides that Wine Australia must not spend money that has been paid to it by the Commonwealth unless it does so in accordance with the Funding Agreement.

On 14 May 2025, Wine Australia entered into a further Funding Agreement with the Department of Agriculture Fisheries and Forestry on behalf of the Commonwealth. A copy of the current Statutory Funding Agreement (SFA) is accessible on our website.

The Funding Agreement is complemented by:

- RDC Companion Document (developed in conjunction with the 2020–30 Funding Agreement)
- Wine Australia's *Best Practice Guide to Stakeholder Consultation* (provided to Wine Australia by the Minister in December 2021)
- *Guidelines for Statutory Funding Agreements* (provided to Wine Australia by the Minister in November 2021), and
- RDC *Knowledge Transfer and Commercialisation Guide* (provided to Wine Australia by the Minister in November 2021).

Incorporation of best practice principles in governance and reporting

Wine Australia is expected to incorporate the following best practice principles into its governance and reporting:

- the Performance Principles contained in the Funding Agreement and complemented by the RDC Companion Document developed in conjunction with the 2020–30 Funding Agreement, and the Guidelines for Statutory Funding Agreements provided to Wine Australia by the Minister in November 2021, and
- the best practice principles set out in:
  - Wine Australia's *Best Practice Guide to Stakeholder Consultation*
  - *National Agricultural Innovation Policy Statement*, and
  - *RDC Knowledge Transfer and Commercialisation Guide*.

Performance principles

The Funding Agreement obliges Wine Australia to act in accordance with specified Performance Principles and Guidelines.

We demonstrate our performance against the Performance Principles and Guidelines to levy payers and other stakeholders by reporting against them in our Annual Report.

The Performance Principles are summarised as follows:

Stakeholder engagement – Wine Australia must engage stakeholders to identify R&I priorities and activities that provide benefits to the sector.

Balanced Portfolio – Wine Australia must ensure R&I (and marketing) priorities and activities are strategic, collaborative and targeted to improve profitability, productivity, competitiveness and preparedness for future opportunities and challenges through a Balanced Portfolio. Balanced Portfolio is defined as meaning an R&I investment portfolio incorporating an appropriate blend of issues of national importance based on government and levy payer priorities that seeks to balance short-, medium- and long-term investments, high- and low-risk, and strategic and adaptive research needs including consideration of regional variations and needs.

Collaboration – Wine Australia must undertake strategic and sustained cross-industry and cross-sectoral collaboration that addresses shared challenges and draws on experience from other sectors.

Governance – Wine Australia must implement governance arrangements and practices to fulfil legislative requirements and align with contemporary Australian best practice for open, transparent and proper use and management of funds.

Performance – Wine Australia must demonstrate positive outcomes and delivery of R&I (and marketing) benefits to levy payers and the Australian community and show continuous improvement in governance and administrative efficiency.

The KPIs pertaining to the Performance Principles are set out in Table 8.

The Guidelines are:

- the Australian Government's Science and Research Priorities
- the Australian Government's National Agricultural Innovation Priorities
- the National Primary Industries Research Development and Extension Framework
- the Levy Principles and Guidelines, being the guidelines relating to the introduction of new levies or changes to existing levies
- the Companion document to the Research and Development Corporations Funding Agreement prepared by the Department, and
- other guidelines or priorities about which the Commonwealth notifies Wine Australia in writing from time to time.

In accordance with our Statutory Funding Agreement with the Commonwealth Government, in 2023–24 Wine Australia engaged an independent consultant to undertake a comprehensive review of our performance against the Performance Principles (and Guidelines) in Section 9.2 of the SFA between July 2019 and December 2022.

The Performance Review made several recommendations, all of which Wine Australia agreed with; many of which are focused on continuing the improvements that had already been identified and started by Wine Australia since the end of the review period. The full Performance Review and Wine Australia's response is available on our website.

Progress with the Performance Review recommendations is shown in Table 9.

Table 8: Performance Principle KPIs

Performance principle	KPIs
Performance Principle 1: Stakeholder Engagement	1.1. Strategy prioritisation and development processes include appropriate consultation plans, based on the *Best practice guide to stakeholder consultation.* 1.2. Demonstrated industry stakeholder engagement in the identification of RD&E priorities and activities consistent with the consultation plan in 1.1. 1.3. Demonstrated incorporation of industry stakeholder feedback on RD&E priorities and activities. Where incorporation is not possible, demonstration of feedback to a stakeholder
Performance Principle 2: Research Development and Extension (RD&E) activities	2.1. RDC investments align with strategic plans and have demonstrated outcomes to levy payers and taxpayers, including through growth in the industry, increased profitability of producers, commercialisation, access to new markets. 2.2. Levy payers who participate in RDC supported extension and adoption programs: – gain new knowledge or new information to improve their long-term profitability, productivity, competitiveness and preparedness. – intend to make or have made changes to existing practices by adopting the outcomes of R&D
Performance Principle 3: Collaboration	3.1. Completed, current and future R&D including commercialisation opportunities is accessible through the growAG platform. 3.2. Number and quantum of cross-industry and cross-sector RD&E investments available.
Performance Principle 4: Governance	4.1. Ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes. 4.2. Demonstrated management of financial and non-financial risk. 4.3. Relevant policies and procedures adopted and implemented (e.g., privacy etc). 4.4. Non-financial resources implemented effectively (Human resources, IT, IP etc).
Performance Principle 5: Monitoring and Evaluation	5.1. Impact (cost – benefit) assessment of a broad cross-section of RD&E [and marketing] investments undertaken annually. 5.2. Demonstrated consideration of and response to outcomes of monitoring and evaluation processes. 5.3. Transparent communication to stakeholders (including government) on the impacts and benefits of the RD&E and [marketing] activities.

