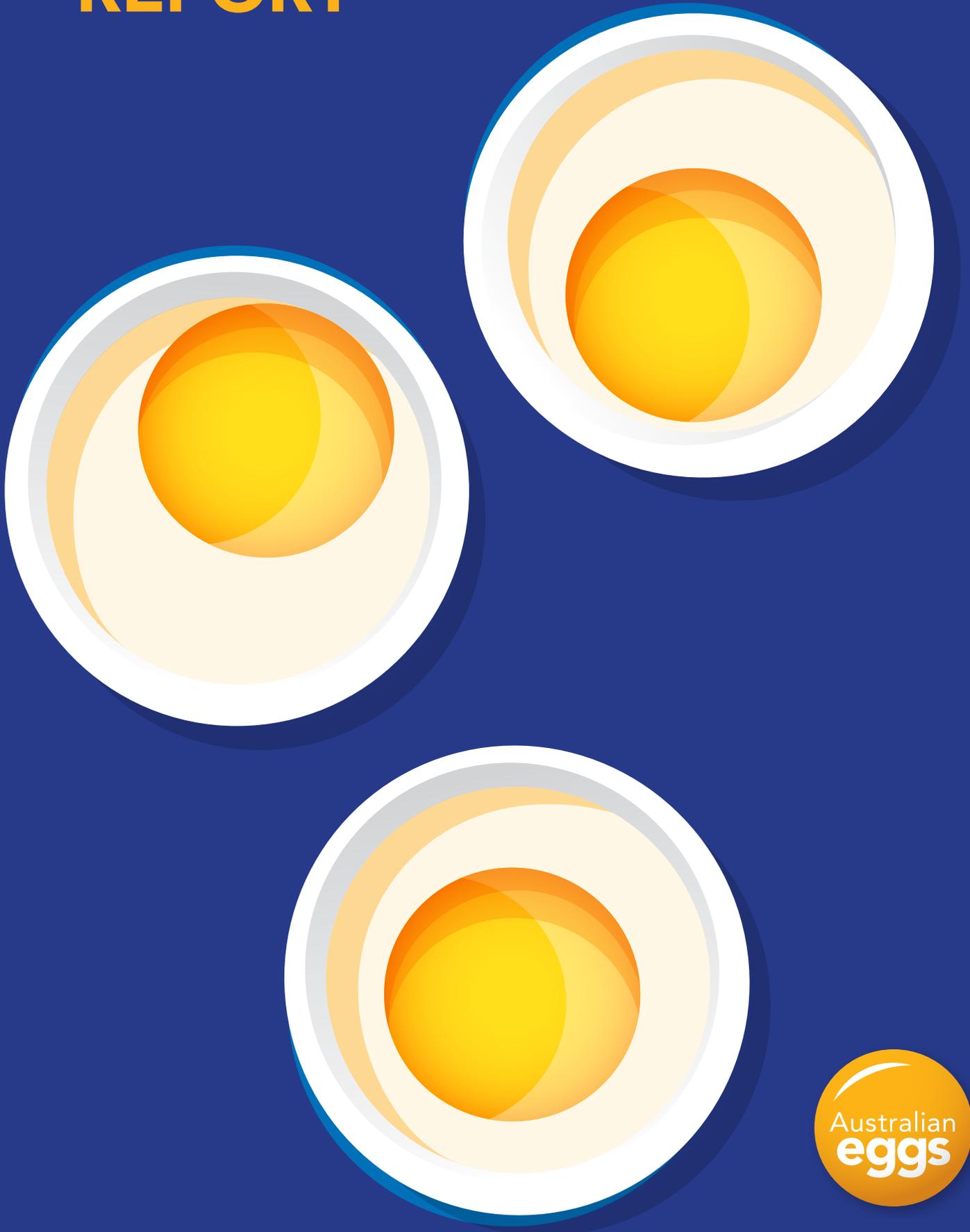


# EVALUATION FRAMEWORK REPORT



# OVERVIEW

IN THE YEAR 2017-2018 AUSTRALIAN EGGS INVESTED

**\$4,251,022.31**

IN MARKETING ACTIVITIES

**\$1,811,418.96**

IN RESEARCH AND DEVELOPMENT ACTIVITIES

**\$2,102,776.76**

IN ENGAGEMENT AND EXTENSION

**\$1,275,065.49**

IN VALUE FOR MONEY PROJECTS

47 EGG FARMER  
ENGAGEMENT  
OPPORTUNITIES

16

R&D STEERING  
COMMITTEE  
MEETINGS

10

MARKETING  
AND R&D ICC  
MEETINGS

92 PARTICIPANTS IN  
AUSTRALIAN EGGS'  
TRAINING COURSES

92.3%

OF TOTAL KNOWN NATIONAL COMMERCIAL  
FLOCK IS ESA OR ECA APPROVED

OVER 2,500  
STUDENTS  
PARTICIPATED IN  
THE AUSTRALIAN  
EGGS "GET CRACKING,  
GET COOKING"  
ACTIVATION AT THE  
ROYAL EASTER  
SHOW

30% OF  
CONSUMERS  
RECALL KEY  
CAMPAIGN  
MESSAGES

10  
WORKSHOPS

24  
FARM VISITS

IN THE YEAR 2017 TO 2018, AUSTRALIAN EGGS HAD 20 RD&E PROJECTS ON FOOT

43%

OF CONSUMERS BELIEVE IT IS OK TO EAT EGGS EVERY DAY

6,957

STUDENTS PARTICIPATED IN THE AUSTRALIAN EGGS ALL ABOUT EGGS PROGRAM

244

EGG CONSUMPTION PER CAPITA (AS AT MAY 2018)

## CONTENTS

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## WORLD EGG DAY 2017 CAMPAIGN

