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118th ANNUAL REPORT 2014

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WINNING FEELING
Coach Alastair
Clarkson is a
contented man
after Hawthorn's
back-to-back
premiership win.
←



2,828,139
 The Seven Network audience for the 2014 Toyota AFL Grand Final which was the most watched program on television in 2014 in Australia's five biggest capital cities.

3,733,409
 The national metropolitan and regional audience for the 2014 Toyota AFL Grand Final.

99,460
THE ATTENDANCE
AT THE 2014 TOYOTA
AFL GRAND FINAL

HAPPY HAWKS
 Skipper and dual Norm Smith medallist Luke Hodge leads the Hawthorn celebrations after a superb Grand Final display.

6,402,010

TOTAL ATTENDANCE

FOR THE 2014 TOYOTA AFL PREMIERSHIP SEASON

32,333

The average attendance per game for the 2014 Toyota AFL Premiership Season, the fourth highest average attendance per game in the world for professional sport.

4,727,623

The total average aggregate television audience for each week of the 2014 Toyota AFL Premiership Season.

804,377

The total number of AFL club members in 2014, a record established by the clubs for the 14th successive season.

PICTURE PERFECT

The redeveloped Adelaide Oval attracted more than a million fans to the venue, at an average of more than 46,000 a match.





BOLD EAGLE
West Coast's
Matt Priddis
was a popular
winner of the
Brownlow Medal.



MAJOR AWARDS



BROWNLOW MEDAL

Matt Priddis
WEST COAST EAGLES



NORM SMITH MEDAL

Luke Hodge
HAWTHORN



COLEMAN MEDAL

Lance Franklin
SYDNEY SWANS



NAB AFL RISING STAR

Lewis Taylor
BRISBANE LIONS



SURPRISE PACKET

Brisbane's Lewis Taylor upset more-fancied rivals to win the NAB AFL Rising Star. ←

**\$215.9
MILLION**

The AFL makes a range of payments and distributions to clubs which in 2014 totalled \$215.9 million compared with \$209.2 million in 2013.

**\$206.8
MILLION**

The total gross payments to players in 2014 made up of \$188.9 million in gross player payments, \$16.2 million in additional services agreements and \$1.7 million in employment and marketing agreements with associates of clubs. The 2014 total was a 4.7% increase on the 2013 total of \$197.5 million.

1,017,835
TOTAL DOMESTIC
PARTICIPATION IN THE
GAME IN 2014, THE FIRST
TIME THE 1 MILLION MARK
HAS BEEN ACHIEVED



LAUNCHING PAD
 The Woomeras program helps develop young Indigenous females on and off the field.
 ↑



BUDDING STAR
 Sydney Swans draftee Isaac Heeney strutted his stuff for NSW/ACT at the NAB AFL Under-18 Championships.
 ←

DEMON LIFT-OFF
 Melbourne's Tayla Harris became a social media sensation with this soaring mark in the women's exhibition match at Etihad Stadium.
 →



194,966
THE NUMBER OF
FEMALES PARTICIPATING
IN THE GAME IN 2014

25 TEAMS

PARTICIPATED IN THE FIFTH

INTERNATIONAL CUP

HOSTED BY THE AFL IN AUGUST, 2014

WORLD STAGE

The 25 competing teams are represented at the launch of the International Cup.

2695

The number of community clubs which fielded 13,531 teams in 267 community leagues throughout Australia

178,552

The number of NAB AFL Auskick participants in 2800 community centres around Australia



12,000
THE NUMBER OF PEOPLE
WHO PARTICIPATED IN
FIELD OF WOMEN BEFORE
THE MELBOURNE v WESTERN
BULLDOGS GAME AT THE MCG
WHICH RAISED MORE
THAN \$500,000 FOR
BREAST CANCER
NETWORK AUSTRALIA

PINK LADY

More than 12,000 women and men, including former Hawk champion Shane Crawford and AFL CEO Gillon McLachlan, participated in the Field of Women on the MCG. →





BORN LEADER
Geelong's Joel Selwood capped a brilliant season with selection as captain of the Virgin Australia All-Australian team for a second consecutive year.



SWANS SPIRIT
Luke Parker typified Sydney's resolve in 2014, helping take the club all the way to the Grand Final while winning his first Bob Skilton Medal as club best and fairest.

CHAIRMAN & CEO'S REPORTS

MIKE FITZPATRICK, CHAIRMAN
GILLON McLACHLAN, CHIEF EXECUTIVE OFFICER

CHAIRMAN'S REPORT

During a period of significant transition, the AFL has focused on revised revenue sharing to give every club an opportunity for on-field success.

MIKE FITZPATRICK
CHAIRMAN



I am pleased to report that in 2014 our game achieved steady growth, introduced a revised approach to revenue sharing that we believe will strengthen the on-field competition, and appointed a new leadership at the AFL Commission, at CEO and executive level.

These achievements took place during what has been a challenging time for our game, and we finished the year making key decisions with the interests of our supporters and fans at heart.

The 2014 Toyota AFL Premiership team, Hawthorn, delivered a virtuoso performance on Grand Final day and indeed during the whole season – great football, wonderful teamwork, a tough coach who battled a severe illness during

the season to win his third premiership, and a captain who joined former Hawk Gary Ayres and Adelaide champion Andrew McLeod as two-time winners of the Norm Smith Medal as best afield in the Grand Final. Hawthorn is a great club on and off the field.

During 2014, the AFL Commission focused on a number of strategic items:

- A revised competitive balance policy designed to give each club a chance to compete strongly on-field regardless of its financial strength.
- Managing the issues related to the supplements program conducted by the Essendon Football Club in 2012. At the time of finalising this report, the Anti-Doping Tribunal was still considering the charges.

It was also a period of significant transition for our organisation, with the appointment of a new Chief Executive Officer, Gillon McLachlan, and three new AFL Commissioners, who bring significant business, football, community and leadership skills to the AFL Commission.

Former Foxtel and NewsCorp Australia Chief Executive Kim Williams joined the AFL Commission in March 2014 to replace Chris Lynch, while Major General Simone Wilkie and former West Coast Eagles and Sydney Swans ruckman and Macquarie Bank executive Jason Ball were appointed as AFL Commissioners-elect in December 2014 to replace Bill Kelty and Linda Dessau, who will retire from the AFL Commission at our Annual General Meeting in March 2015. →

A revised competitive balance policy designed to give each club a chance to compete strongly on-field



CHANGING OF THE GUARD
AFL Commission Chairman Mike Fitzpatrick and the outgoing Andrew Demetriou welcome new CEO Gillon McLachlan. ←

APPOINTMENT OF GILLON MCLACHLAN

The appointment of a Chief Executive Officer is arguably the most important decision a board of directors must make.

After Andrew Demetriou announced his resignation as Chief Executive Officer in March 2014, the focus of the AFL Commission was to identify the best person for what we think is the biggest job in Australian sport.

AFL Commissioners Linda Dessau and Bill Kelty joined me on a sub-committee to oversee the selection process which included identifying up to 100 potential candidates via an executive search.

The list was narrowed down to 20 and finally to three candidates who were interviewed by the AFL Commission.

In appointing Gillon McLachlan to the role, we were delighted to be able to select someone from within our game and in our view he was the outstanding candidate for the job.

While Gill has the experience and knowledge to lead the AFL, he also outlined to the AFL Commission a detailed view of the challenges and issues for the future of Australian Football and his plan to meet those challenges.

We were pleased with the strong support we received for Gill's appointment from all sections of the AFL industry.

In his previous roles with the AFL, including as Deputy Chief Executive Officer to Andrew Demetriou, he has built a reputation as a strong consensus leader who has been involved in some of the biggest decisions our game has made in recent years.

While he has had considerable experience in the business of the AFL, including commercial operations, broadcasting, the establishment of AFL Media and major stadium projects, he also has a good understanding of the game at a community level having played more than 200 games of amateur and country football, including three years as captain of the University Blues Football Club in the Victorian Amateur Football Association.

His service to University Blues was recognised with life membership of the club in 2003.

Gill joined the AFL as a strategic planner in May 2000 and was appointed General Manager, Commercial Operations in 2003 before assuming additional responsibilities for broadcasting and major projects in 2006.

In 2008, he was promoted to the role of Chief Operating Officer with responsibility for broadcasting and digital media, fixturing, venue agreements and stadia infrastructure.

He was appointed Deputy Chief Executive Officer in December 2012.

The AFL Commission looks forward to working with Gill, his executive team, the AFL clubs and our key partners and contributors to the game on the continued development and growth of Australian Football at all levels.

In our view, he was the outstanding candidate for the job

SA FANS EMBRACE NEW ADELAIDE OVAL

On any measure, the opening of the redeveloped Adelaide Oval as the home ground of the Adelaide and Port Adelaide Football Clubs was an unqualified success.

The new venue was embraced by the members and supporters of both clubs, with 1,066,400 people attending the home games of Adelaide and Port Adelaide and the elimination final between Port Adelaide and Richmond.