Table 9: Independent Performance Review – Recommendations, company response and implementation plan

Recommendation	Company response	How we will measure delivery	Deadline	Actions/Status
Clarify and communicate Wine Australia's roles and responsibilities with a robust engagement and communication approach.	Agree The customer-centric strategy that Wine Australia's initiated since the end of the Performance Review period will include a renewed focus on effectively communicating Wine Australia's roles and responsibilities both internally and externally. This will be done in conjunction with relevant sector bodies.	Agreed metrics will be established by the end of March 2024 to track stakeholder engagement with our communication efforts both within and outside the organisation, including use of the annual Staff Employee Survey and the Stakeholder Engagement Survey to measure stakeholder awareness of Wine Australia's roles and responsibilities.	End of March 2024	**Completed and now business as usual (BAU)** Wine Australia has revised its engagement and communication approach to increase stakeholder awareness of the organisation's roles and responsibilities. This approach was used at the launch of the OGWSP on 2 August 2024 and successfully communicated what each organisation and group are responsible for.
Manage strategic and systemic risks and expectations beyond operational risks.	Agree Wine Australia will review and update its existing risk register considering core and non-core functions, as well as emerging risks associated with new initiatives, shifting priorities or stakeholder expectations.	The risk register will be reviewed, assessed and updated every 6 to 12 months for tabling at both Audit & Risk Committee and Board meetings. The probability of any emerging risks will be highlighted, along with the likely impact on business or sector operations.	Every 6 to 12 months	**Completed and now BAU** The Risk Management Policy and Framework has been updated, the Risk Management Committee has re-convened and a review of each of the Risk Registers has commenced.
Strengthen research impact, innovation and skills.	Agree The new co-design principles that Wine Australia has developed since the end of the Performance Review period, to strengthen the scale, impact, innovation and skills across research and innovation (R&I) projects, will be applied across all initiatives where practicable, giving consideration to capacity and capability requirements as outlined in recommendation (5). An example of these co-design principles being applied since the end of the Performance Review period is Wine Australia's work on the grapevine breeding program with CSIRO. This is a longer-term, scaled initiative with opportunities for leveraging. It will lead to commercialisation of leading-edge breeding technology as well as some short-term successes – facilitating adoption of existing new varieties.	Co-design principles will be incorporated into new R&I investments where practicable. Monitoring and evaluation plans for new R&I investments will be implemented from July 2024.	July 2024	**Completed and now BAU** Co-design principles have and will continue to be applied to proposed new R&I investments.
		An external review of our progress against this recommendation will be conducted by December 2024.	December 2024	**Completed** An independent review of the benefit delivered to the Australian grape and wine industry from the investment at AWRI is assessing how Wine Australia's new co-design principles have strengthened the impact, innovation and skills across the AWRI project portfolio. This external review commenced in November 2024 and is now complete. A close to final version of the report was provided on 31 March 2025, was considered by the Portfolio Review Committee on 4 April, is being considered by the Audit and Risk Committee at this meeting and will be considered by the Board at their meeting on 15 May.
4a) Monitor and report on transition to implementation.	Agree A transition and implementation update will be developed to monitor and report progress on implementation of crucial plans on a six-monthly basis until the plan is effectively achieving outcomes.	The transition and implementation update will be published on Wine Australia's website and regularly monitored and updated every six months, so that stakeholders are aware of the progress being made.	Every 6 to 12 months	**Ongoing activity** The first implementation update was published on April 2025.

Table 9: Independent Performance Review – Recommendations, company response and implementation plan

Recommendation	Company response	How we will measure delivery	Deadline	Actions/Status
4b) Develop and implement a new strategic plan.	Agree On completion of the One Grape & Wine Sector Plan, Wine Australia will integrate any strategic priorities within its remit (as set out in the Wine Australia Act 2013) through its Annual Operational Plans (AOPs) and Strategic Plan 2025–30. Consideration will be given to recommendations (3) and (5) when developing future plans.	Wine Australia's future AOPs and Strategic Plan 2025–30 will identify how any strategic priorities from the One Grape & Wine Sector Plan within Wine Australia's remit have been incorporated. This information will be communicated to stakeholders in alignment with the following key dates. • Final One Grape & Wine Sector Plan approved March 2024 • Wine Australia's Annual Operational Plan 2024–25 effective 1 July 2024 • Wine Australia's Strategic Plan 2025–30 drafted September 2024 • Wine Australia's Strategic Plan 2025–30 finalised March 2025 • Wine Australia's Strategic Plan 2025–30 effective 1 July 2025	July 2025	**Completed** One Grape & Wine Sector Plan has been approved and launched and Wine Australia's strategic priorities were incorporated into the Wine Australia's AOP 2024-25 as applicable. The Strategic Plan 2025-30 was developed, addresses all other priorities from the One Grape and Wine Sector Plan and was approved by the Minister in February 2025
4c) Collaborate outside the current provider base.	Agree In addition to maintaining critical sector capability, Wine Australia will invest in capability that's relevant to the sector's needs and strategic priorities identified in the One Grape & Wine Sector Plan, which may include collaboration outside of the current base. Wine Australia will also bring national coordination of selected R&I and extension and adoption (E&A) activities back to Wine Australia and use competitive processes to procure services needed for national campaigns coordinated by Wine Australia on topics informed by the sector's priorities. This will broaden our provider base (in accordance with this recommendation) and address recommendations 3 and 4 (d) regarding delivering greater impact from R&I investment.	National coordination of E&A by Wine Australia and use of competitive processes to procure E&A services will be implemented by June 2024	June 2024	**In progress** As previously reported, progress with enhancing impact from E&A investments at AWRI, however, was delayed by protracted negotiations with AWRI, and this impacted on progress with procurement of E&A services through competitive processes. Despite this, the following progress has been made • Wine Australia's next five-year extension and adoption (E&A) Strategy (2025-30) has been developed following investigation of the sector and organisation's current and emerging challenges and opportunities in E&A. • The Strategy includes a renewed focus on giving agency to regional bodies by co-investing in regional capability and capacity through positions that support E&A endeavours tailored to regional needs. • E&A activities have continued while the review and strategic planning has been carried out. This has allowed us to pilot adult learning methodologies ins scheduled events, such as AgTech and emission reduction workshops.