114.3 million

TOTAL CAMPAIGN REACH

112.9 million

PR REACH

1.4 million

SOCIAL REACH

662,000

VIDEO VIEWS

# INTRODUCTION

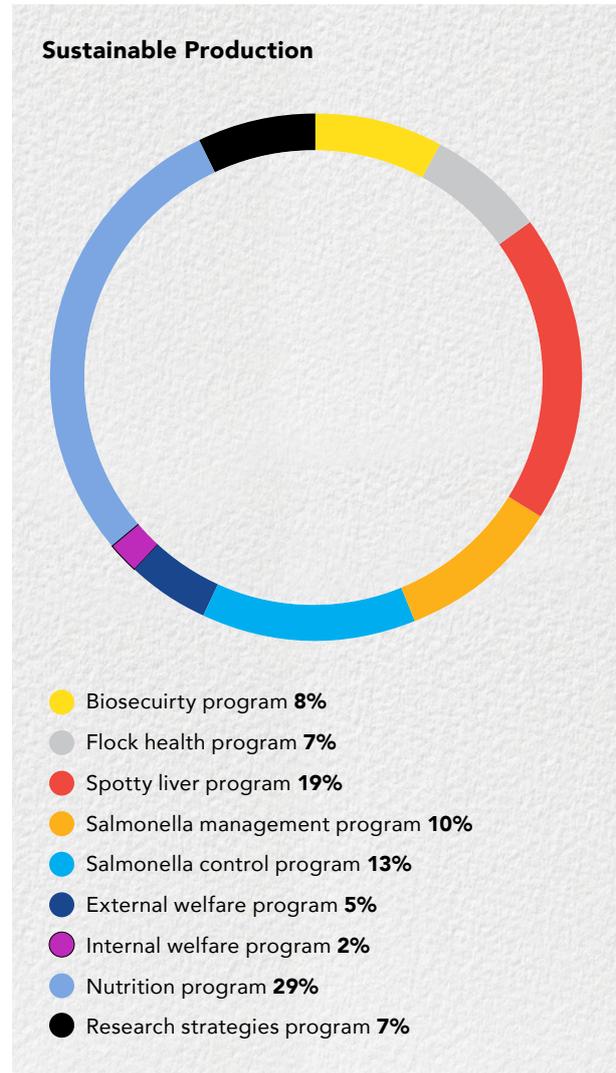
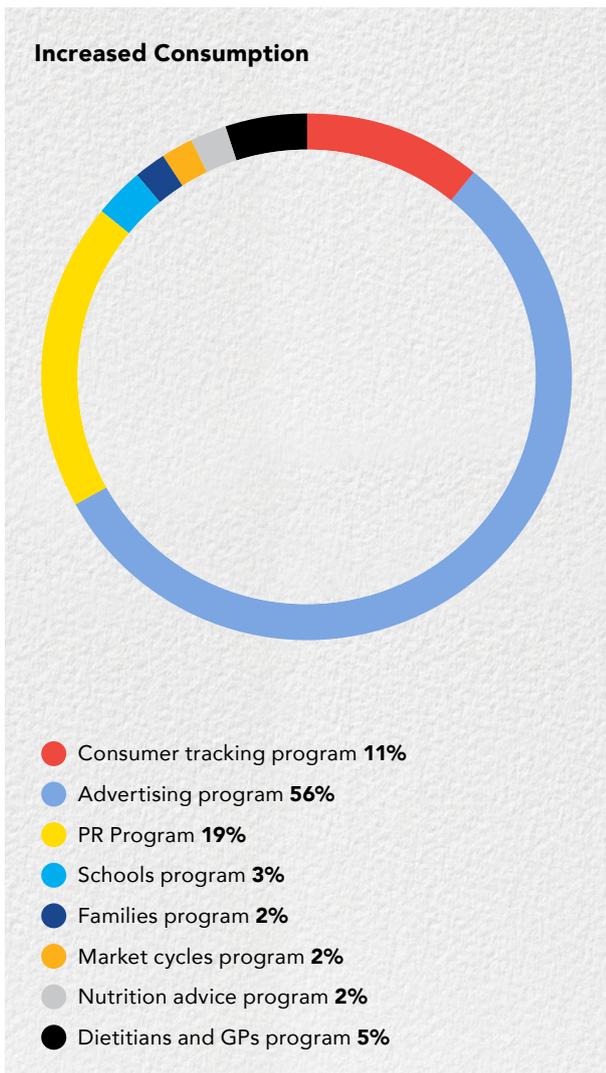
Australian Eggs Limited (**Australian Eggs**) was established in 2002 as an industry services body for the Australian egg industry. It was formed after the enactment of the *Egg Industry Service Provision Act 2002 (Cth)* and the *Egg Industry Provision (Transitional and Consequential Provisions) Act 2002 (Cth)*.

The Funding Contract between the Commonwealth and Australian Eggs allows for the Commonwealth to make promotion payments, research and development payments, and Commonwealth matching payments to Australian Eggs to fund Australian Eggs' activities.

Australian Eggs' priority goals, key focus areas and programs are set out in its Strategic Plan 2017-21 (**Strategic Plan**) and its Annual Operating Plan 2017-18 (**AOP**).

Australian Eggs' programs and projects stem from these goals and key focus areas. They were prepared in consultation with the Australian egg industry, researchers, the Australian Government, industry representative bodies and other research and development bodies.

In the year 1 July 2017 to 30 June 2018, Australian Eggs invested **\$4,251,022.31** in marketing activities, **\$1,811,418.96** in research and development, **\$2,102,776.76** in engagement and extension, and **\$1,275,065.49** in value for money projects. The proportion of funding invested into Australian Eggs' key focus areas in the year 1 July 2017 to 30 June 2018 is set out below:



So as to ensure there is transparency and accountability in relation to its work, Australian Eggs has in place an Evaluation Framework. The Evaluation Framework is structured in a manner that reflects the work program of Australian Eggs, including:

