Annual Report

2025

The Campaign for Wool NZ

THE CAMPAIGN FOR WOOL

Patron: HM King Charles III

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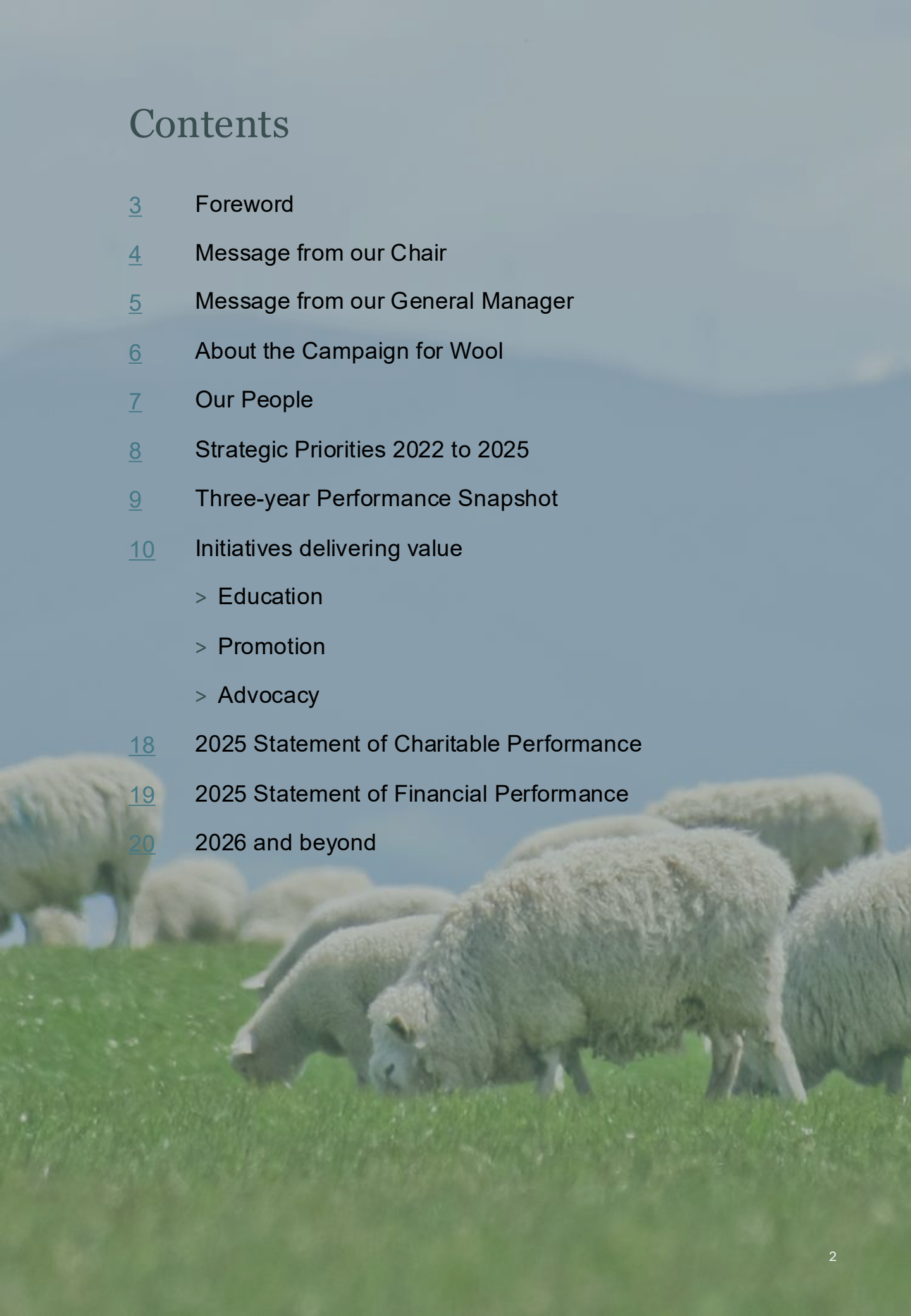


Foreword

2025 marks the final year of our three year strategy, which began in 2022.