- 528,808 people attended Adelaide home games at Adelaide Oval at an average of 48,046 people a game, up more than 42 per cent on the 369,740 people at an average of 30,264 a game at AAMI Stadium in 2013.
- 488,066 people attended Port Adelaide home games at Adelaide Oval at an average of 44,364 a game, up more than 64 per cent on the 296,068 people at an average of 26,915 a game at AAMI Stadium in 2013.

Port Adelaide, in particular, set a new standard for how an AFL match should be presented with a particular focus on involving its supporters and members in the lead-up to each game.

The acceptance of Adelaide Oval by the football public of South Australia exceeded even our high expectations and endorsed the South Australian Government's significant investment of more than \$535 million in the project.

AFL matches at the new venue made an estimated net economic contribution to the local economy of \$96.8 million, a 72 per cent increase on the net contribution of AFL matches at AAMI Stadium to the local economy in 2013 of \$56.3 million.

EMBRACED BY ALL
The redeveloped Adelaide Oval has transformed football in South Australia. ↓

The acceptance of Adelaide Oval exceeded even our high expectations



THE CONTRIBUTION OF ANDREW DEMETRIOU

While the AFL has been fortunate to have had several outstanding administrators to lead our organisation throughout its history, I believe Andrew Demetriou has been one of our most influential Chief Executive Officers and delivered on our principle that it is the responsibility of those given the role of temporary custodians of the game to leave it in better shape than they found it when they began their role.

In some ways, it was fitting that Andrew announced his resignation in March 2014, about a month before the first Toyota AFL Premiership Season game was played at Adelaide Oval between Port Adelaide and Adelaide, because the stadium was one of his proudest achievements.

He was frequently told he would never get football and cricket in South Australia to agree to a joint project given the history between the two organisations after the SANFL left Adelaide Oval in the 1970s to develop its own ground at West Lakes.

That decision was taken because the SANFL could not improve the terms which cricket was prepared to give football to use Adelaide Oval as its major venue, including as home of the SANFL Grand Final.

Andrew was able to secure that agreement along with funding of more than \$535 million from the South Australian Government.

The Demetriou era saw the competition grow from 16 clubs to 18, AFL involvement in other significant new stadium developments plus growth in membership, attendances, sponsorship, broadcast rights and digital media platforms.

Another real strength of Andrew's leadership was his determination to give our game an ethical underpinning by promoting the role of women at all levels of our game, embracing multicultural communities, expanding opportunities for Indigenous Australians to be involved in our game at all levels, protecting the integrity of the game and emphasising the health, safety and welfare of players.



PAST AND PRESENT
Andrew Demetriou with former AFL CEOs Ross Oakley (left) and Wayne Jackson (right) and new chief Gillon McLachlan. ←

The growth in the business of the game during Andrew's term as Chief Executive Officer was highlighted by four generational strategies:

- Competition expansion – the establishment of two new AFL clubs, the Gold Coast Suns and Greater Western Sydney Giants, in two key growth areas, south-east Queensland and western Sydney.
- Infrastructure – development of first-class stadium facilities for supporters and to encourage increased attendance by women and children in particular at AFL matches. About \$3 billion has been invested since 2003 by various governments with contributions from the AFL for major projects in Adelaide, Canberra, Geelong, Gold Coast, Hobart, Melbourne and Sydney. Work has also started on a new stadium in Perth which will be the home game venue for the Fremantle and West Coast Eagles Football Clubs from 2018. Since 2007, more than \$330 million has been invested by governments at all levels and with support from the AFL of \$25 million to support the development of new or

upgraded facilities for more than 500 community clubs throughout Australia.

- AFL Media – the establishment of the AFL's digital media business as a competition asset.
- Truly national code – premiership season matches played in every state capital city as well as regional centres including Alice Springs, Cairns, Canberra, Darwin and Launceston. Andrew played 103 games for North Melbourne and three for Hawthorn after being recruited from the Pascoe Vale Football Club in 1981.

In 1998, he was appointed Chief Executive Officer of the AFL Players' Association before joining the AFL in May 2000 as our General Manager, Football Operations.

The AFL Commission appointed Andrew Chief Executive Officer in September 2003 to succeed Wayne Jackson.

On behalf of the AFL Commission and everyone involved in our game, I would like to sincerely thank and congratulate Andrew for his very significant contribution to the AFL and we wish him, his wife Symone and their family every success in the next phase of their life.

HIGH HOPES

Demon Jeremy Howe soars over Magpie Alex Fasolo in the Queen's Birthday blockbuster. →



COMPETITIVE BALANCE – EVERY TEAM, EVERY CHANCE

America's National Football League has a mantra that says "On Any Given Sunday", meaning the NFL is based on the principle of any club being able to win on any week of the season, regardless of any club's financial strength or size of its supporter base.

It was a philosophy adopted by our predecessors who were members of the first VFL Commission appointed in 1984.

Not long after that, the decision was taken to establish a national competition using the VFL clubs as the cornerstone of expansion.

Since the competition first expanded for the 1987 season, strategies such as the national draft, salary cap and the sharing of revenue generated through competition broadcast rights, sponsorship, the finals and licensing of consumer products have been employed to make the competition as even as possible.

Our competitive balance policy is based on the philosophy that every supporter and member of our 18 clubs should believe their club has a genuine chance of winning in each week of the season.

It has been a philosophy on which the competition has been based since the 1980s when the national draft, salary cap and revenue sharing were introduced as fundamental planks for the game, designed to give each club the opportunity to win.

This philosophy promotes a "managed" or equalised competition to deliver competitiveness on-field and uncertainty of outcomes which in turn builds supporter interest because results are not foregone conclusions.

Since 1990, every AFL club except the Gold Coast Suns and Greater Western Sydney Giants has reached a preliminary final and 14 clubs have reached the Grand Final, with 11 different clubs winning premierships.

In the 20 years before 1990, only seven clubs played in the Grand Final and five won premierships.

The philosophy is also based on the understanding that the real basis for competition is not between the AFL clubs but between our game and the host of other sports, leisure and entertainment options available to the public – maintaining and building interest in our game is maximised when the on-field competition is fierce and close.

**WINNING SMILE**

Fans need to know their team has a fighting chance every game. ←

In 2014, the AFL Commission introduced a revised competitive balance policy designed to ensure we continue to give the supporters and members of each AFL club the belief their club is a genuine chance to win each week.

We acknowledge that our generational decision to expand the AFL competition by establishing new clubs the Gold Coast Suns and Greater Western Sydney Giants has skewed results in recent seasons and also impacted on the distribution of young talented players via the national draft.

The revised competitive balance policy is detailed in the strategy and club services section of this report but I would like to compliment the 18 AFL clubs for their contribution to the development and implementation of the policy.

This outcome was a good example of maximum competition between AFL clubs on-field and maximum co-operation between AFL clubs and the AFL off-field.

It was at times a hotly debated issue – as it should be – but I would like to thank and acknowledge the contribution of all clubs and for the consensus which was reached and based on the following set of principles endorsed by the AFL clubs in March 2014:

- All clubs to have the capacity to pay 100 per cent of TPP and ASA limits.
- All clubs to have the capacity to fund a level of non-player expenditure to be competitive on-field while maintaining overall profitability.
- To deliver financial viability and on-field competitiveness, an enhanced revenue-sharing system including both central and local revenue was required.

- A mechanism to control growth in non-player football spend was required.
- An aspiration to move towards a pure draft and salary cap.
- An aspiration to pay the players more, if affordable for the industry.
- Supplementary funds were required in addition to increased revenue sharing to address structural inequities, e.g. fixture cycle, stadia deal, supporter base size, non-football businesses.
- Revenue-sharing recipients must remain incentivised to grow and actively address causes of disadvantage.
- AFL to provide more central support and enforce stronger penalties for non-compliance.
- No club to be unfairly disadvantaged by the new competitive balance policy.

I would also like to thank the following AFL club representatives who formed a working party with AFL Commissioner Paul Bassat, Andrew Demetriou, Gillon McLachlan and our General Manager, Strategy and Club Services, Sam Graham, to develop the competitive balance policy:

- AFL club Presidents – Peter Gordon (Western Bulldogs), Eddie McGuire (Collingwood) and Andrew Newbold (Hawthorn).
- AFL club Chief Executive Officers – Brendon Gale (Richmond), Trevor Nisbett (West Coast Eagles) and Keith Thomas (Port Adelaide).

Every supporter and member of our 18 clubs should believe their club has a genuine chance of winning

COMPETITION INTEGRITY

The investigation commenced by the Australian Sports Anti-Doping Authority in 2013 into the 2012 supplements program conducted by the Essendon Football Club continued in 2014.

The investigation culminated in ASADA issuing show cause notices to 34 current and former players of Essendon on June 13, 2014.

A summary and update of the issues is contained in the integrity section of this report.