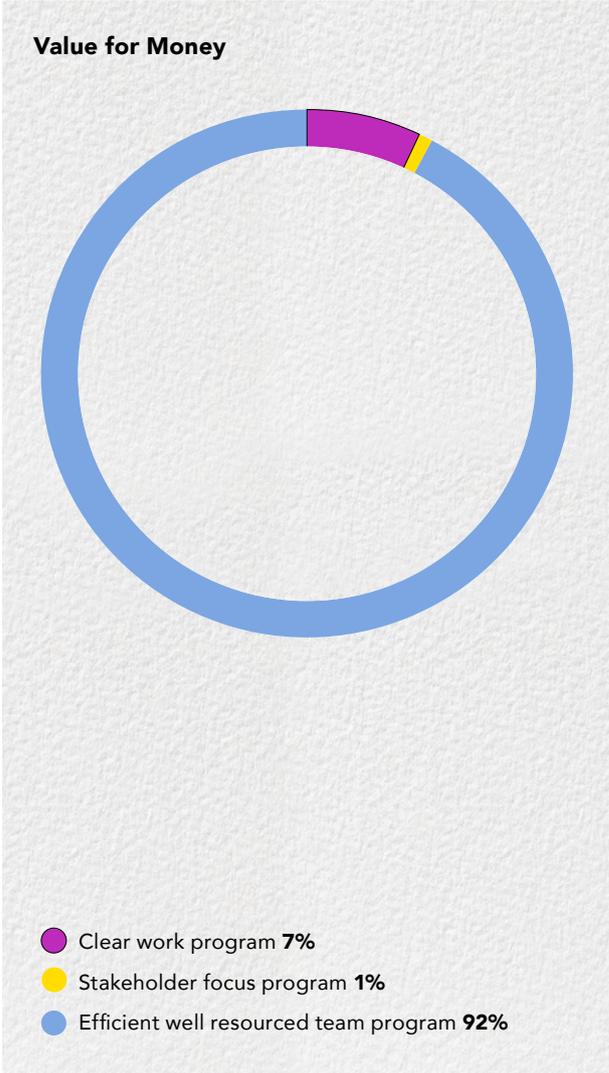
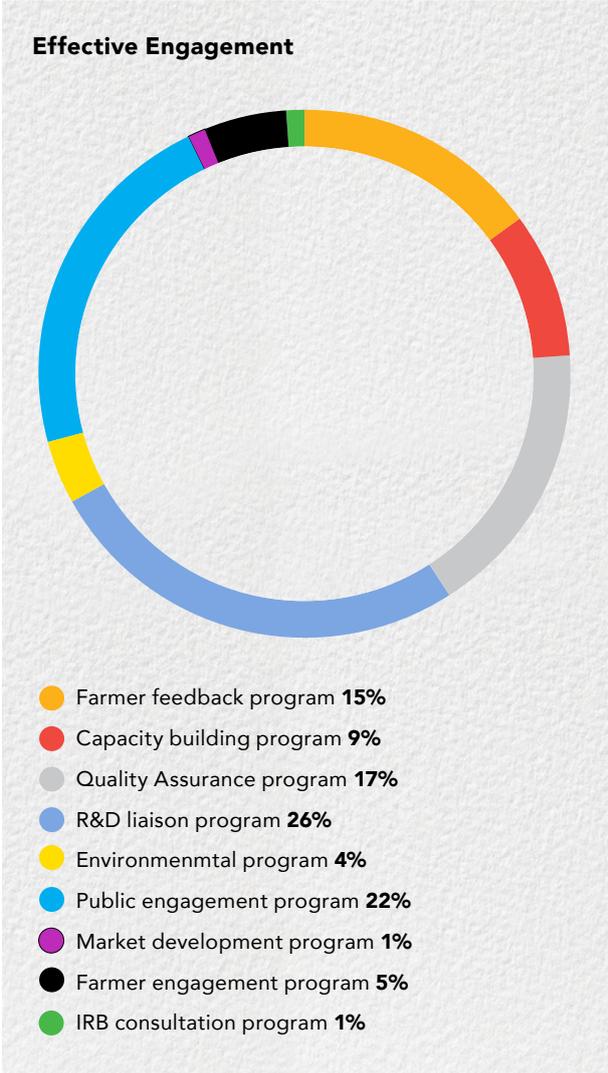
- key performance indicators applied to each goal to test Australian Eggs’ primary objectives;
- performance measures for each Australian Eggs program; and
- a Reporting Framework that demonstrates the basis upon which project resources have been deployed.

The Reporting Framework is assessed internally by Australian Eggs and does not purport to generate verifiable evidence as to Australian Eggs’ performance in relation to each project. It does however provide transparency over its decision making processes and an assessment of the quality of each program.

The Reporting Framework involves a qualitative assessment of programs in two phases:

- an assessment is made of the value created by each project;
- the value of each project is then compared with the resources deployed for that project.

The purpose of this Evaluation Framework Report is to demonstrate the performance of Australian Eggs and report on the value of its projects to stakeholders.



# INCREASED CONSUMPTION

## Celebrating the Joy of Eggs

Australian Eggs develops and implements marketing campaigns that encourage greater consumption of eggs and increase awareness of the nutritional benefits of eggs.

Consumer marketing activities represent all egg producers, brands and farming systems under the Australian Eggs brand. The purpose of these programs is to increase consumer awareness of eggs, stimulate and inspire more consumption as part of a balanced diet and encourage awareness of egg farming. These consumer marketing activities are conducted via TV, magazine, radio, online advertising, integrated publicity and social media engagement.

Australian Eggs engages a Marketing Industry Consultative Committee (**ICC**) to collaborate in understanding and responding to the needs and market developments of the industry, and to maximise the effectiveness of the marketing program. Australian Eggs works with the Marketing ICC to plan and develop market supporting campaigns.

In addition to consumer marketing, other key consumption influencers are healthcare professionals such as GPs, dieticians, nutritionists & specialists. Australian Eggs also undertakes to build credibility and trust with dedicated healthcare professional communications, by ensuring that accurate and current nutritional information and evidence is made available to as many Australian practitioners as possible.

## Increased Consumption highlights

### World Egg Day

Every year in October World Egg Day is celebrated in more than 40 countries across the globe. Australian Eggs undertook a substantive PR campaign around World Egg Day, leveraging an analogy between the national obsession of sporting rivalry and per capita egg consumption, to encourage Australians to continue outstripping the Kiwis and the British. Beloved cricket celebrity, Merv Hughes, assisted to create social media content, and featured in a primary school breakfast and sporting activation, held on the morning of World Egg Day, which was streamed live across Australia on breakfast television. Many media outlets picked up the story, resulting in unprecedented publicity and social media for eggs.

### Advertising

Australian Eggs undertook unprecedented advertising with a calendar stretching from August 2017 to June 2018 and over \$3.8 million invested to promote eating eggs.

### Goal KPIs

The goal of Increased Consumption is measured by egg consumption per capita. This is calculated by using hatchery information and production assumptions to determine the level of egg industry production, accounting for egg exports and dividing by the Australian population.



244  

Egg consumption per capita  
(as at May 2018)

Australian Eggs' **Consumer Tracking Program** seeks to understand consumption behaviour by systematically collecting and analysing market information. This is measured by the **percentage recall and attitudes of consumers and GPs towards egg consumption.**

71% 

GPs who believe that eggs have no effect on serum cholesterol

The **Market Cycles Program** aims to maximise the effectiveness of Australian Eggs marketing activities by providing information and processes to improve our responsiveness to market developments. It is measured by the **percentage of consumer recall and attitudes for key next generation, nutrition and eating eggs campaign messages.**

72% 

Consumers who associate eggs with positive health related messages

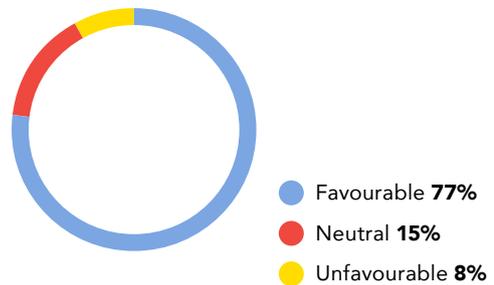
The objective of the All About Eggs **Schools Program** is to engage and educate school children on the benefits of eggs and build an awareness of egg farming. It is measured by the **number of school classes participating in the Australian Eggs All About Eggs Program.**