While the purpose of this Annual Report is to communicate our 2025 activity and financials, we are also celebrating the completion of some of our long term projects across education, promotion and advocacy.

We wish to thank our growers and funding partners for your contributions and ongoing support of our work.

Our goals and progress can only be achieved with your backing and assistance.

A message from our Board Chair

The completion of Campaign for Wool New Zealand's three-year strategy at the end of 2025 marks a real turning point. Not just for our organisation but for the future of the strong wool sector.

When we began the implementation of this strategy in 2023, the industry faced prolonged uncertainty and declining returns. Within this context, our goal was clear - reset how New Zealand strong wool is valued through coordinated activity across education, promotion, and advocacy.

Ultimately, we wanted to restore confidence in wool as a high-performance fibre.

As I reflect on the last 3 years, it's encouraging to see the environment has begun to shift and strong wool prices have shown renewed momentum. While no one group can claim credit, this change demonstrates the efforts and collaboration of growers, industry bodies, researchers, commercial partners, and advocates who kept championing wool through tougher times.

A stand out achievement of this period has been our sector collaboration efforts. It began with the Strategic Alliance with Wool Impact in 2024, and has since expanded to include the Wool Research Organisation of New Zealand and Beef + Lamb New Zealand, under the Wool Alliance banner. These formal alliances support the alignment of workstreams and resources, reducing duplication, and building a stronger voice for wool. This is something the wool industry has long needed.

I want to take the opportunity to formally thank our board, team and volunteers for their professionalism and commitment. Our gratitude extends to our grower funders and funding partners for their continued support. We also thank the team of Campaign for Wool in the United Kingdom, led by our Patron, His Majesty King Charles III.

While challenges remain, the sense of alignment and optimism across the sector is growing. Together, we're building the foundations for a modern, efficient and connected wool sector.

Ryan Cosgrove
Board Chair

A message from our General Manager

2025 marked the successful completion of our three-year strategy. It has been a focused period of delivery to rebuild confidence and value in New Zealand strong wool. Built around our core pillars of education, promotion, and advocacy, our work has delivered real progress, helping to lay the foundations for how the sector operates and collaborates now and into the future.

Education

Over the past three years, five new programmes have been developed across tertiary, secondary, primary and early childhood levels. Each programme is designed to increase understanding of wool's performance and sustainability at the appropriate age and skill level. Wool Dynamics continues to engage future architects and designers, embedding wool products in specification decisions. At the same time, Wool in Schools, Wool Week and Little Wool Learners have reached thousands of children nationwide, introducing the next generation to wool as a renewable, high performance fibre.

Promotion

Our promotional activity has evolved year on year to achieve stronger reach and engagement across digital, media, and direct communication channels.
We thank our Ambassadors who have each helped bring wool into contemporary conversations across global audiences. Through consistent cross-industry messaging, we've helped strengthen recognition of New Zealand strong wool as relevant, modern, and inherently sustainable.

Advocacy and Industry Development

Collaboration across the sector has taken a major step forward in the last two years particularly with the collective development of a new cross-industry working model within the Wool Alliance. This marks a genuine shift toward shared purpose, aligned effort, and more efficient use of industry resources.

As we move beyond our three-year strategy and into the future, our focus turns to strategic consolidation where we look to embed the programmes we've built, while continuing to amplify coordinated action.

Kara Biggs
General Manager

About The Campaign for Wool

The Campaign for Wool is a global endeavour which was initiated in 2010 by its Patron, His Majesty King Charles III, when he was The Prince of Wales.

Globally, the Campaign raises global awareness about the unique, natural, renewable and biodegradable benefits offered by the fibre in everyday life.

In New Zealand, the Campaign for Wool is focused on education, promotion and advocacy for wool products – creating a sustainable strong wool industry for future generations.

The Campaign for Wool New Zealand is a registered charity, funded by our growers…for our growers. Our growers' voluntary contributions are kindly supported by our funding partners who diligently ensure our funding is transacted to us, allowing us to get our important work done.