As this report was being finalised, an application by James Hird challenging the AFL and ASADA's investigation was denied. Two Federal Court cases and four Federal Court judges have now found that the AFL and ASADA joint investigation was properly and lawfully conducted, within the rules of our game, and within the legislative powers of the anti-doping authority.

Like all football fans, the Commission is very keen for this process to be finalised.

We have many lessons to learn from the past few years. All sports must be vigilant in protecting the purity of elite competition. Ensuring that our competition and athletes can strive for the best, but are safe from questionable practices and poor governance will remain a key focus of the AFL as we see through this process.

New measures were introduced by the AFL Commission in 2014 to protect and enhance the integrity of the game:

- Our standalone integrity unit with increased resources and responsibilities completed its first full year of operation.
- An amended Anti-Doping Code was approved by the AFL Commission.
- The amended code included the concept of "controlled treatments" to give club doctors the final approval of all treatments provided to players and to record such treatments in a register to be monitored by the AFL.
- Access on match-days to club dressing rooms and coach's boxes was restricted to people accredited by the AFL. The use of mobile phones in restricted areas was banned on match-days except for specified officials.

Nothing is more important to the AFL Commission than the health and welfare of our players and the integrity of the game and we will continue to do everything within our power to reinforce both positions.



FINANCIAL RESULT

AFL revenue increased by \$12 million in 2014 to \$458 million, an increase of three per cent on the total 2013 revenue of \$446 million.

Before grants and distributions, our operating surplus was \$316 million.

The key financial highlights were as follows:

- Revenue increased by \$12 million or three per cent to \$458 million.
- Expenditure increased to \$142 million or four per cent due to revenue-related increases.
- The operating surplus before grants and distributions increased by two per cent to \$316 million.
- The AFL provided \$216 million to AFL clubs compared with \$209 million in 2013.
- The AFL allocated \$26.8 million to the Gold Coast Suns and Greater Western Sydney Giants consistent with our competition expansion plans.
- After grants and distributions, the AFL's net profit decreased by \$4 million in 2014 to \$12.5 million which will be reinvested in the AFL's Future Fund.

BROADCAST AND CORPORATE PARTNERS

Our game is fortunate to enjoy substantial support from our broadcast and corporate partners who make it possible for us to continue to invest in and develop our game at all levels.

During our 2014 Toyota AFL Premiership Season launch in Adelaide in March, we were delighted when Toyota announced it would extend its partnership with the AFL until the end of the 2016 season.

The 2014 season was the 11th in which Toyota has been our Premier Partner, covering the Toyota AFL Premiership Season, Toyota AFL Finals Series, Toyota AFL Grand Final Parade and Toyota AFL Grand Final.

Toyota supports its partnership with the AFL through its 'Legendary Moments' campaign and also invests in community football through the 'Good for Footy' program, which has contributed more than \$2.6 million to community football.

I also wish to acknowledge the significant support we receive from many of Australia and the world's leading companies, including Carlton and United Breweries, Coca-Cola, National Australia Bank and our official domestic airline Virgin Australia.

The supporters and members of our 18 AFL clubs are very well served by our broadcast partners, the Seven Network, Foxtel and Fox Sports, digital media partner Telstra as well as our radio broadcasters.

Any supporter of our game can watch every match live on television or their mobile device or listen to a radio broadcast wherever they are located.

Via our digital media network in partnership with Telstra, AFL Media continued to provide a high level of coverage of our game to supporters and members while enhancing its position as Australia's most popular sports digital media network.

From January to October 2014, aggregate unique monthly visitors to AFL.com.au, the club websites (mobile and desktop), the AFL Live app and the 18 official club apps grew by more than 29 per cent on 2013 to 89 million.

GOVERNMENT

Major projects such as the redevelopment of Adelaide Oval are not possible without the support of government.

We think it is appropriate for the AFL to also contribute financially to infrastructure development ranging from a major stadium such as Adelaide Oval to new or upgraded facilities for local community clubs.

To the best of our knowledge, we continue to be the only national sporting body which contributes financially to stadium and community facility projects.

Working with government at all levels continues to be a major priority for the AFL Commission, not just through facility projects but other programs which support Indigenous and multicultural communities, encourage healthy lifestyles and participation in sport.



We have many lessons to learn from the past few years. All sports must be vigilant in protecting the purity of elite competition

AFL CLUBS

The AFL Commission greatly appreciates the support it receives from the 18 AFL clubs.

We – the AFL Commission and clubs – do not necessarily agree all the time on the various issues we deal with nor do we – the AFL Commission and clubs – necessarily get everything right.

But our governance structure of an independent AFL Commission appointed by the AFL clubs continues to serve our game very well in my view.

In 2015, it will be 31 years since the first VFL Commission was appointed in December 1984 for an initial period of 12 months.

A year later, in December 1985, the clubs confirmed the appointment of the Commission to manage the game.

Until then, the game was managed by a board of directors consisting of a representative of each club.

The success and popularity of our game is driven by the AFL competition and I would like to thank each board member, staff member, player, coach, support staff and volunteer from the 18 AFL clubs for their contribution to Australia's only indigenous game.

In particular, I would like to acknowledge the extraordinary contribution to the game by Carlton Football Club's premiership captain **Stephen Kernahan**, who resigned in 2014 as President of Carlton, a position he had held since 2008.

Stephen played a total of 403 senior games and kicked 1133 goals for the Glenelg Football Club in the SANFL, Carlton and in State of Origin for South Australia.

He is a member of the Australian Football Hall of Fame, SANFL Hall of Fame and is a Life Member of the AFL.

For Carlton, he played 251 games, kicked 738 goals, won three best and fairest awards and captained the club to two premierships.

He is the longest-serving captain of any AFL club in the history of our competition, having led Carlton in 226 games and was named as captain of Carlton's Team of the Century.

→





AFL COMMISSION 2014
(from left) The Hon Linda Dessau AM, Paul Bassat, Sam Mostyn, Mike Fitzpatrick, Gillon McLachlan, Chris Langford, Richard Goyder, Kim Williams and Bill Kelty. ↵

AFL COMMISSION, EXECUTIVE

As I indicated earlier in this report, the past year was one of transition for the AFL Commission following the retirements of Chris Lynch, Bill Kelty and The Hon Linda Dessau AM.

CHRIS LYNCH

Chris Lynch announced his resignation from the AFL Commission in February 2014 after serving on the Commission for 12 months while based in London following his appointment as Chief Financial Officer of Rio Tinto.

His final meeting as an AFL Commissioner was in Sydney on February 17.

He was appointed to the AFL Commission in 2008 and chaired the Audit Committee and was a member of our broadcasting sub-committee.

He played for Geelong in the VFL in the 1970s and also played in his home town of Broken Hill, for Werribee and in the Geelong District Football League before his retirement as a player.

Chris held a number of senior positions during his business career, including Chief Financial Officer for Alcoa Europe, Chief Financial Officer for BHP Billiton, Executive Director and Group President Carbon Steel Materials and Chief Executive Officer of Transurban before accepting his London-based appointment with Rio Tinto.

Through his financial and business acumen, Chris made a significant contribution to the AFL Commission during a period of change for the AFL led by the establishment of two new clubs – the Gold Coast Suns and Greater Western Sydney Giants.

His position on the AFL Commission was taken by former Foxtel and NewsCorp Australia Chief Executive Officer Kim Williams.

Kim has brought significant experience and knowledge of broadcasting, digital and print media to the AFL Commission as well as a broad lifelong interest in the arts.

His appointment was recommended by a sub-committee which I chaired and included fellow AFL Commissioner Linda Dessau, Collingwood Football Club President Eddie McGuire and West Coast Eagles Football Club Chairman Alan Cransberg.

BILL KELTY

Bill Kelty is our longest-serving AFL Commissioner, having been in the role since 1998.

His contribution to the game has been immense with a strong commitment to community football, the role of women in the game and the contribution of Indigenous players to the game.

He has brought clear thinking to our decision-making and always reminded us of our broader responsibilities to the clubs, players, coaches, supporters and members.

With former Essendon and GWS Giants coach Kevin Sheedy, former AFL Commission Chairman the late Ron Evans and former Federal Government Minister Simon Crean, Bill also played a leading role in the establishment of AFL SportsReady, which celebrated its 20th anniversary in 2014 and has provided education and job training opportunities for some 12,000 people since 1994.

(Kelty's) contribution to the game has been immense with a strong commitment to community football

THE HON LINDA DESSAU AM

On February 11, 2015, Victorian Premier Daniel Andrews announced that The Hon Linda Dessau AM had been appointed the next Governor of Victoria.

Linda has been an AFL Commissioner since 2008 and will take up her appointment as Governor of Victoria on July 1, 2015.

She will retire from the AFL Commission at the Annual General Meeting on March 25, 2015.

Her appointment as Governor of Victoria recognises her outstanding contribution to the community in a range of roles including her legal career and a lifetime of support for the arts community.