278 

Classes

The **Nutrition Advice Program** aims to ensure the accuracy of information on the benefits of eggs. It is measured by the **percentage of positive news media coverage related to egg nutrition.**

#### Nutrition Media Coverage



The **Dieticians and GPs Program** seeks to ensure key opinion leaders have awareness and information on the benefits of eggs. It is measured by the **level of community awareness that eggs can be eaten everyday.**

43% 

Consumers who believe it is okay to eat eggs everyday



The Australian Eggs **PR Program** aims to support campaigns through events and point of sale material that increase consumer awareness of eggs. It is measured by the **number of events undertaken and the reach of content.**



In the period 2017-2018, Australian Eggs undertook two significant events, being World Egg Day and the Royal Easter Show

The objective of Australian Eggs **Advertising Program** is to develop campaigns to deliver strategic messages and drive egg consumption. It is measured by the **average personal egg consumption per week.**

4.7 

The mean number of eggs eaten per week (as at May 2018)

64% 

Consumers who believe eggs are the best source of protein at breakfast

## WORLD EGG DAY IMPACT

TOTAL ENGAGEMENTS

38,017 

TOTAL REACH

112m 

TOTAL VIDEO VIEWS

662K 

PR SENTIMENT

98% POSITIVE 

## ROYAL EASTER SHOW IMPACT

TOTAL REACH

201K 

VIDEO VIEWS

76,193 

ENGAGEMENTS

4,923 



The Australian Eggs **Families Program** is focused on promoting the life-long enjoyment of eggs by Australian families. Its effectiveness is measured by the **percentage of grocery buyers (18-64) aware of the campaign.**

30% 

Consumers who recall key campaign messages

15% 

Recall of OK Every Day campaign

24% 

Recall of Unbeatable campaign

# SUSTAINABLE PRODUCTION

## Investing in industry led RD&E

Australian Eggs invests in research projects to improve the sustainability of the egg industry. Its research, development and extension (RD&E) work program focuses on the needs identified and prioritised by the industry and there are processes in place to ensure each research project is relevant to egg farmers.

Australian Eggs has reconfigured the traditional RD&E model to start with the end point in sight so as to create outputs based on need. Research projects must meet the needs of the industry and generate industry applicable outcomes. While not every single project will have a tangible outcome, it should provide a step towards this end goal.

Australian Eggs engages an ICC consisting of egg farmers and experts, such as researchers and vets, to help make decisions about what to fund. This ensures that research proposals are assessed based on the needs of the industry. Engaging industry in the process of RD&E improves these outcomes by providing researchers with input throughout the project.

Steering Committees are engaged on all research projects to provide objective advice and direction and to keep projects focused. This process provides an opportunity for the industry to bring a commercial perspective to research and improves researcher understanding of industry issues thereby resulting in improved project outcomes.

Research projects aim to provide solutions for egg farmers and industry stakeholders across all of the supply chain, generally in a 1-5 year delivery timeframe. Resources and tools developed through the investment process are shared with farmers and other stakeholders with a view to industry adoption. In the year 2017-2018, Australian Eggs invested more than **\$370,000** in extension activities with a view to creating clear communication channels and face-to-face workshops to ensure research outputs are accessible and adoptable.

## Sustainable Production highlights

### Environmental Guidelines

The revised Environmental Guidelines are a proactive approach by the Australian egg industry to ensure both the economic and environmental sustainability of the industry. They are designed to assist in the establishment of new farms or the expansion of existing operations, and to encourage existing egg producers to improve their environmental management practices. The revision incorporates updated scientific knowledge surrounding key environmental issues and addresses changes to egg industry practices and regulations.

Industry, regulators and the community can use these guidelines to ensure egg production facilities are developed, designed and managed to minimise the risk and severity of adverse environmental and amenity impacts. The guidelines also provide a source of information that can be utilised by operators of existing facilities to improve the environmental management of their enterprises. It is further envisaged that the guidelines will assist the industry to address inconsistencies and omissions in the laws and regulations in relation to environmental management.

### Nutrient distribution and odour

The need for the research into nutrient distribution and odour was identified by regulators during revision of the national Environmental Guidelines for egg farms. The nutrient distribution research focussed on determining nutrient levels in the soil, defining zones of nutrient deposition, and determining management practices that could address risks in each of these zones. This research confirms common industry understanding and provides a scientific basis to justify targeted management of these issues. It was found that:

- there was a higher density of nutrients located close to the shed (<0.1ha);
- there were higher nutrient levels in range areas with trees compared to those without; and
- nutrient management needs to be based on risk, considering the small areas of elevated nutrients.

The research into odour examined the odour emission rates of layer farms and used this in the development of an industry specific separation distance formula. Layer sheds produce less odour than similar industries such as meat-chickens, however in the absence of an industry formula, separation distances calculations are generally forced to rely on the formulas adopted for the meat chicken industry. This research concluded that the odour emission rate for layer birds is around 40% of meat chicken birds. This alone means that for a given number of birds, the risk of odour impacts is significantly lower than that of a meat chicken farm. This provides a scientific basis for less stringent assessment and regulation with respect to the potential odour impact of layer farms.



## Aviaries

This project set out to further analyse data collected as part of the Nutritional Management of Free Range Laying Hens project, funded by Australian Eggs. It aimed to generate insights into hen movement to understand: whether hens get stuck in any particular areas in an aviary shed; how much movement is occurring inside the shed; how regular the movements are; and what the load is on resource use (feed/nest boxes). The current project created 3 models within a web-based interface to enable visualisations of the dataset and to assist answer these questions. The web-based software has been developed and deployed to [visualhens.une.edu.au](http://visualhens.une.edu.au). It allows users to register accounts, and create visualisations showing movement and visitation patterns of hens. The system allows for the download of information and images.

## Welfare Policy

A desktop review of major policies and reports regarding recent developments in animal welfare policy and science was conducted. It produced high-level analysis of animal welfare policy in key jurisdictions of the EU, US and New Zealand and recent scientific reviews concerning the welfare of animals with reference to laying hens. It addresses parameters around which the debate on animal welfare should be framed. It assists in providing an understanding on the available paradigms for animal welfare and in driving an informed public debate.