Image Credit: Lloyd Almond Productions, UK

Our People

The Campaign for Wool New Zealand is governed by a voluntary, skilled board, and delivered by a professional team and expert contracted specialists. We are extremely grateful to our Ambassadors who give their time and expertise voluntarily to support our work and advocate for wool in their own spheres of influence.

Board of Trustees

Ryan Cosgrove
Mons Royale, Chair

Philippa Wright
MNZM

Sandra Faulkner
Grower

Rick Powdrell
Grower

Craig Smith
Devold of Norway

Mark Hunter
Wool Connextions

Leon Collier
GKL, Secretary

Team

Kara Biggs
General Manager

Renae Sandtmann
Campaign Manager

Jo McKenzie*
Education Manager
*Vacated position 15-12-25

Specialists

Fiona Fraser
Contentment PR

Zoe Barnes
Social Media

Kylie Parish
Ponder Design

Ambassadors

Sir Sam Neill OBE
Actor

Liz Mitchell MNZM
Designer/Creator

Stephen MacDougall
Architect

Robert MacFarlane
Interior designer

Strategic Priorities 2023 to 2025

OUR PURPOSE

To enable and advance the education and promotion of the unique benefits of New Zealand wool.

OUR VISION

We want to see a world where people naturally choose products made from New Zealand wool.

OUR GOAL

Increase value creation by educating more students about New Zealand wool, increasing consumer awareness, while standing behind our growers with strong and coordinated industry advocacy.

Education

- Teach and inspire the current and next generation of wool consumers about the qualities of wool

Promotion

- Ensure the benefits and attributes of wool fibre are well known by potential wool users

Advocacy

- Support and spearhead cross-industry collaboration to unite the wool sector and drive efficiencies

Three-year Performance Snapshot

2023

Refurbish Woolsheds
Programme to update learning resources & containers

Promotion
PR and Social Media delivers awareness of wool to +2 million consumers

Partner support
Growth to 184 partners supporting our work

Strategic Alliance
Formal cross-industry agreement with Wool Impact

2024

Wool Dynamics launched
Tertiary pilot: Architecture & Product Design

Sir Sam Neill joins CFWNZ
New globally recognised ambassador

Awareness expands
Over $1.1m people reached on social media

Education growth
Three new programmes launched in Primary, ECE & Tertiary

Wool in Schools
Our Wool Sheds teach over 8,700 students in 2024

Secondary Schools
Final pilot programme launched for Years 7-10

Change Drivers
Collective pressure on Kainga Ora supports wool carpets

2025

School targets reached
Wool in Schools is fully booked with waitlist

Wool Alliance formed
Four-way industry collaboration signed

New wool model launched
Release of proposed future working model

Education

INITIATIVES DELIVERING VALUE

Building the future pipeline for wool

Sustained demand for wool starts with early understanding and exposure.

Our ongoing work in education ensures future consumers, designers and decision-makers recognise wool as a relevant, high-performing and sustainable material.

Delivering our education programmes means we minimise the risk of wool being overlooked by the next generation of consumers and creators during purchase decisions and innovation.

Educating our young people ensures wool retains a place in New Zealand's economy now and in the future.

Education goals

Early Childhood

Inspire young learners to develop an appreciation for wool.