Linda has been a very strong contributor to the AFL Commission and I have no doubt she will be a great success in her new role as Governor of Victoria. →

While Chris Langford announced his retirement from the AFL Commission in December 2014, after the announcement of Linda's appointment and given the changes to the AFL Commission in the past 12 months, I asked Chris to remain on the AFL Commission for a further 12 months. Chris kindly agreed to delay his retirement for another year.

We announced in December 2014 that Major General Simone Wilkie AM and Jason Ball had been appointed AFL Commissioners-elect.

Major General Wilkie is Australia's most senior female Army officer and has served in Iraq and Afghanistan.

She is a member of the Australian Defence Force Board of Management and chairs the ADF Sports Council. She was educated in Ballarat and is the daughter of Ian Burt, who played four games for Essendon in 1959 before coaching in the Bendigo and Ballarat districts.

Jason Ball was a premiership player for the West Coast Eagles in 1994 and the Sydney Swans in 2005.

He was a board member of the Sydney Swans until this year when he resigned to take up his appointment to the AFL Commission.

He is a senior executive with the Macquarie Bank in Sydney.

Major General Wilkie and Jason are people of exceptional quality and will bring new strategic insights to our game.



HUGE HONOUR
The Hon Linda Dessau AM, pictured with AFL Commission Chairman Mike Fitzpatrick, has been appointed the new Governor of Victoria. ↵

Their appointments were recommended by a sub-committee which I chaired and included AFL Commissioner Linda Dessau along with Fremantle Football Club President Steve Harris and Western Bulldogs Football Club President Peter Gordon.

I would also like to place on record my sincere appreciation of AFL Commissioners Linda Dessau, Sam Mostyn, Paul Bassat, Richard Goyder, Bill Kelty, Chris Langford and Kim Williams and their respective partners for their continued contribution to our game in the past year.

The demands on their time are substantial, particularly in the context of some of the more challenging and complex issues we have been dealing with in the past 12-24 months.

A sincere thank you also to our executive team led by Andrew Demetriou and Gillon McLachlan for their role in a year in which all of our key measures were at the forefront of Australian sport.

In closing, I wish to thank all AFL staff for their contribution to all areas of our game – your efforts are greatly appreciated, as are our clubs, supporters and members.

Mike Fitzpatrick
Chairman
AFL Commission

CEO'S REPORT

Answerable to the fans, the community, the clubs and the players, the AFL's objective is to see the game continue to grow and prosper.

GILLON McLACHLAN
CHIEF EXECUTIVE OFFICER



Like many millions of Australians, our game has been big a part of my life for as long as I can remember.

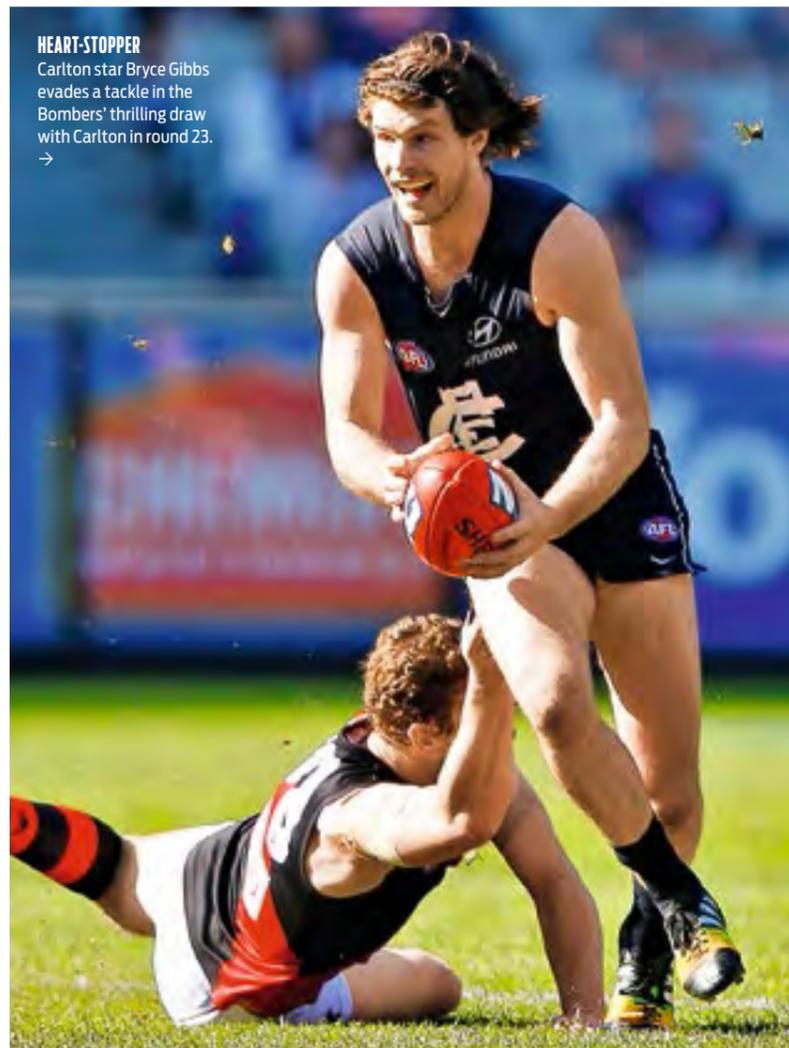
I grew up in South Australia, supporting the Sturt Football Club as a kid. I played at school and was fortunate to play more than 200 games of country and amateur football.

When I was appointed CEO by the AFL Commission on April 30, I made the commitment that I would be accountable to the four masters of our game:

1. The fans
2. The community
3. The clubs
4. The players

It is a great privilege to be stepping up to manage Australia's only indigenous football code and I want to thank my predecessor Andrew Demetriou for leaving the game in a very strong position. The game is certainly in a better place for his leadership, and during his 13 years as CEO, we grew our national footprint and articulated a strong social vision for our game. →

We must not lose sight of what matters – making as many people as possible love our game as much as we do



HEART-STOPPER
Carlton star Bryce Gibbs evades a tackle in the Bombers' thrilling draw with Carlton in round 23.
→

THE BIG CHALLENGES

The support of so many Australians for the AFL competition makes our game stand out – the membership numbers, the turnout in our stadiums, the huge tribes that support our clubs, the numbers who participate – and we proudly compete with the great national competitions around the world across all sports.

And my key job as AFL CEO is to manage the game so that the competition prospers and grows.

We cannot be complacent. We cannot take our success for granted.

Our code competes not only with the other football codes, but with all the entertainment options that the next generation have on offer. We live in a time of extraordinary change, where technology is driving changes in business, the media, social and cultural institutions and in sport and entertainment.

For the good of our game, we must continue to be at the forefront of these changes. We must continue to reach out to new supporters and new communities, while celebrating our traditions and heritage. We must protect our links to community and our history, but not be frightened to make changes that ensure our clubs and competition prosper.

And we must not lose sight of what matters – making as many people love our game as much as we do – either because they start at Auskick and grow up with us, or because they inherit the passion from their parents, or simply because our code is the most exciting, explosive and fast-paced game to follow.

If we can do two core things – grow the game across Australia and across all platforms and ensure our clubs are strong and competitive – we have a very positive future.

I am confident that what we have to do is achievable – the execution will require industry collaboration at all levels and hard work.

For the AFL competition, that will mean:

- Strong, sustainable clubs playing a spectacular contest.
- The best athletes playing in a fair, transparent and highly competitive competition.
- Matches which are very well officiated.
- A great experience for our supporters however they choose to participate – at the game, as a passionate club member, as a TV spectator, as a volunteer.
- Investment in the community level of football.

And of course, at the heart of our game is competitive balance – the idea that every club is given every chance to succeed and win.

The hope of victory is the lifeblood of sport – and it gets our fans back at the start of every season. It is critical for the AFL to strengthen all our clubs and to give all our supporters that hope of success.

This topic is covered in detail in the report by our Chairman Mike Fitzpatrick and the strategy section.

During 2014, there were signs the competition was getting tighter.

The season was only the third since 1990 when our name changed to the AFL that all clubs had both won at least four games and lost four games by round 18, the others being the 1998 and 2010 seasons.

It was also only the 20th time it had happened since 1897 when the competition was established.

The make-up of the finals was also not determined until the final round of the season.

EXPLOSIVE

Classy Cat Steven Motlop celebrates a team-lifting goal.
→



KEY MEASURES

The passionate support for the 18 AFL clubs and players was reinforced by the following key measures for the AFL competition in 2014:

- Attendances – total attendance for the 2014 Toyota AFL Premiership Season was 6,402,010 – more than double the next most popular sports competition in Australia. Including crowds which attended NAB Challenge games (135,564) and the Toyota AFL Finals Series (569,848), attendances at all AFL matches in 2014 totalled 7,108,155 people.
- Club membership – for the 14th consecutive season, AFL clubs set a record for total club membership of 804,377, more than treble the number of club members in the next most popular sports competition in Australia.
- Television audiences – the premiership season continued to be the most watched national sports competition in 2014, with a total average aggregate audience of 4,727,623 people each week throughout the season.
- AFL Media – in partnership with Telstra, our digital media network retained its position as Australia's most popular sporting digital destination. From January to October 2014 inclusive, aggregate unique visitors to *AFL.com.au*, club websites, both mobile and desktop, the AFL Live application and the 18 club applications grew by more than 29 per cent on 2013 to more than 89 million. Downloads of the AFL live app, club apps and Fantasy app totalled 3.8 million compared with 2.9 million in 2013.
- Participation – total domestic participation in our game exceeded one million for the first time with a total of 1,017,835 participants in 2014.