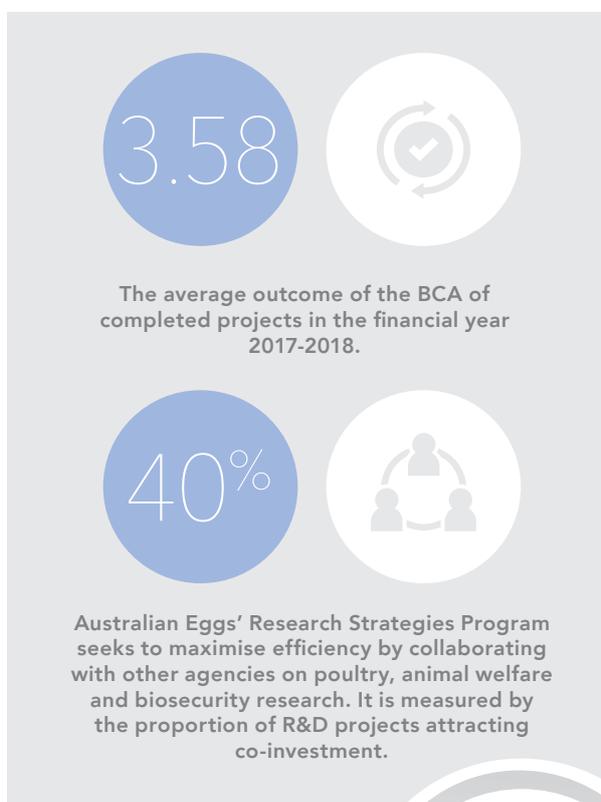
## Feed additives in spotty liver control

Spotty Liver Disease (SLD) is serious condition affecting free range laying hens, leading to losses through both bird mortality and reduced egg production. This project examined several different feed additives and demonstrated:

- Reduction in the necessity to treat or to prevent SLD with antibiotics.
- Reduction in overall mortality during an outbreak and over the most common period of outbreaks (up to 35 weeks).
- A trend towards reducing the production impact of SLD even when ameliorated with prophylactic antibiotics up to 35 weeks of age.

## Goal KPIs

The goal of Sustainable Production is measured by applying Benefit Cost Analysis (BCA) to completed projects based on the Council of Rural Research Development Corporations (CRRDC) Impact Assessment Guidelines and averaging outcomes. In the year 2017 to 2018, Australian Eggs had **20** RD&E projects on foot.



## Projects completed in the 2017-2018 Financial Year

| PROJECT   | PURPOSE  | BCA  |
|---|--|------|
| <b>Efficacy of feed additives in spotty liver control</b>                 | Improved understanding of the effectiveness of feed additives in controlling spotty liver        | 3.77 |
| <b>Animal welfare policy review</b>                                       | Inform the industry and the public on developments in animal welfare theory and policy           | 6.49 |
| <b>Further analysis of aviaries data</b>                                  | Examine hen movement within an aviary to obtain insights on hen welfare, health and productivity | 1.48 |
| <b>Odour Review of Layer Farms and Development of an S-Factor Formula</b> | Develop learnings around odour in layer farms to increase industry knowledge                     | 2.39 |
| <b>Update of Environmental Guidelines for the Egg Industry</b>            | Support the development of new egg farms and maintain high levels of environmental management    | 3.77 |

**DRIVERS OF BIOSECURITY ENGAGEMENT**

Improve understanding of biosecurity adoption drivers and constraint

**NUTRITIONAL MANAGEMENT OF FREE-RANGE LAYING HENS**

Understand hen activity in a free-range aviary system and the impact on feed efficiency

**AUTOGENOUS VACCINE FOR SPOTTY LIVER**

Development of an autogenous vaccine to help manage spotty liver



**Projects due for completion in the 2018-2019 Financial Year**

**PRACTICAL STRATEGIES FOR HEN FEED EFFICIENCY**

Improve flock feed efficiency and egg quality through understanding of the individual hen

**SALMONELLA INTERVENTION STRATEGIES**

Improve management of risks through structured intervention strategies

**VACCINATION AND FEED ADDITIVE CONTROL PROGRAM**

Enhance long term control of Salmonella through the laying cycle

**COMPETITIVE EXCLUSION BY 'GOOD' BACTERIA**

Development of a natural biocontrol agent to help reduce Salmonella contamination



# EFFECTIVE ENGAGEMENT

## Listening and delivering

Australian Eggs aims to generate content that is timely and relevant to stakeholders and this is executed through the Farmer Engagement and Public Engagement programs.

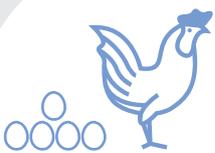
A key focus for the Farmer Engagement program is having two-way conversations with egg farmers, listening to their concerns and responding by incorporating their priorities into programs. Australian Eggs understands that farmers are very time conscious and can spend days away from a desk. The farmer engagement strategy has therefore been formulated to ensure messages are clear, succinct and are delivered through mobile-friendly channels.

The Public Engagement program aims to provide information about the egg industry to the public with a view to increasing understanding of egg farming.

Australian Eggs is focused on informing the public about key aspects of the industry, including the different egg production systems, the Egg Standards of Australia (ESA) quality assurance program, and the value of sustainability projects in achieving better food safety, biosecurity and animal welfare outcomes. Through these focus areas, Australian Eggs is able to demonstrate that Australian egg farmers are continually improving and are on par with world's best practice. This is achieved through tailored communications aimed at mainstream consumers and other stakeholders such as journalists, government, regulators and industry representative bodies.



## EGG FARMERS



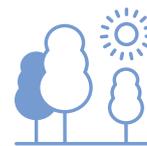
Farmers and their production systems



R&D and continual improvement



Quality assurance



Sustainability Framework

## Engagement highlights

### Sustainability Framework

The Australian Egg Industry Sustainability Framework forms a long-term commitment by the egg industry to transparent engagement with the community and establishes a process for continuous improvement.

### Australian Eggs App

Australian Eggs is developing a mobile app that will give egg farmers easier access to program updates and provide better opportunities to communicate on farm priorities.

### Proactive Engagement

Australian Eggs is focused on facilitating better research opportunities by driving researcher and farmer engagement. Australian Eggs has also been focused on getting research to the industry through workshops, forums and publications.

#### Quality Assurance

Following the audit of 160 sites, 62 farms are now ESA or ECA approved.

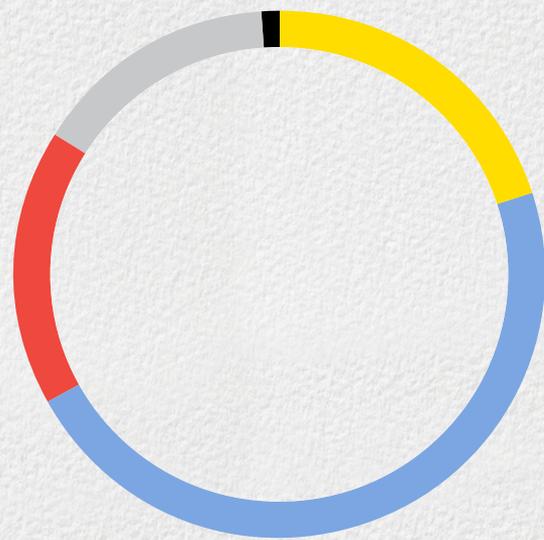
#### Training

Australian Eggs seeks to build capacity in the egg industry by providing workforce development and specialist veterinary and research expertise. In the year 2017-18, Australian Eggs had 92 participants in its training courses.