Primary School

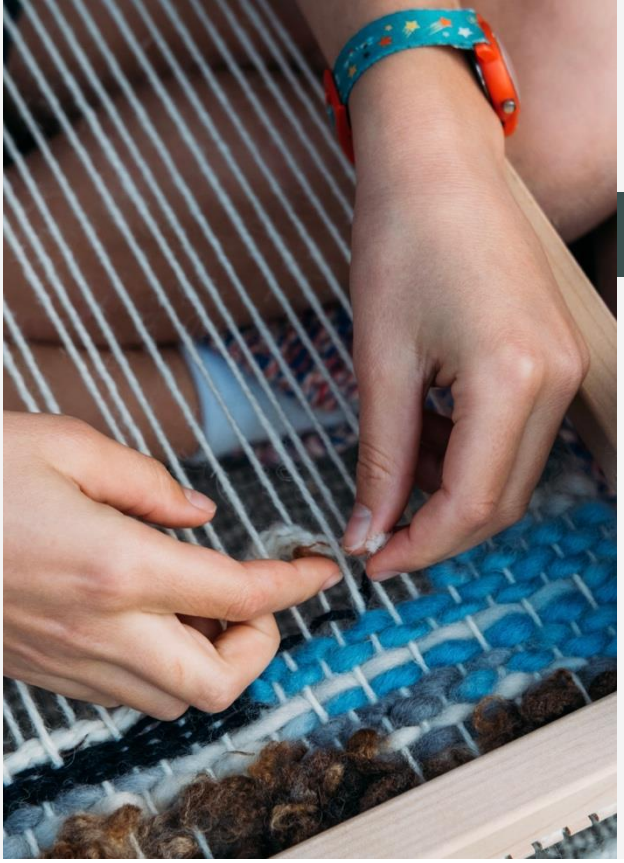
Teach students to understand wool as a versatile and sustainable super-fibre.

Secondary School

Empower students to apply wool to technology and design projects fostering creativity.

Tertiary Education

Encourage students to explore wool's potential, driving innovation and specification.



Education

INITIATIVES DELIVERING VALUE

What we delivered

- Delivered five new, curriculum-based programmes across three years of activity
- Enabled all academic levels to have free access to age-appropriate learning platforms for wool, including Early Childhood, Primary, Secondary and Tertiary
- Built scalable programmes with repeat engagement from learning providers

The change we're making

40 schools — Wool in Schools is fully booked with +100 on our waiting list

7,615 students — Over 1,000 more students being taught about wool every year

21 Wool kits — New access to wool learning via kits and resources for remote & small schools

75% adoption — 6 of the 8 approached Architecture & Product Design courses ran Wool Dynamics

Why it matters for our sector

Increase in future consumers

A better informed generation will drive stronger purchasing behaviour

Innovation as a demand driver

Exposure to wool, its attributes and capabilities increases consideration of wool within future product design

Increased specification

Building credibility with future architects increases the likelihood of specifying wool products in buildings

Cost efficiencies

Embedding wool fibre knowledge within the pre-tertiary curriculum reduces the need for re-education later in the value chain

"A lot of the time we only consider hard materials in projects. In future, I'm a lot more aware of what wool can do."

Cameron McLeod, Student of Industrial Design, Massey University

Education

INITIATIVES DELIVERING VALUE

Launched in 2024, Wool Dynamics is our tertiary programme engaging product design and architecture students.

This is where early-stage innovation begins by generating a pipeline of high-potential wool-based design concepts from emerging talent across leading institutions across Aotearoa.

Abigail Hall, Cosy Kitchen
Otago Polytechnic

George Allen, Glowbud
Otago Polytechnic

Natalie Lowe, Wool Strap
University of Waikato

Milica Pandurevic, ShearGrip pegs, University of Waikato

Education

INITIATIVES DELIVERING VALUE

Cameron Murray, Template wool
Massey University Wellington

Ruby Keegan, Woven Balls
Massey University Wellington

Janiqua McCarthy, Whenua ki te Whenua Placenta planting kits, Otago Polytechnic

Promotion

INITIATIVES DELIVERING VALUE

Shifting perception, awareness and relevance

In a market dominated by synthetic alternatives, wool must actively compete for attention and relevance.

Our promotional programme ensures wool remains visible, desirable and understood by modern consumers.

Ongoing, coordinated conversations about wool's unique attributes and capabilities is essential to retain visibility and ensure wool is considered and chosen by today's consumers.