Table 9: Independent Performance Review – Recommendations, company response and implementation plan

Recommendation	Company response	How we will measure delivery	Deadline	Actions/Status
4d) Improve communication of outcomes and impacts	Agree The customer-centric approach initiated since the end of the Performance Review period will enhance the way Wine Australia communicates investment outcomes and impacts to its stakeholders. As noted in 4 (c), in returning coordination of E&A to Wine Australia, we will focus our communication and other E&A efforts on impactful topics informed by the sector's priorities using a national campaign approach. Diversity in providers and voices is our intention – this includes leveraging the capability of state and regional industry associations.	Methods for measuring the success of refreshed communications will be embedded across the organisation and will inform continuous improvement by December 2024. Increased satisfaction and familiarity with R&I outcomes and impacts will be measured through Wine Australia's annual Stakeholder Engagement Survey to be conducted by December 2024.	December 2024	**In progress** Metrics for measuring success form part of the Customer Engagement Strategic Plan, and internal projects under Wine Australia's Customer Engagement Framework. A Communications Manager- R&I with over 30 years extensive technical wine industry communications experience commenced in August 2024 and will specifically focus on improving communication of the impact and outcomes of R&I investment Wine Australia's Customer Engagement Survey is scheduled for June 2025 and will provide the first baseline metrics to measure our success against this recommendation.
5) Build adaptive capacity and the right capability	Agree As mentioned at 4(c), in addition to maintaining critical sector capability, Wine Australia will assess its capacity to respond to priorities identified by industry in the One Grape & Wine Sector Plan, and will invest as required. Also as noted above for recommendation 4 (c), as part of returning coordination of E&A to Wine Australia, we will enhance Wine Australia's internal capability through the appointment of a dedicated E&A coordinator via an existing unfilled and budgeted position.	A fit for purpose capacity and capability model across all areas of Wine Australia's (core) functions will be developed by December 2024 in conjunction with Wine Australia's Strategic Plan 2025–30, commencing 1 July 2025.	July 2025	**Completed and now BAU** A capacity and capability model to meet the measures of success in the draft Wine Australia's Strategic Plan 2025–30 – which focusses on the priorities of the One Grape and Wine Sector Plan – has been developed. As previously reported, some changes to staffing have already commenced in line with this model, primarily through changes to skill sets for vacant positions: • National E&A Manager commenced in May 2024 – replacement for Behavioural Psychologist • ESG Program Manager commenced in June 2024 – replacement for Global Manager ESG, Brand & Marketing • GM Customer Engagement Manager replacement in late May 2024, bringing broader industry networks and value chain, brand and international skill set. • Corporate Affairs Manager role was adapted from a previous Senior Communications Manager • Communications Manager - R&I commenced in August 2024 – replacement for Senior Communications Manager • Marketing Communications Manager – APAC – replacement for Senior Communications and Engagement Manager • Research Impacts Manager – replacement for Senior R&I Program Manager In addition, with the wrap up of the Market Entry Program in North America, and the end of the need for this specialised capability, the two highly skilled and specialised staff involved in that program have ceased employment with Wine Australia.

Table 9: Independent Performance Review – Recommendations, company response and implementation plan

Recommendation	Company response	How we will measure delivery	Deadline	Actions/Status
6) Be more adaptive and responsive to stakeholder feedback and internal monitoring and evaluation processes	Agree Wine Australia will improve and clarify how industry stakeholders can see their input reflected in key activities and projects. Wine Australia is also using the One Grape & Wine Sector Plan, which was informed by an extensive sector consultation process, to inform its next Strategic Plan 2025–30.	Wine Australia will include additional context to clarify how stakeholder feedback has been incorporated into future Annual Operational Plans and other relevant key activities and projects by 30 April 2024.	July 2024	**Completed and now BAU** The 2024–25 Annual Operating Plan specifically calls out the new investments which are a direct results of stakeholder input through the One Grape and Wine Sector Plan, into the Agricultural Ministers' Viticulture and Wine Sector Working Group and through the Independent Performance Review in a schematic on page 4. These stakeholder directed investments form 13 of the 14 key new investments in 2024-25. Wine Australia's 2025-30 Strategic Plan focusses on the priorities of the One Grape and Wine Sector Plan and clearly calls out how stakeholder input is incorporated.

Balanced portfolio

Wine Australia, under its Statutory Funding Agreement with the Department must maintain a balanced portfolio of investments. The R&I portfolio of projects is balanced as shown in the tables below; the charts show the proportions by dollar value.

Table 10: R&I investment by project term

	Number of projects		Budget 2025–26 ($m)	
Short (<2 years)	34	40%	5.3	24%
Medium (2–4 years)	32	38%	10.7	48%
Long (>4 years)	18	22%	6.2	28%
Total	**84**	**100%**	**22.2**	**100%**

Table 11: R&I investment by risk

	Number of projects		Budget 2025–26 ($m)	
Low	48	57%	6.8	31%
Medium	28	33%	10.4	47%
High	8	10%	5.0	22%
Total	**84**	**100%**	**22.2**	**100%**

Table 12: R&I investment by research type

	Number of projects		Budget 2025–26 ($m)	
Extension and adoption	33	39%	3.6	16%
Capability	22	26%	2.5	11%
Strategic	13	15%	11.4	52%
Adaptive	16	20%	4.7	21%
Total	**84**	**100%**	**22.2**	**100%**

Table 13: R&I investment by geographic focus

	Number of projects		Budget 2025–26 ($m)	
Regional	22	26%	1.7	8%
National	62	74%	20.5	92%
Total	**84**	**100%**	**22.2**	**100%**