## Goal KPIs

Effective Engagement is measured by tracking the number of engagements with the egg industry from which constructive feedback has been collected. In the year 2017-2018, Australian Eggs achieved 47 effective engagement opportunities with stakeholders.

### Farmer Feedback Sources



- 2017 Forum & AGM **15%**
- Workshops **57%**
- Farm visits **13%**
- RD&E ICC **11%**
- PIX **4%**



The **Farmer Feedback Program** aims to provide a structured mechanism for egg farmers and other stakeholders to provide input on activities. It is measured by the **number of engagement opportunities facilitated and egg farmers contacted.**

61 

Through farm visits, website communications, newsletter distribution, RD&E ICC meetings, forum and Poultry Information Exchange (PIX) participation, Australian Eggs has delivered 61 opportunities for farmers to provide inputs on activities.

The **Public Engagement Program** is designed to create and distribute information about the egg industry, egg farming and news about marketing and research & development to the public through different channels. It is measured by the **number of publications distributed.**

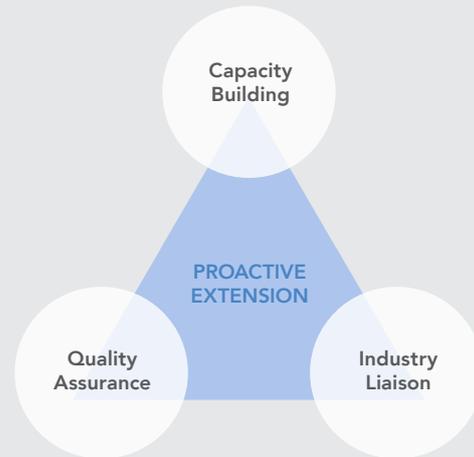
27 

The number of pieces of content created and distributed about the egg industry to the public, including quarterly magazines, monthly media releases, fact sheets, submissions to the Australian Government on the Standards & Guidelines for Poultry, and the biggest engagement initiative of the year, the introduction of the Australian Egg Industry Sustainability Framework.

Australian Eggs' **Farmer Engagement Program** is designed to create and distribute content about key marketing and R&D activities to egg farmers. It is measured by the **number of publications distributed.**

48 

The number of publications distributed to egg farmers concerning Australian Eggs' key marketing and R&D activities. These comprise of Eggspress newsletters, Eggstra magazines, articles in the Farmer log-in section of the Australian Eggs website, and fact sheets on ESA, R&D and the Sustainability Framework.



Australian Eggs' **Capacity Building Program** seeks to build capacity in the egg industry by providing workforce development and specialist veterinary and research expertise. It is measured by the **number of participants in training courses developed by Australian Eggs.**

92 

Participants in Certificate III Poultry Production Courses, Eggstart Program, Horizon Scholarship, Global Leadership Scholarship, Next Gen and Research workshops and Researcher in Industry Internship.



The objective of the **Quality Assurance Program** is to enable the egg industry to demonstrate food safety, animal welfare and biosecurity outcomes to customers and the public. It is measured by the total **number of known commercial egg production (flock size) covered by Egg Standards of Australia (ESA) and Egg Corp Assured (ECA).**

92.3% 

The total number of known commercial egg production (flock size) covered by ESA or ECA.

Through its **Environmental Program**, Australian Eggs seeks to increase adoption of environmental research outputs by egg farmers. Australian Eggs is measured on the **number of engagements with egg farmers on environmental research outputs.**

12 

Australian Eggs has sought to increase the adoption of environmental research outputs by egg farmers through its involvement in PIX 2018, the publication of articles in Eggstra, Steering Committee meetings on environmentally driven projects and the delivery of topics at workshops related to environmental research.

The **R&D Liaison Program** seeks to build an understanding between farmers and researchers as an input to more adoption of research outputs. It is measured by the **number of engagements with egg farmers on R&D outputs.**

29 

Australian Eggs has engaged with egg farmers and researchers on R&D outputs through its involvement in the Poultry Hub Australia Ideas Exchange 2017, PIX 2018 and Australasian Poultry Science Symposium. It has also engaged on R&D outputs through farm visits and workshops, though the primary engagement has been through Steering Committee meetings. In the period 2017-2018, Australian Eggs held **16** Steering Committee meetings.

The objective of the Australian Eggs **Market Development Program** is to support the egg industry in exploring domestic and export market growth opportunities. This objective is measured by the **level of egg exports and domestic growth.**

\$2.5m 

In exports as at March 2018 (ABS)

\$806.7m

Gross Value of Production for the Egg Industry for 2017-18



# VALUE FOR MONEY

Australian Eggs operates as a small team which manages external research and marketing resources. In order to ensure that every dollar counts, Australian Eggs focuses on:

- team work and collaborations;
- working productively on the areas of greatest priority for stakeholders;
- ensuring staff continue to have the skills and budgets to plan and deliver outcomes; and
- assessing activities to ensure they are undertaken as efficiently as possible.

As an industry-owned Industry Services Body (**ISB**), Australian Eggs is driven by its stakeholders including egg farmers and other industry participants, the Government and consumers. Through an increase in engagement activities, Australian Eggs ensures that egg farmers and other stakeholders can clearly identify their objectives in its work program.

The Australian Eggs goal of Value for Money is measured by the ratio of administration services to program expenses. This is calculated based on the ratio of total corporate and program administration costs over total program area expenses, which is 18%.

## Goal KPIs

18 

Australian Eggs aims to work cohesively with Industry Representative Bodies (**IRBs**) and obtain input to the development and implementation of activities through its **IRB Consultation Program**. This goal is measured by the **number of engagements with IRBs**.

25 

The Australian Eggs **Stakeholder Focus Program** seeks to ensure consideration of the broad range of stakeholders is considered in undertaking activities. This is measured by the number of **engagements with non-farmer stakeholders**.

12% 

Australian Eggs works to ensure it has an **Efficient, Well Resourced Team** with appropriate resources to deliver on the work program. This objective is measured by the **ratio of non-staff corporate expenses to Program costs**.

100% 

The Australian Eggs **Clear Work Program** seeks to provide robust decision making processes and evaluation of activities. It is measured through the **level of compliance with applicable ASX Corporate Governance principles**.