Promotional goals

Awareness

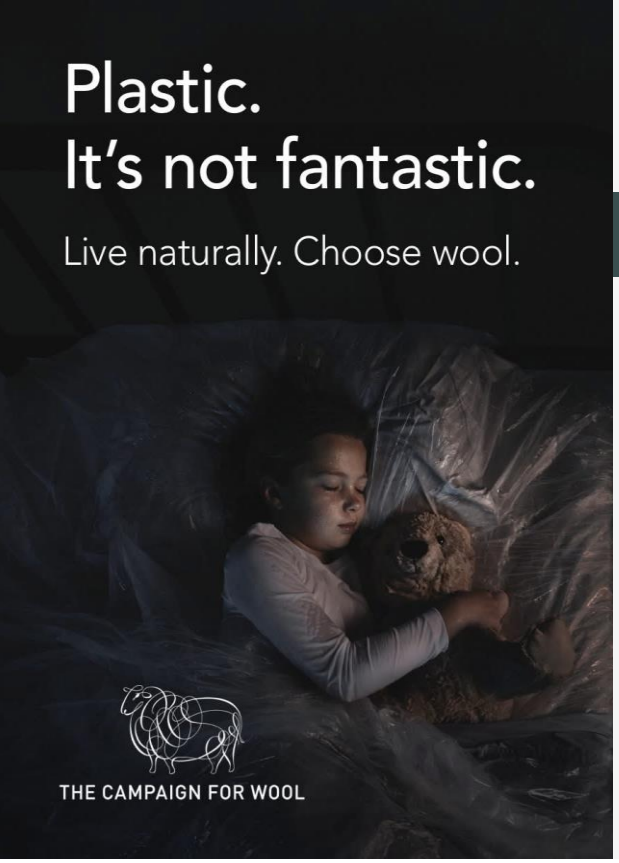
To raise awareness of the unique benefits of New Zealand wool to consumers

Credibility

Increase people's understanding of wool as a performant, natural alternative to synthetic products

Partnerships

Ensure our partners products and services are profiled to enable consumers to find and buy wool products



Promotion

INITIATIVES DELIVERING VALUE

What we delivered

- Digital and social media management including tactical winter campaign highlighting wools natural, fire retardant and mould resistant properties
- Integrated two-faceted PR programme targeted consumers and industry about sector work.
- Increasingly engaged directly with our database to share sector information, research and reporting
- Strengthened our ambassador programme, particularly our work with Sir Sam Neill

The change we're making

4 videos — Sam Neill videos promoted the use of wool products and inspired students

62 articles — Proactive PR increases wools' voice to consumers and industry

1.2m reach — The reach of social media content is increasing – with more engagement per post

Why it matters for our sector

Increased consideration

Targeted, continuous consumer exposure to wool drives long-term consideration for wool products and attributes

Status change for wool industry

Communication for the sector positively lifts wool from commodity to premium product

Provides marketing leverage

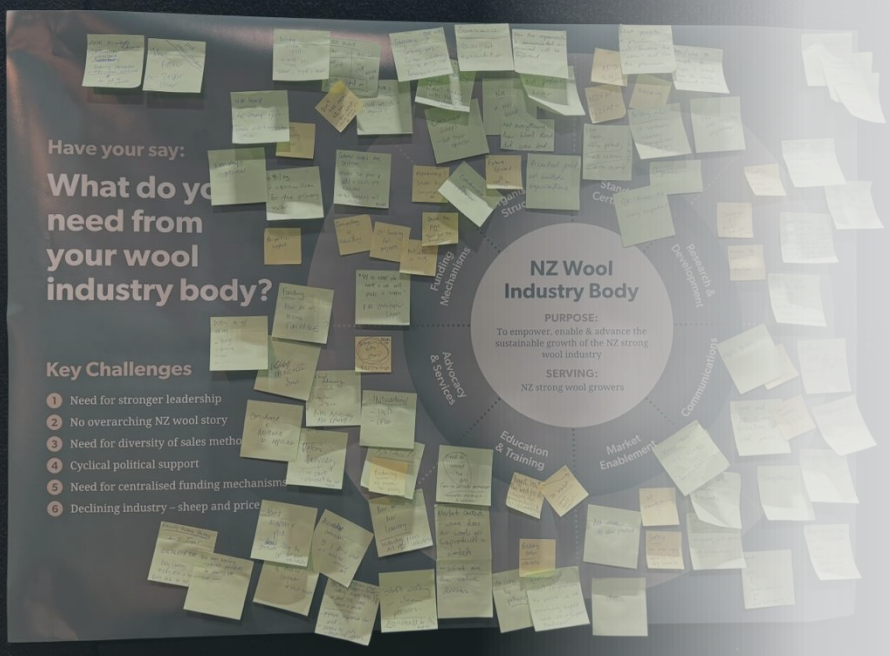
Emerging brands can utilise and leverage our assets and channels for their own work