For the 14th consecutive season, AFL clubs set a record for total club membership



THE THUMBS UP
Fans of all ages flocked to the football in 2014, with the total attendance of 6,402,010 more than double the next most popular sport. →

FIXTURING AND TICKETING

The fixture for the 2015 Toyota AFL Premiership Season will have a renewed focus on weekend afternoon football in Victoria with 47 day games made up of 20 on Saturdays and 27 on Sundays compared with a total of 34 weekend day games in 2014.

Holiday Monday afternoon games will also be played at Easter and for the Queen's Birthday.

The start time for Saturday night matches in Victoria, New South Wales and Queensland will come forward by 20 minutes from 7.40pm to 7.20pm. Start times on Saturday night in Adelaide (7.10pm) and Perth (5.40pm) will remain.

We trialled a number of different timeslots in 2014, including Sunday nights which were clearly not embraced by supporters despite a number of other sports scheduling matches on Sunday nights.

Sunday and Monday night games were eliminated from the fixture for 2015, but the trial of a limited number of Thursday night games during the past two seasons was accepted by supporters and members of the 18 clubs and they will continue in 2015.

We also listened to supporters and members when, in conjunction with AFL clubs, we reviewed the ticketing arrangements for 2015.

Clearly there were aspects of the ticketing system in 2014 which supporters did not like and made it more difficult for them to attend an AFL game. They have been eliminated.

The key changes for 2015 will include:

- No fully reserved seat matches will be played at the MCG or Etihad Stadium in Melbourne except for the Anzac Day game between Essendon and Collingwood. Club members will not have to upgrade to a reserved seat for selected matches in Melbourne.

- There will be no classification of matches at the MCG or Etihad Stadium.
- Transaction fees for the online purchase of tickets for Etihad Stadium have been reduced from \$7 a transaction in 2014 to \$2.50 in 2015.

Through the changes made in conjunction with AFL clubs, we will hopefully continue to provide as much choice as possible for club members and supporters and are confident we have reduced the complexity of the ticketing system to make it much simpler for supporters and members.

Our No. 1 priority continues to be to encourage as many people as possible to attend AFL matches in all markets and we are confident the changes which have been implemented for 2015 will have a positive impact on our attendances.

DIVERSITY

Our game has a history of being one where everyone is welcome, regardless of social, cultural or economic background, and that commitment to promoting diversity remains fundamental to the future of Australian Football at every level.

Various initiatives were implemented in 2014 to promote continued diversity in our game.

During the week of Indigenous Round, the AFL released its Reconciliation Action Plan to build on what has already been achieved by our game and to formalise our continuing commitment to Indigenous people and their communities.

One of the key recommendations of the plan was the appointment of an AFL National Indigenous Advisory Group. We expect to announce the make-up of the group before the start of the 2015 season.

The AFL's Reconciliation Action Plan has four key aims:

1. Improve participation – increase the overall level of Indigenous Australians who participate in our game as players, coaches and umpires.
2. Build partnerships – in partnership with the Recognise campaign, support the recognition of Aboriginal and Torres Strait Islander peoples in the Australian constitution.
3. Create employment opportunities – refresh the AFL Indigenous employment strategy to increase the number of Indigenous employees across the AFL industry.
4. Acknowledge and celebrate Indigenous culture – continue to build understanding and respect for Indigenous customs, values and traditions through education and the AFL's ongoing focus on the Indigenous Round celebrations.

Another feature of Indigenous Round was the partnership we developed with the Recognise campaign, which featured all 18 clubs wearing jumpers with an Indigenous design for the first time.

The round also celebrated the 10th anniversary of the Richmond v Essendon Dreamtime at the 'G match.

Promoting the Recognise campaign was also a key priority for 2014 Australian of the Year and two-time Sydney Swans premiership player and Brownlow medallist Adam Goodes.

Adam has had an extraordinary AFL career and became the first Australian footballer to be selected as Australian of the Year.



REMARKABLE CAREER
Australian of the Year and Sydney champion Adam Goodes, with his mother Lisa Sansbury, who designed the Swans' jumper for Indigenous Round. →

He was also an advocate for the anti-racism campaign, Racism. It Stops With Me and for the White Ribbon campaign which aims to eliminate violence against women.

If 2015 happens to be his final season with the Swans, we look forward to celebrating his remarkable contribution to our game on and off the field.

The three campaigns for which he is a strong advocate are strongly supported by the AFL.

Regrettably, Adam and Melbourne's Neville Jetta were subject to off-field racial abuse while playing against Essendon and the Western Bulldogs respectively in 2014.

The genuine positive to come out of the two incidents was that other supporters of Essendon and the Western Bulldogs objected to the behaviour and reported both instances to security staff at Etihad Stadium.

Both clubs are to be commended for how they responded to the incidents which, in the case of Essendon, included suspending the membership of the individual concerned. The Western Bulldogs were unable to identify the offender, but issued a letter to members condemning the behaviour.

Our 2014 Multicultural Round was played with the theme of 'Many Cultures, One Game' and featured nine-year-old footy stats whiz kid **Jerry Ng**, who hails from an East Timorese background, as the face of the campaign.

→





COMPETITION EXPANSION

Our youngest clubs, the Gold Coast Suns and Greater Western Sydney Giants, continued to progress during 2014.

Both clubs will take time to build a substantial supporter base in their respective regions which are among the fastest growing in Australia. It was a generational decision to establish two new clubs which will be more fairly assessed during the next 10-20 years.

Highlights from 2014 included:

GOLD COAST SUNS

- Average attendance each home game of 16,092, up 2185 or 15.7 per cent on 2013.
- Included a sellout crowd of 24,032 against Collingwood at Metricon Stadium.
- Membership up 7.8 per cent on 2013 to 13,478.
- Major sponsors contracted until the end of 2016.
- Won 10 games in 2014 compared with eight in 2013.
- Secured funding of \$15 million from the Federal Government to establish a permanent administration and training facility at Metricon Stadium which will also be used for the Commonwealth Games in 2018.

GREATER WESTERN SYDNEY GIANTS

- Average attendance each home game of 9226, down 475 or 4.9 per cent primarily due to moving the local derby against the Sydney Swans to Spotless Stadium.
- Membership up 2.8 per cent on 2013 to 13,040.
- Won six games compared with one in 2013.
- Club moved to new administration and training facility at Sydney Olympic Park in 2014.

It was a generational decision to establish two new clubs

READY TO SHINE

The AFL's youngest clubs the Gold Coast Suns and the GWS Giants have continued to progress.



SUCCESS STORY

The Swans have reached the finals 16 times in the past 19 seasons.



2014 TOYOTA AFL GRAND FINAL

Hawthorn won its third premiership under Alastair Clarkson as senior coach with an exceptional performance against the Sydney Swans in the 2014 Toyota AFL Grand Final.

Clarkson joined John Kennedy snr and the late Allan Jeans as coaches to have led Hawthorn to three premierships during an exceptional era which began in 1961 with the club's first flag and since then has seen it contest another 17 Grand Finals and win another 11 premierships.

Hawthorn's 12 premierships in 54 years is among the most successful periods of sustained success in the history of our competition, which also includes Melbourne winning 10 premierships in 25 years between 1939-64 and Collingwood winning 11 premierships in 34 years from 1902-36.

It was also the second time Hawthorn had won back-to-back premierships in its history, the last time being 1988-89.

Congratulations to Hawthorn President Andrew Newbold, Chief Executive Officer Stuart Fox, General Manager, Football Operations Chris Fagan, Alastair Clarkson, the board, the players led by captain and dual Norm Smith medallist Luke Hodge and staff for another outstanding season on and off the field.

Geelong, Hawthorn and Sydney have won eight premierships between them since 2005.

I would also like to acknowledge the Sydney Swans for their continued excellence.

In the past 19 seasons, the Swans have reached the finals 16 times, played in five Grand Finals and won two premierships.

In 2014, the Swans won the Dr Wm. C. McClelland Trophy for the second time in their history after finishing on top of the ladder at the end of the Toyota AFL Premiership Season.

Off the field, the club continues to build its supporter base and this year passed the 40,000 mark in membership for the first time and, like Hawthorn, is a wonderful ambassador for our game.

I would like to congratulate Swans Chairman Andrew Pridham, Chief Executive Officer Andrew Ireland, senior coach John Longmire, General Manager, Football Dean Moore, the board, co-captains Jarrad McVeigh and Kieren Jack and their fellow players and staff for what they achieved in 2014.