# REPORTING FRAMEWORK

The Australian Eggs Reporting Framework seeks to demonstrate the basis upon which Australian Eggs has pursued each of its programs.

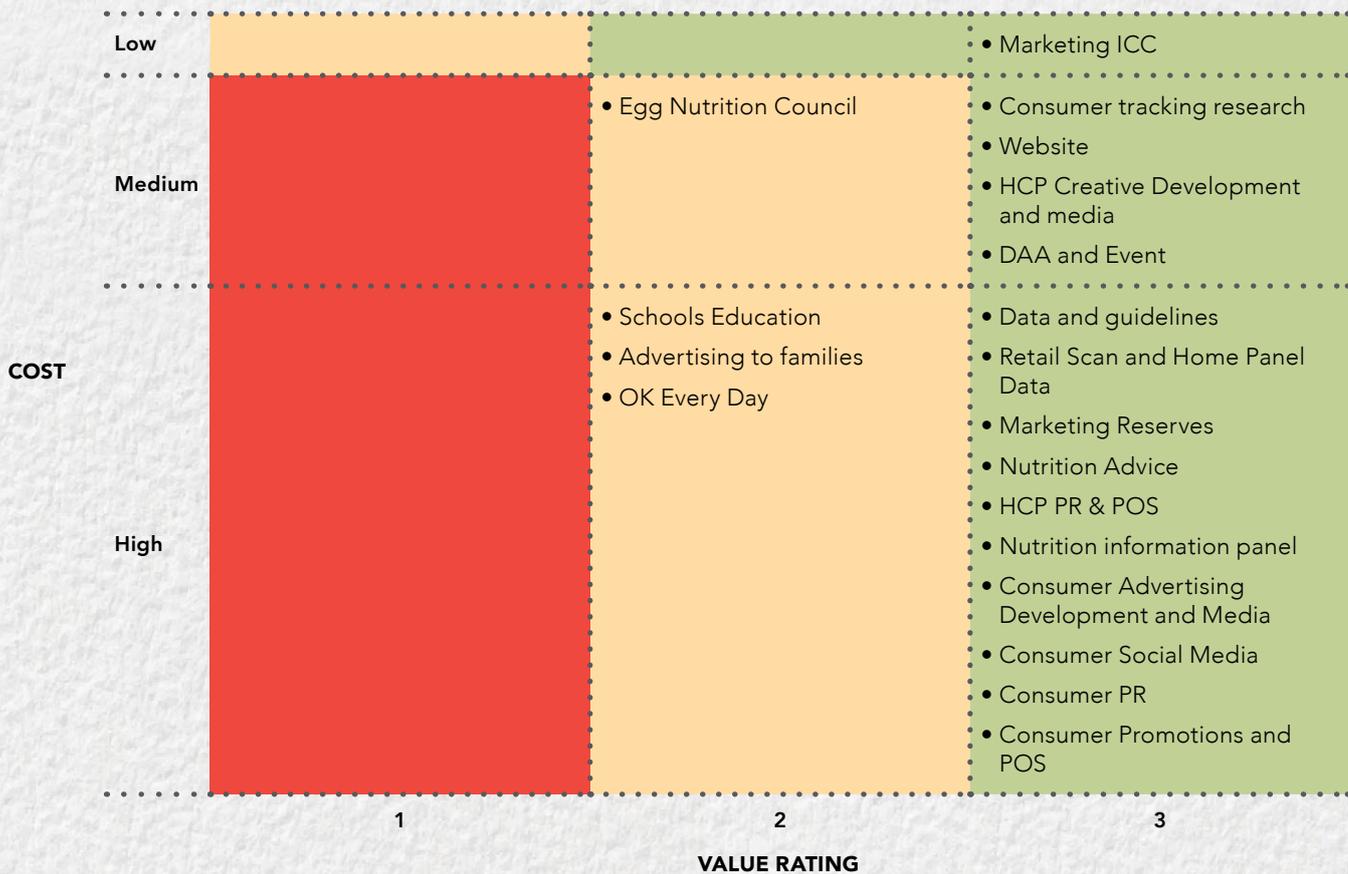
The value created by each project is assessed on a scale of 1 to 3 in terms of:

- the extent of the benefit to the industry (minor -1, moderate -2 or major -3);
- the timeframe in which the benefit will be realised (long i.e. over four years -1, medium i.e. between two and four years -2, or short i.e. between one and two years -3); and
- the certainty that the benefit will be realised (potential -1, indirect -2 or direct -3).

To maintain simplicity, the total rating out of a possible 9 is then converted to a value rating of either 1, 2 or 3 based on whether it falls with the bands of 1 to 3, 4 to 6 or 7 to 9.

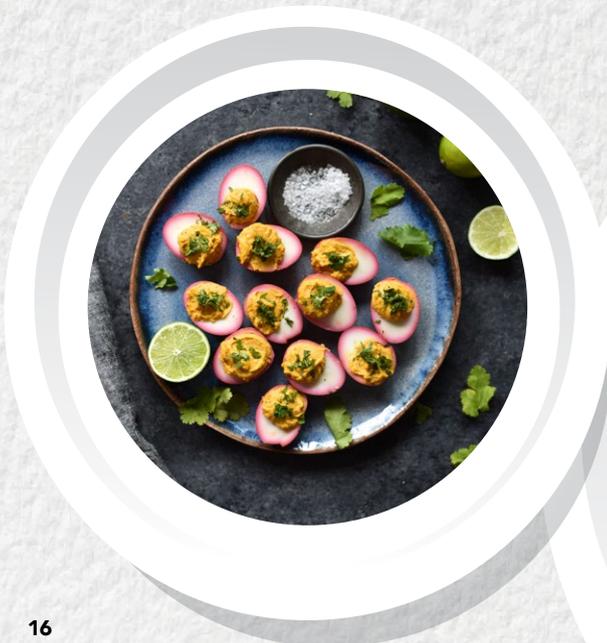
The comparison of value generated to resources deployed is achieved by plotting the value rating of each project against the annualised cost for that project (low – under \$50,000, medium - \$50,000 - \$150,000 or high – over \$150,000).