Strengthens global narrative

Global connections embeds the messaging of New Zealand wool as a world-class fibre

"I am very happy to be associated with, and a grower of, one of the world's best products."

Sir Sam Neill, New Zealand wool ambassador, NZ Herald



Advocacy

INITIATIVES DELIVERING VALUE

Collaboration driving wool sector growth

No single organisation can shift the wool sector alone and that's why collaboration is pivotal to our ongoing work.

Our work in advocacy creates alignment, influence and the conditions required for wool to compete at scale on behalf of our growers to support value growth and profitability.

Our collaborative efforts are critical for long-term foundational stability of the wool sector, and we are delighted to be formally working with Wool Impact, Wool Research Organisation of New Zealand and Beef + Lamb NZ toward a new future for wool.

Advocacy goals

Increase wool use

To advocate for stronger wool use in public buildings

Collaboration

Work together with other organisations to decrease duplication and sector fragmentation

Efficiency

To create and deliver a modern working model for wool

Four members of Wool Alliance pictured left to right : Ross McIsaac, John Monaghan (Chair), Andrew Morrison, Kara Biggs

Advocacy

INITIATIVES DELIVERING VALUE

What we delivered

- Designed and co-developed a potential new working model for the wool sector alongside Wool Impact under a signed Strategic Alliance
- Co-facilitated the formation of the Wool Alliance with Wool Impact and Wool Research Organisation of New Zealand and Beef + Lamb NZ
- Actively participated in initiatives influencing procurement and material choice in the community housing sector

The change we're making

1 Alliance — Wool Alliance formally agreed to deliver a single enduring structure for wool

1 influence — Unified pressure across the sector meant wool carpet won Kāinga Ora contract

5 Events — Collaborative events for the Wool Alliance (and previous Strategic Alliance)

Why it matters for our sector

Sector cost and resource efficiencies

Enables more efficient use of limited industry funding

Collaborative communications

Increases likelihood of wool being included in large-scale procurement decisions

Reduced sector duplication

Creates transparency and visibility between organisations while establishing a stronger industry culture

Industry stability

Lays the foundation for sector change enabling scalable, long-term demand growth

"We support that Wool Alliance would be an umbrella organisation working with other entities to support wool. We also support that it is non transactional."

Gaye & Nigel, Wool growers

2025: Statement of Charitable Performance*

Activity Period: 1 January -31 December		2025	2024
Education	Total number of education programmes	5	4
	Primary education: Wool in Schools educational container - number of schools visited	40	38
	Primary education: Wool in Schools - number of students educated	7,615	8,761
	Primary education: Wool kits sent to small or remote schools in new pilot programme	16	4
	Secondary education: Number of schools receiving new pilot programme	6	0
	Tertiary education: Number of institutions with access to the Wool Dynamics programme	6	5
	Early childhood education: Number of wool kits sent in new pilot programme	12	3
Awareness	Published articles and radio interviews	62	74
	Number of social media posts	276	288
	Social media - community reach measured by views	1,151,200	1,100,000
	Newletters sent	11	7
Advocacy	Ambassador videos to drive awareness - Sam Neill	4	0
	Annual report	1	1
	Formal wool industry alliances (addition of Wool Alliance to Strategic Alliance)	2	1
	Events exhibited at to inform about wool advocacy	5	2