Moore, who served the AFL for almost 25 years, before returning to the Swans after the 2009 season, retired from his role with the club at the end of 2014. He originally worked with the club from 1979, including the period it moved to Sydney in 1982, before joining the then VFL in the 1980s.

His service to the Swans was appropriately recognised with life membership.



IN GOOD HANDS
AFL CEO Gillon McLachlan greets young fans at the Indigenous Round launch in Sydney. ←

APPOINTMENT OF TRAVIS AULD



In July, I was pleased to announce the appointment of Travis Auld to a new executive role with our organisation as General Manager, Clubs and AFL Operations.

Travis was appointed as the inaugural Chief Executive Officer of the Gold Coast Suns in 2009 and, before that, worked for more than a decade with the Essendon Football Club in various areas, including the role of Chief Operating Officer.

He has a very good understanding of the issues facing clubs across the competition and, particularly through his time with the Suns, of the work required around building a supporter base for an AFL club.

His key responsibilities include:

- Working with all clubs to improve strategy, structures, staff development, profitability and performance.
- Leading the execution of the competitive balance strategy to ensure the key principles are effectively implemented.

- Overseeing the financial and commercial management and performance of clubs to ensure financial viability.
- Working with venues to drive a first-class match-day experience for supporters, driving attendance growth.
- Working with venues on cost and accessibility issues.
- Being the key point of contact on fan-related issues.

COMMUNITY FOOTBALL

We are very aware of the fact our game is built on a network of community-based leagues and clubs throughout metropolitan and regional Australia which in 2014 consisted of:

- More than 2690 clubs fielding some 13,300 teams each week of the season.
- More than 331,000 players.
- 160,000 volunteers.
- 2800 NAB AFL Auskick community centres.

The level of support for community clubs was highlighted by the fact that in 2014, the total attendance at all Australian Football matches was more than 15.32 million, of which 46.6 per cent or 7.09 million were at AFL matches, with the balance of more than eight million attending community club games.

In 2015, I am looking forward to being part of the team that oversees the management of this great game, played by the most extraordinary athletes with the most tribal of clubs and the most passionate fans.

Gillon McLachlan
Chief Executive Officer

BROADCASTING, SCHEDULING & INFRASTRUCTURE

SIMON LETHLEAN
GENERAL MANAGER

ALL CLASS
Fremantle's Nat Fyfe was one of the stars of the competition in 2014. ←

BROADCASTING, SCHEDULING & INFRASTRUCTURE

The AFL delivered another successful year across a variety of media platforms while fans enjoyed first-class facilities at state-of-the-art stadiums.

SIMON LETHLEAN
GENERAL MANAGER – Broadcasting, Scheduling and Major Projects



The AFL continued to work with key stakeholders in 2014 to deliver the game to fans nationally and internationally through our broadcast agreements with television, radio, print and digital media partners.

The ever-evolving consumption preferences of fans, in addition to a dynamic media and broadcast landscape, ensured 2014 was another year of innovation across a range of media platforms.

Innovation and development also remained pivotal to the AFL's national stadium footprint with a key focus on enhancing existing facilities around the country and working with government and local stakeholders to secure the game's next generation of facilities.

The capacity to engage fans and celebrate the game was again at the forefront of AFL Media's agenda throughout 2014 as it further cemented its foothold as the game's foremost news and content platform.

In addition, the AFL in 2014 focused on:

- A review of the AFL's competition formats for 2015, including developing a new three-match format for the 2015 NAB Challenge, including more regional and suburban matches.
- Developing a fixture for the 2015 Toyota AFL Premiership Season, including the balancing of requests and expectations from multiple stakeholders but with a focus on attendance and making the game more accessible for all fans around Australia, including:

- A new 7.20pm eastern seaboard start time for Saturday night matches.
- More Saturday afternoon football in Victoria.
- Continued focus on Thursday night 'event' matches.
- No Sunday or Monday night matches.
- Servicing television broadcast partners, the Seven Network, Foxtel and Fox Sports, and working with each to help deliver first-class broadcasts and increased access to players and coaches in broadcast.
- Servicing radio rights partners, international television partners and newspaper partner News Limited.

TV AND DIGITAL MEDIA RIGHTS

The AFL's broadcast rights agreements with the Seven Network, Foxtel, Fox Sports and Telstra continue to deliver to fans extraordinary access to live coverage of AFL matches across a multitude of platforms.

Highlights of this coverage included:

- Live Friday night football on the Seven Network in every state and territory.
- Four games in every round live on the Seven Network (7mate) in New South Wales, ACT and Queensland.
- Every game, every week live on Fox Sports/Fox Footy on Foxtel and live on IPTV.
- Every game, every week live on Telstra mobile.
- All finals matches were broadcast live nationally on the Seven Network and all finals, excluding the Toyota AFL Grand Final, were broadcast live by Fox Footy on Foxtel.
- South Australia and Western Australia, along with expansion markets New South Wales, the ACT and Queensland, each saw all 42 matches involving their home state teams broadcast on both free-to-air and subscription television across the season.



LOCAL BATTLE
Clashes such as the Fremantle-West Coast derby are a feature of the AFL's broadcast deal. ←

BROADCAST & MEDIA PARTNERS



The AFL's broadcast rights agreements continue to deliver to fans extraordinary access to live coverage of AFL matches across a multitude of platforms



BLOCKBUSTER

The Anzac Day match between Collingwood and Essendon attracted the biggest television audience for the 2014 premiership season.

TELEVISION IN 2014

The 2014 Toyota AFL Premiership Season again attracted strong audiences around the country, via the Seven Network's free-to-air television broadcast or through Foxtel/Fox Footy's subscription television platform.

The average gross national audience per round of the premiership season across free-to-air and subscription television was 4.727 million (4.729 million in 2013).

The cumulative gross national audience during the home and away season was nearly 109 million (108,735,321) – an almost identical result to that in 2013. The Toyota AFL Finals Series saw a total cumulative audience of 16.578 million across the four weeks, including the Toyota AFL Grand Final.

Seven Network metropolitan audiences were down slightly year-on-year (2.6 per cent), a smaller decline than the decline for Australian television ratings generally. Free-to-air regional audiences recorded a marginal increase of 0.5 per cent, while viewership on subscription television increased by 2.1 per cent year-on-year.

The 10 most watched matches of the 2014 Toyota AFL Premiership Season (national average audiences across free-to-air and subscription television) were:

- Round 6:** Collingwood v Essendon – 1.595 million (Anzac Day)
- Round 8:** Sydney Swans v Hawthorn – 1.508 million
- Round 18:** Hawthorn v Sydney Swans – 1.314 million
- Round 7:** Carlton v Collingwood – 1.310 million
- Round 5:** Geelong Cats v Hawthorn – 1.274 million (Easter Monday)
- Round 17:** Adelaide Crows v Hawthorn – 1.273 million
- Round 13:** Carlton v Hawthorn – 1.246 million
- Round 14:** Richmond v Sydney Swans – 1.241 million
- Round 19:** Sydney Swans v Essendon – 1.206 million
- Round 10:** Port Adelaide v Hawthorn – 1.201 million

The Toyota AFL Grand Final was the most watched program of the year on Australian metropolitan free-to-air television with an audience of more than 2.828 million people in the five mainland metropolitan markets.

The national average audience in metropolitan and regional Australia for the Seven Network's telecast was 3,733,409.

The average Grand Final audience was slightly higher than last year's audience of 3.634 million for the match between Hawthorn and Fremantle.

It was, however, down on the 4.081 million who watched the 2012 match between Hawthorn and the Sydney Swans – with this disparity between 2012 and 2014 largely due to the one-sided nature of the 2014 contest.

In terms of total reach, the Grand Final coverage was seen by 6.24 million people nationally, on par with 2013.

Major AFL events during the year also proved popular, with the Brownlow Medal attracting a total average national audience across free-to-air and subscription television of 1.658 million for the vote count and 1.160 million for the Red Carpet arrivals event.

FOXTEL/FOX FOOTY

With every game every week broadcast live on Fox Sports/Fox Footy on Foxtel, fans were able to enjoy the entire AFL season as it unfolded, complemented by proven weekly magazine programs such as *On The Couch*, *AFL 360*, *AFL League Teams*, *Open Mike*, *Ed and Derm's Big Week in Footy* and *Bounce*.

The AFL's key events such as the Toyota AFL Season Launch, the Australian Football Hall of Fame ceremony, the NAB AFL Rising Star presentation, the Virgin Australia AFL All-Australian team announcement, the Toyota AFL Grand Final Parade and the NAB AFL Draft were all again showcased by our broadcast partners and were first-class events to attend and first-class broadcasts watched by millions around Australia.

The most-watched regular Foxtel-produced match across the season was the Saturday twilight timeslot, with an average of 234,519 viewers nationally each round. The most-watched regular Foxtel broadcast timeslot overall was Friday night, with an average of 279,887 viewers nationally each round.

The highest-rating Foxtel broadcast match for the home and away season was the round 18 clash between Hawthorn and the Sydney Swans, which attracted 381,421 average national viewers.