Figure 4: R&I investment by project term

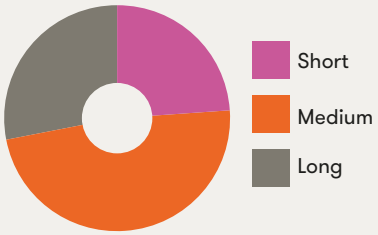


Figure 5: R&I investment by risk

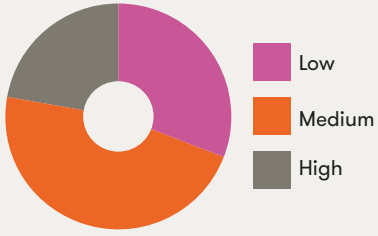


Figure 6: R&I investment by research type

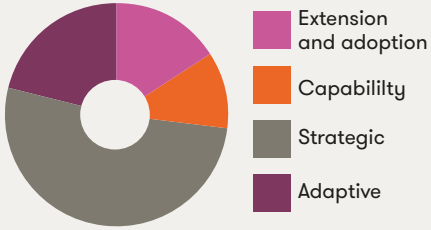
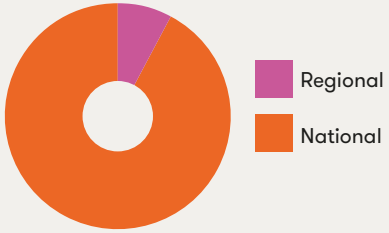


Figure 7: R&I investment by geographic focus



Alignment with Government priorities

This plan aligns with Australian Government and industry priorities for science, research and innovation.

Specific alignment of the Research and Innovation aspects of the plan with the Australian Government's Science and Research Priorities and National Agricultural Innovation Priorities is summarised below.

Table 14: Alignment with Government priorities

	National Agricultural Innovation Priorities	Science and Research Priorities
Research and Innovation		
Our place and product	Priority 1 **Trusted exporter**	Priority 1 **Net zero** Priority 4 **Environment** Priority 5 **Resilience**
Our sustainability	Priority 2 **Climate resilience** Priority 3 **Biosecurity**	Priority 1 **Net zero** Priority 3 **First Nations** Priority 4 **Environment** Priority 5 **Resilience**
Our people	Priority 1 **Trusted exporter** Priority 2 **Climate resilience** Priority 3 **Biosecurity** Priority 4 **Digital ag**	Priority 1 **Net zero** Priority 3 **First Nations** Priority 4 **Environment** Priority 5 **Resilience**
Our systems and infrastructure	Priority 4 **Digital ag**	Priority 1 **Net zero** Priority 4 **Environment** Priority 5 **Resilience**



The National Agricultural Innovation Priorities are:

1. Australia is a trusted exporter of premium food and agricultural products by 2030
2. Australia will champion climate resilience to increase the productivity, profitability and sustainability of the agricultural sector by 2030
3. Australia is a world leader in preventing and rapidly responding to significant incursions of pests and diseases through futureproofing our biosecurity system by 2030
4. Australia is a mature adopter, developer and exporter of digital agriculture by 2030

Table 15: National Agricultural Innovation Priorities

National Agricultural Innovation Priorities	Number of projects		Budget 2025-26($m)	
1. Australia is a trusted exporter of premium food and agricultural products by 2030	36	43%	9.6	43%
2. Australia will champion climate resilience to increase the productivity, profitability and sustainability of the agricultural sector by 2030	29	35%	5.7	26%
3. Australia is a world leader in preventing and rapidly responding to significant pests and diseases through futureproofing our biosecurity system by 2030	12	14%	4.5	20%
4. Australia is a mature adopter, developer, and exporter of digital agriculture by 2030	7	8%	2.4	11%
Total	**84**	**100%**	**22.2**	**100%**

The National Science and Research Priorities are:

1. Transitioning to a net zero future
2. Supporting healthy and thriving communities
3. Elevating Aboriginal and Torres Strait Islander knowledge systems
4. Protecting and restoring Australia's environment
5. Building a secure and resilient nation.

Table 16: The National Science and Research Priorities

The National Science and Research Priorities	Number of projects		Budget 2025-26 ($m)	
1. Transitioning to a net zero future	2	2%	1.7	8%
2. Supporting healthy and thriving communities	14	17%	0.5	2%
3. Elevating Aboriginal and Torres Strait Islander knowledge systems	0	0%	-	0%
4. Protecting and restoring Australia's environment	16	19%	3.5	16%
5. Building a secure and resilient nation	52	62%	16.5	74%
Total	**84**	**100%**	**22.2**	**100%**

Ministerial Statement of Expectations

SENATOR THE HON MURRAY WATT
MINISTER FOR AGRICULTURE, FISHERIES AND FORESTRY
MINISTER FOR EMERGENCY MANAGEMENT

MS23-000695

Dr Michele Allan AO
Chair
Wine Australia
PO Box 2733
KENT TOWN SA 5071

Dear Dr Allan Michele

I am writing to you to set out my expectations for the delivery of Wine Australia's regulatory functions. This Ministerial Statement of Expectations is a requirement under the Australian Government's regulatory policy as described in the Department of Finance's Regulator Performance Resource Management Guide 128 (RMG 128).

Ministerial Statement of Expectations

Wine Australia is responsible for administering a diverse range of regulatory functions under the *Wine Australia Act 2013* (Wine Australia Act) and the Wine Australia Regulations 2018, including administering the Label Integrity Program, export controls, the Wine Export Label Directory, and the Register of Protected Geographical Indications and Other Terms.

These important functions protect the reputation of Australian wine and support the industry, which is a key contributor to regional employment and our national economy. An effective regulator of the Australian wine industry, with a commitment to continuous improvement in regulatory capability, will ensure the long-term growth and productivity of the sector.