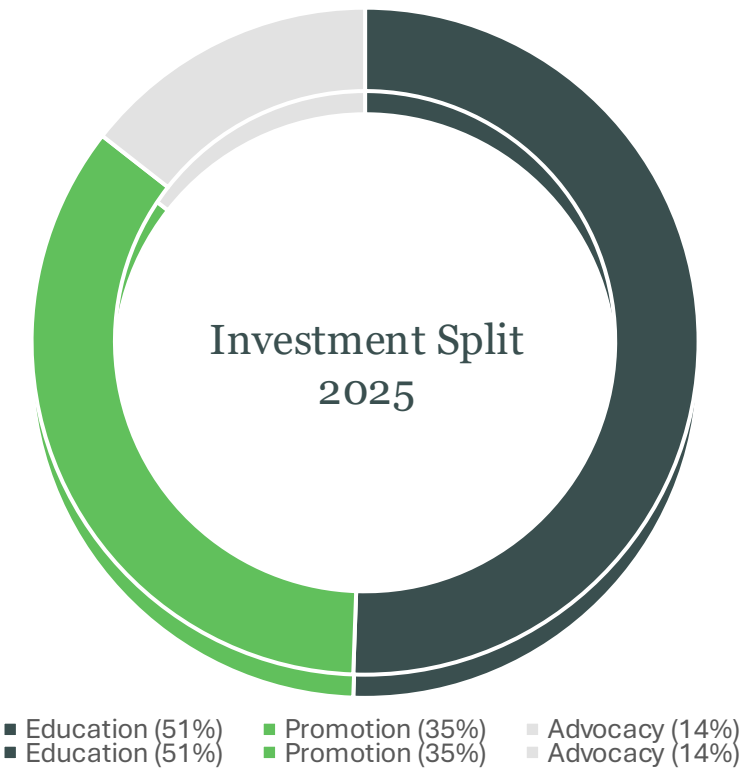
*Audited and submitted for Charity Tier 3 reporting

2025: Statement of Financial Performance

Financial Period: 1 Jan – 31 Dec	2025	2024
Funding via Growers	$ 453,936	$ 495,716
Interest received	$ 1,605	$ 11,317
Total Revenue	$ 455,541	$ 507,033
Projects Expenses	$ 476,273	$ 294,619
Global CFW Contributions	$ 10,000	$ 42,418
Administration Expenses	$ 64,228	$ 55,779
Total Expenses	$ 550,501	$ 692,816
Net Surplus (Deficit)	$ (94,960)	$ (185,783)

Notes

- **Financial year:** 1 January to 31 December
- **External audit:** Oldershaw and Co, 36 Bridge Street, Ahuriri
- **Registered charity:** The Campaign for Wool New Zealand Trust
- **Charity number:** CC50227
- **Reporting Tier:** Tier 3
- **Statement Submitted:** To Auditors and Charities office for Tier 3 reporting guidelines
- **Net Surplus/Deficit:** In 2022, board resolved to strategically spend down accumulated cash reserves to execute a three-year strategy until 31 December 2025. 2026 activity forecasts are now being delivered on a neutral to small surplus basis.



Education (51%)
Promotion (35%)
Advocacy (14%)

2026 and beyond

Looking ahead, we remain deeply committed to our charitable purpose to champion education and awareness of the unique benefits of New Zealand wool.

Our vision continues to steer everything we do. We're building a world where consumers choose New Zealand wool for its natural quality and sustainability.

After three years of investing our reserves to accelerate impact, we're now entering a new phase where we focus on strengthening and amplifying the progress we've made.

In 2026, a major focus for us will be bringing Campaign for Wool New Zealand and Wool Impact closer together, shaping a more unified and efficient industry approach. To address our financial deficit, we'll be looking at options to increase our funding, consolidate our services and deliver our programmes via a connected, cross-industry approach.

By aligning our efforts, we can tell a stronger wool story to the world.

Together, we'll be celebrating New Zealand wool, delivering greater value to growers and brands alike, and inspiring more people globally to live naturally and choose wool.

“Wool is not only one of the oldest fibres known to mankind, it is also one of the most beneficial”

HM King Charles III

The Campaign for Wool Patron

THE CAMPAIGN FOR WOOL

Patron: HM King Charles III

nzwool.co.nz