Another standout success for Foxtel was the reality series *The Recruit*. The inaugural 10-episode series, which saw 13 aspiring footballers battle it out for a spot on an AFL list, was a hit for Foxtel's flagship general entertainment channel, FOX8.

Its average national weekly audience of 136,126 saw it become the fifth most-watched sports program on subscription television for 2014. Series winner Johann Wagner was drafted to Port Adelaide, while Irish contestant Pdraig Lucey was recruited by the Geelong Cats.

The program was also a big winner at the prestigious Australian Sports Commission Media Awards, claiming the award for 'Best depiction of the value of sport to Australians in a community setting'. A second season has been confirmed for broadcast in 2016.

POPULAR

Reality series *The Recruit* was a hit with fans, with winner Johann Wagner drafted to Port Adelaide. →

INTERNATIONAL TV RIGHTS

With a commitment to strengthening viewer access to Australian Football internationally, increased broadcast coverage of Premiership Season matches, Finals Series matches, the Grand Final and AFL Events brought international fans across the globe closer to the game than ever before in 2014.

Nine incumbent rights holders, ESPN, Fox Soccer Plus, Australia Network, Orbit Showtime Network, Eurosport, Viva Sports, Sky New Zealand, Sommet Sports and Over the Line Sports Media, broadcast AFL matches and events into more than 250 territories worldwide. Two long-term rights holders, Eurosport and Sky New Zealand, secured further rights until the end of 2016, with highlights of these renewals including extra content in the offerings such as:

- One delayed Premiership Season and Finals Series match every week on Eurosport into Asia (a new territory for Eurosport's coverage of AFL) along with the Grand Final on delay.
- One delayed Premiership Season and Finals Series match every week into New Zealand on Sky Television along with broadcast of the Grand Final.

The AFL's digital streaming service on watchafl.com.au broadcast every match of every round live internationally, ensuring fans outside Australia had the greatest possible access to the game across all media platforms. Viewers were also treated to 29 episodes of the AFL's own Toyota AFL Highlights program every week throughout the Premiership Season and the ensuing Finals Series. The program format delivered a range of entertaining content, covering AFL news and match highlights from every round of the season.

RADIO IN 2014

Radio again played a significant role in taking the game to all corners of the country in 2014, including metropolitan and regional areas.

The AFL's radio partners in metropolitan areas are 3AW, Triple M, ABC Radio, SEN, FIVEaa and 6PR. Regional audiences are broadcast AFL matches via ABC Radio, K-Rock (Geelong), Gold FM (Gold Coast), Crocmedia, Southern Cross Austereo and the National Indigenous Radio Service (NIRS).

In Victoria, all nine matches each round during the 2014 Toyota AFL Premiership Season and all matches in the Toyota AFL Finals Series were broadcast on radio, while every match featuring an AFL club from Western Australia, South Australia, Queensland and New South Wales was broadcast into its respective home states.

All Toyota AFL Finals Series matches (including the Toyota AFL Grand Final) were broadcast nationally.

An average 1.220 million people a week listened to AFL matches during the radio survey periods 4-6 in 2014 (these being the three survey periods that fall during the six months of the season).

The app/web stream for AFL radio broadcast rights holders via the popular AFL app had an average unique audience of 24,000 per match-day for the Premiership Season and an average unique audience of 20,000 per match-day for the Finals Series. A further 13,000 average unique listeners tuned into web streams on the AFL website per match-day for the Premiership Season.





STADIUM INFRASTRUCTURE

The AFL continues to work with a number of partners such as federal and state governments and venue managers to progress major stadium projects across Australia to benefit AFL supporters and the broader community. These projects include new and revitalised facilities designed to enhance the match-day experience for fans. →

ADELAIDE OVAL

One of the most successful stadium redevelopments in the history of Australian sport, the \$535 million Adelaide Oval redevelopment was opened on time and on budget for the first AFL match at the stadium on Saturday, March 29, 2014, featuring a local derby between Port Adelaide and Adelaide.

Enhancements to the iconic ground include new southern and eastern stands to seat 14,000 and 19,000 people respectively, plus redevelopment works to the western stand and northern mounds.

The venue is operated by the Adelaide Oval Stadium Management Authority, which is co-owned by football and cricket in South Australia.

Not only is the venue an exceptional home ground for the two SA AFL clubs (along with SA cricket), it has also played a major role in revitalising the northern end of the Adelaide CBD and has been the catalyst for wider economic development in the CBD, in addition to the broader Adelaide community.

The tourism impact of the new Adelaide Oval is a major contributor to the 12 per cent increase in the number of interstate visitor nights in South Australia in 2013-14.

NEW PERTH STADIUM

The West Australian Government has committed to a new multi-purpose stadium on the Burswood Peninsula, due for completion by the start of the 2018 AFL season.

The new Perth stadium will hold around 60,000 people, making it the third-biggest AFL stadium behind the MCG and ANZ Stadium.

It will be the home venue for Fremantle Dockers and the West Coast Eagles and is expected to cost in excess of \$800 million. More than \$300 million is also being spent on associated public transport infrastructure.

The West Australian Government selected the WestStadium consortium (led by Brookfield-Multiplex) following an interactive tender process to design, build, finance and maintain the new Perth stadium. The West Australian Government is currently undertaking a process to determine its preferred stadium operator.

A joint football working group comprising the WAFC, AFL, Fremantle and West Coast is working closely with WA Government officials to ensure the scope of the stadium development matches the expectations of the two WA teams and AFL fans collectively and to agree upon the terms of access to the new stadium.

SCG

The Sydney Cricket and Sports Ground Trust has completed a master plan for the redevelopment of the SCG. The plan includes improved traffic management, pedestrian access and a light rail service for the precinct. The AFL and the Sydney Swans are working closely with the SC&SG Trust in the redevelopment process.

In April 2014, a \$210 million redevelopment of the Noble, Bradman and Messenger stands was completed. The redevelopment included 13,000 seats, new media facilities, new away change rooms and enhanced fan facilities for SC&SG Trust Members and the general public.

GABBA

The completion of new football facilities was achieved at the Gabba throughout 2014. This development included a new playing field – including a new artificial turf strip between the boundary line and the perimeter fence, new coaches' boxes and a new interchange bench area. The AFL thanks Stadiums Queensland for its financial support towards these venue improvements.

BLUNDSTONE ARENA

The redevelopment of Blundstone Arena in Hobart was completed in time for the 2015 ICC Cricket World Cup.

The \$33 million project, co-funded by the Tasmanian and Federal governments (\$15 million each) and Cricket Tasmania (\$3 million), will increase the capacity of Blundstone Arena from around 15,000 to 20,000 patrons.

A large part of the redevelopment is the construction of a new Western Stand, which includes new facilities for players and coaching staff of cricket and AFL, modern and officials facilities, new function rooms and suites and undercover seating for the general public. The redevelopment also includes a new gate entry at the south and other improvements to catering and toilet facilities for the general public.

SUCCESS STORY

Adelaide Oval proved a winner for fans and the city of Adelaide.



(Adelaide Oval)...
one of the most
successful stadium
redevelopments
in the history of
Australian sport

2015 FIXTURE

Season 2015 will kick off later than usual over Easter, with the smorgasbord of AFL action offered in the opening round just the start of a year studded with blockbuster matches that will see fans enjoy the tradition, passion and memorable moments that define our game week in, week out.

The popular Thursday night season-opener between Carlton and Richmond is back, to be played on Easter Thursday in front of a packed MCG.

Matches at ANZ Stadium, Adelaide Oval and Domain Stadium will excite on Easter Saturday and Sunday, while 2014 premier Hawthorn will unveil the premiership flag before its faithful fans in an Easter Monday clash with the Geelong Cats to close out a spectacular round one.

In round four, the AFL will commemorate the Anzac Centenary, marking the 100th anniversary of the Gallipoli landing of Australian and New Zealand forces, with a feast of football. Richmond and Melbourne, two clubs with strong war-time histories, will meet under Friday night lights to open the round before five matches are played across Australia and New Zealand on Anzac Day.

St Kilda and Carlton will again celebrate the historic links between our country and near neighbour New Zealand with an encounter in Wellington, just the third match played for premiership points off Australian shores.

The traditional Collingwood and Essendon clash at the MCG will follow, before a twilight encounter between the GWS Giants and Gold Coast Suns in the nation's capital at StarTrack Oval.

Two night matches will wrap up the day, with Fremantle to take on the Sydney Swans in the Len Hall tribute match in Perth and Port Adelaide to host an epic rematch with 2014 preliminary final foe Hawthorn at Adelaide Oval.

Round five will see Carlton coach Mick Malthouse cement his name in history when he surpasses Jock McHale's all-time coaching record. Malthouse will steer his Blues against former club Collingwood in a Friday night spectacular at the MCG, marking his 715th outing as a senior coach at AFL/VFL level.