As the responsible Minister, I will work with my department to ensure legislation governing Wine Australia and the broader wine industry remains effective and fit for purpose. I will also provide an enabling environment for Wine Australia to consistently implement best practice regulation by ensuring you are well informed of the government's policy direction as specific initiatives and strategies are being considered.

I expect Wine Australia to fulfil its regulatory functions in accordance with the principles of regulator best practice, outlined in RMG 128, to embed an approach of continuous improvement and building trust, ensuring regulation is risk based and data driven, and collaborating and engaging with stakeholders where relevant.

I expect Wine Australia to be flexible and responsive to changing circumstances, and ensure their regulatory processes remain effective and efficient. Where appropriate, Wine Australia should consider and aim to improve their processes, reduce the regulatory burden on stakeholders, build collaborative partnerships, and increase trust and public confidence in their operations and Australia's regulatory system. This includes responding to independent reviews and directions from government in a manner that addresses underlying issues and improves effectiveness and efficiency.

Parliament House Canberra ACT 2600 Telephone (02) 6277 7190

I expect Wine Australia to engage meaningfully with Australian Grape & Wine, as the representative organisation named in the Wine Australia Act, as well as relevant state, territory and regional representative bodies. I also expect Wine Australia to engage with the Department of Agriculture, Fisheries and Forestry, IP Australia, and any other export and intellectual property regulators and policy agencies at the Commonwealth or State levels, as necessary, to achieve Wine Australia's objectives and deliver outcomes for Australia's wine industry.

I expect clear and ongoing consultation and communication with stakeholders to ensure that Wine Australia's regulatory activities are effective and efficient in delivering against intended outcomes, and that stakeholders' input is recognised by Wine Australia and addressed in a timely and transparent way.

In performing its regulatory functions, I expect Wine Australia to operate with transparency and accountability. Where charging arrangements are in place, Wine Australia should ensure it documents and reports key information about the activity in a manner consistent with the Australian Government Charging Framework and the Cost Recovery Guidelines.

I recognise Wine Australia has taken steps to strengthen its focus on sustainability, and environmental, social and corporate governance (ESG). Sustainability and ESG is one of the biggest opportunities and challenges facing the agriculture sector more broadly, and it is one of my main priorities as Minister. I expect Wine Australia to maintain its focus on sustainability and ESG, and to continue incorporating these principles in its regulatory functions, to ensure the industry can continue to engage meaningfully with international partners on the issues of sustainability and trade.

RMG 128 requires you, as the Accountable Authority, to report Wine Australia's regulatory performance in accordance with the *Public Governance, Performance and Accountability Act 2013*. This applies for the 2023-24 planning and reporting cycle.

I ask that this Ministerial Statement of Expectations and your Statement of Intent be made publicly available on www.wineaustralia.com and www.transparency.gov.au within three months of receipt of this letter. I also ask they be included as part of Wine Australia's Corporate Plan and/or Annual Report.

Delivering against these expectations will ensure Wine Australia continues to deliver regulatory functions to the benefit of Australians. I look forward to working cooperatively on these important priorities.

I have sent a copy of this letter to Dr Martin Cole, Chief Executive Officer of Wine Australia.

Yours sincerely

MURRAY WATT 7/6/2023

cc: Dr Martin Cole, Chief Executive Officer, Wine Australia

2

Wine Australia's Statement of Intent

Australian Government

Wine Australia

Wine Australia's Statement of Intent

The Australian Government's vision is for Wine Australia to be a high performing and responsive corporate Commonwealth entity that implements a principles-based regulatory framework in a way that allows for continuous improvement, reduces for the administrative burden on business, whilst protecting the reputation of Australian wine.

Wine Australia acknowledges that the regulatory framework it implements should be fit-for-purpose and implemented in a way that reduces the regulatory burden on individuals, business, community organisations and customers. In this context, the Government has issued a Statement of Expectations for Wine Australia, which outlines the Government's expectations of the role and responsibilities of Wine Australia. The Statement of Expectations is available on Wine Australia's website.

This Statement of Intent responds to the Government's Statement of Expectations for Wine Australia, which is a requirement under the Australian Government's regulatory policy as described in the Department of Finance's Regulator Performance Resource Management Guide 128 (RMG 128). Wine Australia's Statement of Intent includes quantitative and qualitative information as well as examples that outline specific actions that relate to Wine Australia's performance against each of the three principles set out in RMG 128 and the Statement of Expectations.

Our role

Wine Australia is established in accordance with the Wine Australia Act 2013 (Act). Wine Australia's objects include to control the export of grape products from Australia in accordance with Part 3 of the Wine Australia Regulations 2018 (Regulations) and to enable Australia to fulfil its obligations under prescribed wine trading agreements. The latter of these two objects give rise to Wine Australia's obligation to maintain the Register of Protected Geographical Indications and Other Terms, and to administer the Label Integrity Program (LIP) established by Part VIA of the Act.

The regulatory activities conducted by Wine Australia pursuant to the Act and Regulations are:

a) controlling the export of grape products from Australia as set out in the Regulations – this regulatory activity also includes ensuring that wines exported out of Australia comply with the blending rules pertaining to vintage, variety and geographical origin, and that they comply with the Australia New Zealand Food Standards Code; and

b) administering the LIP described in Part VIA of the Act – the purpose of the LIP is to help ensure the truth and the reputation for truthfulness of statements made on wine labels, or made for commercial purposes in other ways about the vintage, variety and geographical indication of wine manufactured in Australia.

A description of Wine Australia's regulatory activities, outputs and processes are listed in Table 1.

Statement of Expectations

Wine Australia notes the Australian Government's priorities and commits to acting in accordance with regulatory best practice in decision making, operational practices, and communications to ensure effectiveness and efficiency. Wine Australia is committed to the delivering the Government's Statement of Expectations. Wine Australia's response is set out after Table 1.