## Increased Consumption

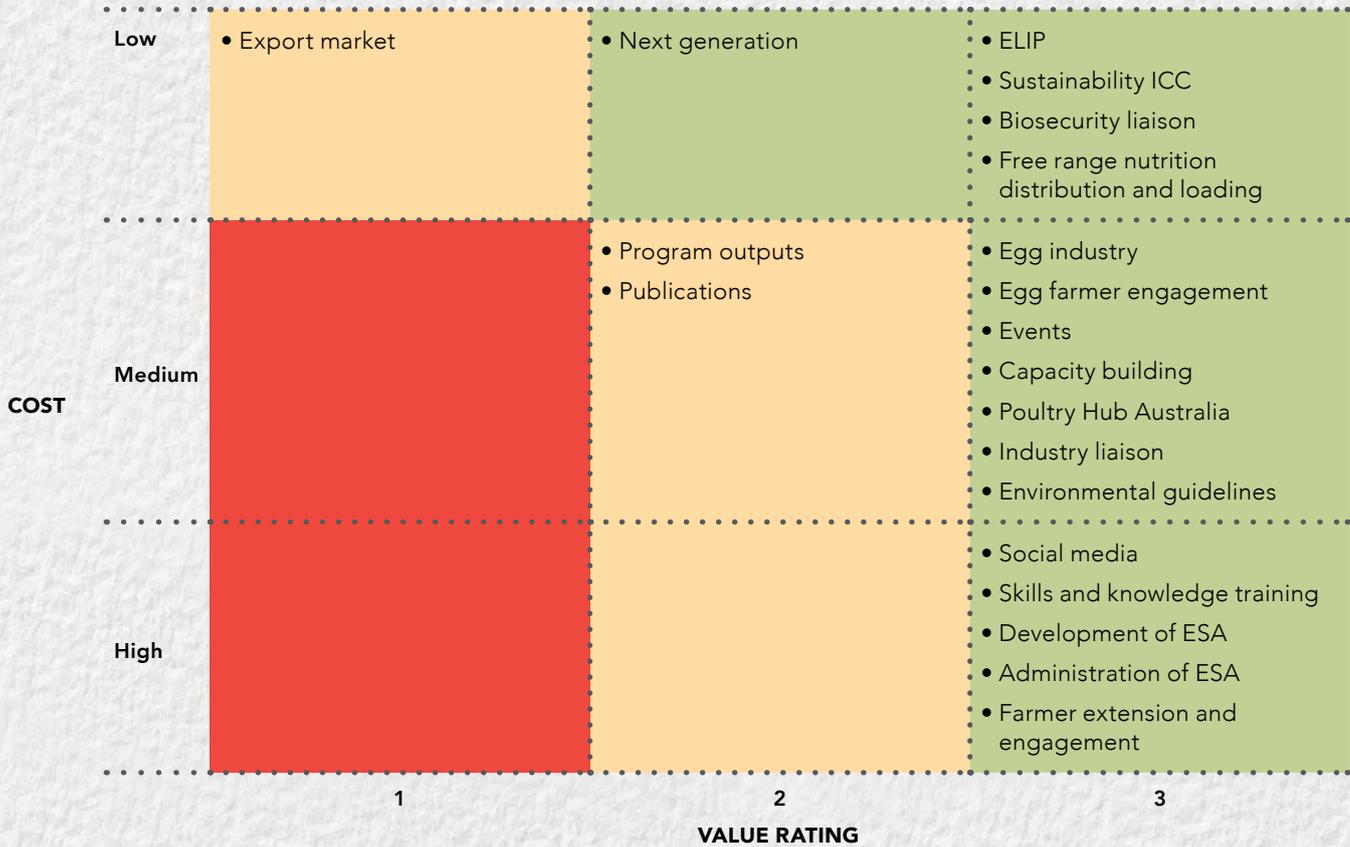


## Sustainable Production

|      |        | 1  | 2  | 3   |
|------|--------|--|--|---|
| COST | Low    | <ul style="list-style-type: none"> <li>• Feed grain partnership</li> </ul> | <ul style="list-style-type: none"> <li>• Improving welfare in aviaries</li> <li>• Animal welfare policy review</li> <li>• National Animal Welfare RD&amp;E Strategy</li> <li>• National Biosecurity RD&amp;E Strategy</li> </ul>   | <ul style="list-style-type: none"> <li>• Lighting</li> </ul>  |
|      | Medium |  | <ul style="list-style-type: none"> <li>• Efficacy of feed additives in spotty liver control</li> <li>• National Poultry RD&amp;E Strategy</li> </ul>   |   |
|      | High   |  | <ul style="list-style-type: none"> <li>• Causes of fowl cholera</li> <li>• Exploring gut health</li> <li>• Autogenous vaccine for spotty liver</li> <li>• Bacterin vaccine against spotty liver</li> <li>• Competitive exclusion by 'good' bacteria</li> <li>• Probiotics for the control of Salmonella</li> <li>• Practical strategies for hen feed efficiency</li> <li>• Nutritional management of free-range laying hens</li> </ul> | <ul style="list-style-type: none"> <li>• Drivers of biosecurity engagement</li> <li>• Salmonella intervention strategies</li> <li>• Vaccination and feed additive control</li> <li>• Resilient plants for free range</li> </ul> |
|      |        | 1  | 2  | 3   |
|      |        | <b>VALUE RATING</b>  |  |   |

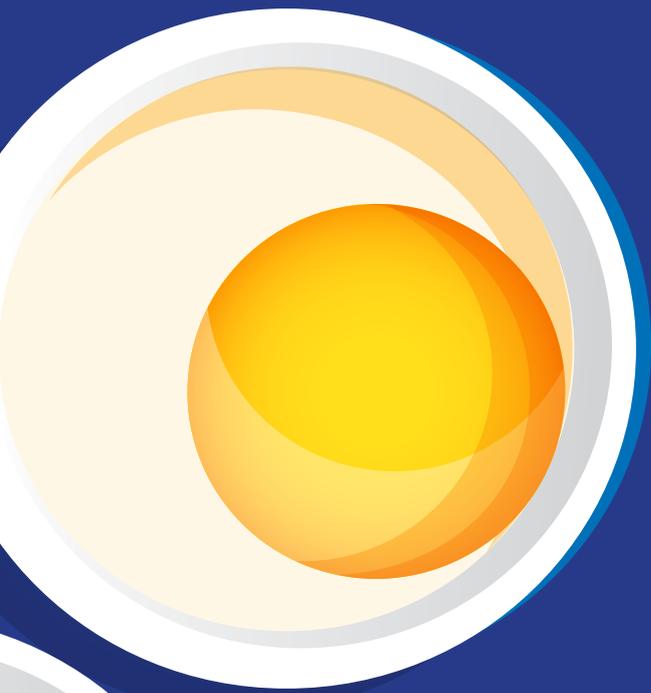


### Effective Engagement



### Value for Money





**Australian Eggs Limited**

Suite 602, Level 6, 132 Arthur Street, North Sydney NSW 2060

**T** 02 9409 6999 **F** 02 9954 3133 **W** [australianeggs.org.au](http://australianeggs.org.au)