RMG 128 outlines three principles of regulator best practice, against which regulators are required to report in their corporate plans and annual reports. How Wine Australia meets these three principles is set out in Table 2.

Table 1: Regulatory Activities, Outputs and Processes

	Regulatory activity	Outputs	Process of the activity
Export licences	Wine Australia makes decisions about whether to grant, suspend or cancel licences to export grape products from Australia in accordance with Part 3, Division 2 of the Regulations.	In considering eligibility to hold licences to export grape products from Australia, Wine Australia has regard to the matters set out in section 9(3) and 13 of the Regulations which include (without being limited to): • whether the applicant is a fit and proper person • whether the Wine Export Charge is due and payable • whether a licensee exports a grape product in contravention of the Act or Regulations • any matters relating to the applicant that might adversely affect the export trade in grape products, and • any other matter relating to the promotion of the export of grape product.	Compliance with the LIP is monitored through the exercise of monitoring powers under section 39ZC of the Act and requests for records in accordance with section 39ZAA of the Act.
			Offences relating to the sale, export or import of wine with false or misleading description and presentation is monitored through risk-based inspections.
			Compliance with conditions of export are monitoredthrough Wine Australia's Licensing and Approval System (WALAS).
			Revocation and refusal of applications for exportapproval are monitored through WALAS.
Product inspections and label approvals	Wine Australia makes decisions about whether to approve, refuse, suspend or revoke approval of grape products for export in accordance with Part 3, Division 3 of the Regulations. Wine Australia makes decisions about whether the description and presentation of grape products is false or misleading for the purposes of sections 40C and 40E of the Act. Wine Australia makes decisions about whether record keepers have complied with the LIP.	To grant approval of grape products for export, Wine Australia must be satisfied that the grape product complies with the Code (or that the ways in which theproduct does not comply will not compromise the reputation of Australian grape products).	Compliance with the Code is monitored through WALAS and through risk-based collection of samplestested for compliance with the Code.
		Wine Australia must be satisfied that the description and presentation of the grape product is appropriate having regard to requirements of the Act, other Australian laws and the laws of other countries.	The description and presentation of wine is assessed for compliance through: • inspections of labels and LIP documentation as aprecursor to granting product approval • LIP inspections.
		Wine Australia may cancel or suspend licences to exportgrape products from Australia, apply for injunctions to prevent the sale of non-compliant products, and may pursue criminal penalties for breaches of the Act. Wine Australia must maintain a Label Directory as referred to in the Regulations and must ensure that labelsare provided in relation to packaged product prior to granting an export certificate for the relevant consignment.	• Risk based inspections of labels are conducted to satisfy Wine Australia that the description and presentation of the grape products are appropriate. • Offences relating to the sale, export or import ofwine with false or misleading description and presentation are monitored through risk-based inspections. • Compliance with the Label Integrity Program is monitored through the exercise of monitoring powersunder section 39ZC of the Act and requests for records in accordance with section 39ZAA of the Act.
Shipping approval	Wine Australia makes decisions about whether to issue, refuse or revoke export certificates (shipping approval) in accordance with Part 3 of Division 4 of the Regulations.	Wine Australia must be satisfied that a consignment of agrape product has been approved.	Approval status of grape products is monitored through WALAS.
		Wine Australia must refuse to issue as export certificate ifit reasonably believes that the grape product cannot lawfully be sold in the country to which it is to be exported.	Requests for information are made to verify that laws pertaining to the description and presentation of grapeproducts have been complied with.

Statement of Intent

- Wine Australia's regulatory obligations are delivered in accordance with the principles of best practice regulation as outlined in the RMG 128 (including continuous improvement and building trust, risk based and data driven and collaboration and engagement). This includes responding to independent reviews in a way that addresses underlying issues and improves effectiveness and efficiency.
- Wine Australia is committed to fulfilling its regulatory functions in a way that upholds the reputation of Australian wine while balancing the need to facilitate efficient export systems and processes, and minimising the imposition of unnecessary costs on Australian wine producers.
- Wine Australia is committed to ensuring its regulatory processes remain effective and efficient. Where appropriate, Wine Australia considers improvements to processes and implements alternative methods of ensuring compliance (such as education or information campaigns) to reduce the regulatory burden and costs to stakeholders.
- Wine Australia is committed to engaging meaningfully with Australian Grape & Wine as well as the relevant state, territory and regional representative bodies, the Department of Agriculture, Fisheries and Forestry, IP Australia, and any other export and intellectual property regulators and policy agencies at the Commonwealth or State levels as necessary to achieve Wine Australia's objectives and deliver outcomes for Australia's wine industry.
- Wine Australia is committed to engaging in consultation and communication with its stakeholders to be conducted on an ongoing basis to ensure that Wine Australia's regulatory activities are effective and efficient in delivering against intended outcomes, and that their input is recognised by Wine Australia and addressed in a timely and transparent way.
- Wine Australia operates with transparency and accountability. Where charging arrangements are in place, Wine Australia ensures it documents and reports key information about the activity in a manner consistent with the Australian Government Charging Framework and the Cost Recovery Guidelines.
- Wine Australia is committed to maintaining a focus on sustainability and environmental, social and corporate governance (ESG) and in incorporating these principles into our regulatory functions, to support the Australian wine sector to engage meaningfully with international partners.
- Wine Australia will ensure it conducts its operations and regulates in a manner that is flexible and responsive to changing circumstances impacting the sector.

Table 2: Implementation and Measure of Success of the Three Principles outlined in RMG 128

	Principle	Implementation of Principles	Measure of Success
Principle 1	**Continuous improvement and building trust** – regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.	• Monitoring of stakeholder satisfaction through the annual stakeholder survey. • Implementation of a consultation plan that has been developed in accordance with Wine Australia's customers. • Development and maintenance of a customer engagement plan. • Ongoing interaction with international fora. • The undertaking of an annual review of the cost recovery statement. • The development and implemented documented stakeholder consultation procedure. • Significant changes to the regulatory frameworks follow stakeholder consultation. • Significant changes to policies and procedures are communicated to regulated entities via a two stage process of interim, followed by final, determinations. • Regular contact with regional wine grape grower and wine producers associations occurs. • Maintaining the Wine Australia Licensing and Compliance Guide. • Engagement with AGW as the declared representative under the Act to test suitability of the current regulatory environment. • Egregious breaches are publicised.	Reporting against implementation will be undertaken as part of ongoing review of progress against Wine Australia's Annual Operating Plan.
Principle 2	**Risk based and data driven** – regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow.	• Maintenance of Wine Australia's risk registry and risk framework. • Board meetings carried out to review risk policy and framework and set risk tolerance. • Encouragement of innovation in data and digital space in the administration of Export Controls and LIP, for example WALAS. • Demonstrated willingness to engage in activities that seek to harmonise trade with trading partners and other domestic regulators. • Maintenance of WALAS and development of LIP. • Maintenance of Wine Watch - an online anonymous reporting tool with Wine Australia investigating all alleged non-compliances reported to it. • Inspections are based on risk profile of having regard to supply and demand issues in specific regions and with certain grape varieties. • Additional information is requested from high-risk exporters (using digital technology such as WALAS to identify such exporters). • Implementing an analysis program which involves random analytical testing conducted to ensure and verify compliance with the Food Standards Code and to identify potential market access risks. • New and emerging regulatory risks are identified through maintenance of an enquiry register. • Maintenance of the exporter news which provides for regular communication to exporters. • Development of a consumer action plan which allows Wine Australia to engage with a raft of people from different sectors.	Reporting against implementation will be undertaken as part of ongoing review of progress against Wine Australia's Annual Operating Plan.
Principle 3	**Collaboration and engagement** – regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way	• Continuous and regular communication with stakeholder through a range of channels to ensure a two-way feedback process and continuous improvement • Maintenance of the legislative review committee to review any regulatory changes. • Wine Australia engages with the OIV and World Wine Trade Group. • Periodic review of market access risks associated with implementation of regulations. • Wine Australia's customer engagement plan includes a schedule of educational activities and to increase awareness of requirements under the Act. • Maintenance of an email labels inbox in order for Wine Australia to provide free opinions as to labelling compliance	Reporting against implementation will be undertaken as part of ongoing review of progress against Wine Australia's Annual Operating Plan.

Risk management

Wine Australia's risk management framework is aligned with and reflects existing standards and guidance such as *AS/NZS ISO 31000:2018 – Risk Management – Principles and Guidelines and the Department of Finance RMG-211 (Implementing the Commonwealth Risk Management Policy)*. This standard highlights key principles to frame the foundation for managing risk and should be considered when establishing the organisation's risk management framework and processes.

As good practice, Wine Australia has established a Risk Management Committee to ensure that a core leadership group review and have oversight of risks. This Committee reports to the Audit and Risk Committee at each meeting.

Wine Australia engages with risk in our operating environment to deliver programs that are innovative, efficient, and dynamic. A positive risk culture promotes an open and proactive approach to managing risks.

Wine Australia is willing to accept higher levels of risk when the potential benefits outweigh the negative consequences of risks. In doing so, we demonstrate we have made informed, evidence-based and risk-based decisions.

Wine Australia acknowledges that identifying opportunities and capitalising on those opportunities to improve the overall performance of Wine Australia is a key component of meeting our corporate goals.

Risk management is a responsibility that is shared across the entire organisation. All employees have responsibility to identify, assess, report and, where appropriate, take corrective action to mitigate risks that are outside the agreed tolerance levels.

Data governance and cyber security

Wine Australia activities and decisions are evidence-based and data-driven because they are supported by sound data governance and management practices. Wine Australia uses data governance processes to oversee the activities related to information, data, and records and to ensure there is accountability for information, data, and records.

Wine Australia is committed to safeguarding the confidentiality, integrity and availability of our information data, records and systems from cyber threats and vulnerabilities. We use a business-driven, risk-based approach to manage cyber security, we incorporate the key elements of the 'Essential Eight'[1] at an appropriate maturity level and we implement controls in line with our risk appetite. Where there is a threat to our IT infrastructure, values or ethics or if the use of our IT presents a risk to cyber security, we take any necessary action to mitigate the risks or address the behaviours.

Appendix

Contracted R&I projects as of 1 July 2025

Table 17: Contracted R&I projects as of 1 July 2025

Our place and product	
Balance supply and demand	
DAFF 2400-2	National Vineyard Register
DAFF 2400-3	Support wine grape growers to diversify
WAC 2509	Wine sector economic contribution study
Improve our wine with innovation	
AWR 2202-2.1.1	Volatile compound insights: Flavour attributes of current and future commercial significance to growers and winemakers
AWR 2202-2.3.1	Fermentation management through optimal microbial consortia
AWR 2202-2.4.1	Addressing production challenges through the management of wine non-volatiles
AWR 2202-2.5.1	Wine components and interactions influencing the in-mouth sensory properties of Australian wine
AWR 2202-2.6.1	Transformative microbiological inputs for innovative winemaking
AWR 2202-3.1.4	NOLO Pre-bottle stability
AWR 2202-3.X.X	AWRI Impact project portfolio
CSA 2401	Lower alcohol wine production through application of sugar reduction technology to grape juice
WAC 2511	Developing a category proposition for Australian mid-strength wine (refer DAFF 2400)
WA Ph2404	Understanding and improving the mouthfeel and flavour profiles of no and low alcohol (NOLO) wine
WA Ph2406	Characterising Physiological, Biochemical, and Molecular Traits in Shiraz Grapevines of Varying Vine Age in Barossa Valley
WA Ph2407	Glycosyltransferases in grapevine secondary metabolism: Understanding and modifying their activity and selectivity
WA Ph2501	Elucidating the effects of environmental volatile compounds on red wine aroma and flavour, and evaluating the potential for novel cover crops in viticulture
Our markets	
Respond to our customers and consumers	
WAC 2518	Workshop for warm inland 'wine style ladder' problem identification
Improve international market access	
AGW	Market access support from AGW
AWRI	Market access support from AWRI
DAFF 2400-5	Support market access to assist the growth and diversification ambitions of the Australian wine sector
Ensure product integrity and quality	
AWR 2202-1.1.1	Collecting and disseminating information on agrochemicals
Our sustainability	
Future proof our supply base	
AMA 2401	Molecularly Imprinted Polymers (MIPs) for smoke impact remediation of wine
AVR 2401	Development and adoption of new tools for the surveillance and management of grapevine phylloxera
AVR 2402	Best practice sampling and virus detection in Australian grapevine propagation assets

Table 17: Contracted R&I projects as of 1 July 2025	
CSA 2301-1	Enabling technologies for production of improved clones of existing premium winegrape varieties using 'DNA-free' gene-editing
CSA 2301-2	Premium winegrape varieties with improved fungal pathogen tolerance and quality traits through gene-editing
CSA 2301-3	Durable pest resistant grapevine rootstocks and germplasm evaluation
DAFF 2400-6	New crop protection technologies and tools
DPI 2201	NSW DPI evaluation of second-generation disease resistant grapevines developed by CSIRO
FOV 2501	National Grapevine Collection Coordinator
HIA 2301	Plant Biosecurity Research Initiative Phase III Collaboration and Funding Agreement 2023-2028
SAR 1701 - 1.3	Management and diagnosis of grapevine trunk disease in vineyards and nurseries
SAR 1701 - 1.4	Grapevine scale biology and monitoring in Australian vineyards
UQ 2401	Collaborative Research Agreement - ARC Training Centre in Predictive Breeding for Agricultural Futures
WA 2301	CRC SAAFE - Major Partners Agreement
WA Ph2401	Investigating Novel Germplasm Solutions: Sensory Characteristics and Consumer Acceptance of 1st Generation Mildew Resistant Varieties and Gene-Edited Grapevines
WA Ph2402	Prevalence, distribution, and role of Cryptovalsa ampelina in grapevine dieback in Australia.
WA Ph2502	Endophytes of indigenous grapevines as a novel source of biopesticides in viticulture
WAC 2506	Attendance at 13th International Workshop on Grapevine Trunk Diseases (IWGTD) in Mexico
Putting the sector's ESG and sustainability plans into action	
RV 2101	National EcoVineyards Program
USC 2301	CCA Post Project
WA 2201	One Basin CRC Partnership Agreement

Table 17: Contracted R&I projects as of 1 July 2025	
WA Ph2405	Grapevine Root Distribution and Implications for Nutrient Uptake in Cover Cropped Vineyards
WA Ph2503	Removal of toxic metals from discarded CCA treated timber
WAC 2505	Act as Chairperson of the Sustainability Advisory Committee (SAC)
WAC 2517	The inland wine regions energy savings pilot
Embrace sustainability and aim for continuous improvement in practices	
WA	ESG Readiness Tool
Our people	
Develop skilled and capable people	
ASV 2401	Establish the Rootlings - national wine sector youth network program
ASV 2402	ASVO Sponsorship Agreement - Awards for Excellence and Next Generation Student Bursary programs
FU 2301	Sponsorship of Flinders University Diploma of Digital Technologies Program
WAC 2419	Future Leaders 2025 (Pragmatic Thinking)
WAC 2422	Careers in wine - video series (ABCX Productions)
WAC 2501	2025 Next Crop Leadership Program - Barossa
WAC 2502	2025 Next Crop Program - Coonawarra
WAC 2503	2025 Next Crop Leadership Program - Queensland
WAC 2504	2025 Next Crop Program - Victoria
WAP 2001	Wine Communicators of Australia (WCA) - Wine Industry Mentor Program
WAS 1901	Primary Industries Education Foundation Australia (PIEFA) - Partnership
WAS 1902	Diversity in Agriculture Leadership Program
Enable practice change	
AWR 2202-1.2.2	Communications to industry
AWR 2202-1.3.1	AWRI Helpdesk
AWR 2202-1.4.2	Library and information services

Table 17: Contracted R&I projects as of 1 July 2025	
AWR 2202-1.5.1	Grape and wine behavioural science
AWR 2202-2.7.1	Impact Project Facilitator
GRP 2301	Regional Plan - NSW and ACT 2023-2028
GRP 2302	Regional Plan - Greater Victoria 2023-2028
GRP 2303	Regional Plan - Tasmania 2023-2028
GRP 2304	Regional Plan - SA North 2023-2028
GRP 2305	Regional Plan - Murray Valley 2023-2028
GRP 2306	Regional Plan - Limestone Coast 2023-2028
GRP 2307	Regional Plan - SA Central 2023-2028
GRP 2308	Regional Plan - Western Australia 2023-2028
GRP 2309	Regional Plan - Queensland 2023-2028
GRP 2310	Regional Plan - Riverland 2023-2028
MVW 2301	Collaboration Agreement - Support for Industry Development Officer in Murray Valley
RWG 2501	Support for an Extension/Sustainability Officer in Riverina region
WAC 2513	Designing Engaging Extension workshop
Our systems and infrastructure	
Embrace digital, data and tech transformation, enable end-to-end data models and ensure access to information	
CSU 2402	Vineyard of the Future

Australian Government

Wine Australia

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Wine Australia supports a competitive wine sector by investing in research and innovation (R&I), growing domestic and international markets, protecting the reputation of Australian wine.

Wine Australia is an Australian Commonwealth Government statutory authority, established under the *Wine Australia Act 2013*, and funded by grape growers and winemakers through levies and user-pays charges and the Australian Government, which provides matching funding for R&I investments.