The Dreamtime at the 'G match between Richmond and Essendon will be the showpiece of Indigenous-themed round nine, while Multicultural Round will be celebrated in round 19, with several marquee matches acknowledging the cultural diversity and collaboration harnessed by our game.

The 2015 season comprises 23 rounds, with all clubs to play 11 home and 11 away matches and have one bye each. Twenty rounds will consist of nine matches, while three rounds (11, 12, 13) will consist of six matches, enabling six clubs to enjoy a mid-season bye in each of those rounds.

Under the arrangements with our broadcast partners, the Seven Network, Foxtel/Fox Footy and Telstra, a standard round of nine matches will be scheduled as follows:

- One Friday night match.
- Two Saturday afternoon matches.
- One Saturday twilight match.
- Two Saturday night matches.
- One Sunday early match.
- One Sunday afternoon match.
- One Sunday twilight match.

The AFL has sought to develop a consistent and equitable schedule of matches, which connects with the community, assists in growing the game and continues to build the financial stability of the AFL competition.

In order to achieve this, our guiding principles are:

- To develop, as close as is possible, a fixture which gives all clubs equal opportunities.
- To maximise attendances at AFL matches in all markets, ensuring the best possible accessibility for fans.
- To maximise viewing audiences across our television broadcast partners, ensuring national exposure for the game.
- To take into account the specific requests of AFL clubs, players and other key competition stakeholders, particularly venues and broadcasters.

- To continue developing the game nationally by scheduling matches across all markets throughout the season;
- To ensure the welfare of the players by providing minimum six-day breaks between matches for regularly scheduled rounds.

Matches will also be played on key public holidays (Easter Thursday, Easter Monday, Anzac Day and Queen's Birthday), in addition to five Thursday night event matches in rounds one, 12, 13, 14 and 15, as features of the season for fans in Melbourne, Sydney, Adelaide and Perth.

The AFL has again utilised the 'weighted rule' in constructing the 2015 fixture to address the issue of on-field equity for all clubs. The final ladder from the previous season has been grouped into the top six teams, middle six teams and bottom six teams, in order to manage the equality of double match-ups as well as possible while also ensuring our venue and broadcast obligations are met.

The Toyota AFL Premiership Season fixture aims to enable our fans to access the game in strong numbers and provide all clubs with the opportunity to contest the finals, while continuing to reaffirm our sport as the number one code in this country.

It is our objective to deliver a great outcome for all key stakeholders in the AFL competition – including players, clubs, officials, broadcast partners, corporate sponsors, venues, state affiliates, local communities and Federal and State governments – while also ensuring that our fans enjoy and embrace the game week in, week out.

A total of 198 matches in season 2015 will again be played across every state and territory, with matches outside the regular capital cities in locations including Alice Springs (one), Darwin (one), Cairns (one), Hobart (three, up on two in 2013 and 2014), Launceston (four) and Canberra (three), as well as the match in New Zealand. →



The AFL will commemorate the Anzac Centenary, marking the 100th anniversary of the Gallipoli landing of Australian and New Zealand forces, with a feast of football

INSPIRATIONAL
Dane Swan led Collingwood to victory in last year's Anzac Day clash against Essendon. ↻

KEY FEATURES OF THE 2015 TOYOTA AFL PREMIERSHIP SEASON INCLUDE:

- Opening round to start on Thursday, April 2, with a Thursday night match between Carlton and Richmond.
- Round one to continue over Easter, with the Sydney Swans to face off against Essendon at ANZ Stadium on Saturday twilight, while Brisbane Lions recruit Dayne Beams will immediately face his former club Collingwood at the Gabba. Back-to-back premier Hawthorn and the Geelong Cats will close out the holiday weekend with an Easter Monday blockbuster at the MCG.
- New timeslot for Saturday night matches in Victoria, New South Wales and Queensland with start times to come forward by 20 minutes from 7.40pm to 7.20pm.
- Domain Stadium to host a Friday night match in round two, with West Coast to meet Carlton, with big matches involving last year's finalists at Adelaide Oval (Port Adelaide v Sydney Swans) and Simonds Stadium (Geelong v Fremantle).
- Seven matches to be played in Tasmania, with North Melbourne to play three home matches at Hobart's Blundstone Arena for the first time, against Richmond (round six), West Coast (round 10) and St Kilda (round 20), while Hawthorn will play four matches at Launceston's Aurora Stadium, hosting Western Bulldogs (round three), Gold Coast Suns (round nine), Fremantle (round 15) and Brisbane Lions (round 22).
- GWS Giants to host three matches at Canberra's StarTrack Oval, in rounds two, four and 17, against Melbourne, the Gold Coast Suns and the Geelong Cats.
- Two matches in the Northern Territory, with Melbourne to host Port Adelaide in round nine in Alice Springs and then hosting West Coast in Darwin in round 14.
- Western Bulldogs-Gold Coast Suns match at Cazalys Stadium in Cairns will take place in round 15.
- Five Thursday night matches across the season, with one to be played at the MCG, one at the SCG, one at Domain Stadium and two at Adelaide Oval. Four Thursday night matches will be played in consecutive weeks from rounds 12-15 when the AFL is able to manage appropriate breaks for all competing clubs around the bye rounds.

- Essendon's turn to host Collingwood on Anzac Day at the MCG as one of five games on the day, to commemorate the 100th anniversary of the landing at Gallipoli. St Kilda will play Carlton at Wellington as the opening game, while Canberra will see the GWS Giants host the Gold Coast Suns in the twilight slot before night matches involving Port Adelaide and Hawthorn at Adelaide Oval and Fremantle to host the traditional Len Hall tribute match in Perth against the Sydney Swans.
- Carlton coach Mick Malthouse to break former Collingwood coach Jock McHale's all-time AFL/VFL coaching record of 714 games, with his 715th senior game as a coach against his former team Collingwood under lights on Friday night in round five at the MCG.
- The removal of Monday night from the 2015 fixture in round six, across the Mother's Day weekend, means there will be six games played on the Saturday in this round, with a second twilight match that afternoon featuring the GWS Giants against Hawthorn at Spotless Stadium.
- The rematch between 2014 Toyota AFL Grand Final opponents Hawthorn and the Sydney Swans to take place in round eight at the MCG before a return meeting in round 16 at ANZ Stadium.
- Indigenous Round to be celebrated in round nine, highlighted by the showpiece Richmond-Essendon Dreamtime at the 'G match on the Saturday night.
- A mid-season break for all clubs to be spread across rounds 11, 12 and 13. Six matches will be played in each round, enabling six clubs to enjoy a bye across each of the three weeks.
- Melbourne and Collingwood to meet in the traditional Queen's Birthday Monday holiday match at the MCG in round 10.
- The Adelaide Crows to celebrate their 25th season in the national competition with a round 12 encounter against reigning premier Hawthorn, the club they played in their first match in 1991.
- Multicultural round to be celebrated in round 19.
- Intrastate rivalries in Queensland, Western Australia, South Australia and New South Wales to be maintained, with two QClashes

- between the Brisbane Lions and Gold Coast Suns (rounds five and 19), two derbies between the West Coast Eagles and Fremantle (rounds three and 20), two Showdowns between the Adelaide Crows and Port Adelaide (rounds five and 16) and two derbies between the Sydney Swans and GWS Giants (rounds three and 21).
- Matches scheduled both home and away between strong-drawing Victorian clubs to maximise attendances and television audiences – Carlton-Richmond (rounds one and 15); Hawthorn-Geelong Cats (rounds one and 20); Essendon-Hawthorn (rounds two and 13); Essendon-Collingwood (rounds four and 23); Carlton-Collingwood (rounds five and 19); Collingwood-Geelong Cats (rounds six and 22); Richmond-Collingwood (rounds seven and 21) and Richmond-Essendon (rounds nine and 22).
- No teams to play each other for the second time until after round 10. There must also be a minimum of six weeks between clubs' first and second meetings.
- All clubs to play each other once by round 22.
- Minimum six-day break for all clubs between each match.
- All Victorian-based clubs to travel interstate on a minimum of five occasions.
- All clubs to play at least one match at the MCG as part of a minimum four in Victoria.
- Round 23 matches to remain as a floating fixture to maximise scheduling flexibility for the first week of the 2015 Toyota AFL Finals Series.

MIGHTY EFFORT

Mick Malthouse will break the all-time games coached record in 2015. →



FOOTBALL OPERATIONS

MARK EVANS
GENERAL MANAGER



BIG STRIDES

The GWS Giants, under co-captain Phil Davis, continued their development in their third season in the competition, winning six games. ←

FOOTBALL OPERATIONS

An enthralling finals series, introduction of an interchange cap and announcement of revamped judicial systems were features of an exciting 2014.



MARK EVANS
GENERAL MANAGER

The primary responsibility of the Football Operations Department is the weekly delivery of the nine Toyota AFL Premiership Season matches during each round of the AFL competition and its showcase matches in the Toyota AFL Finals Series.

In the 2014 finals series, the quality of matches, and their staging, was of the highest order and was a deserved reward for the efforts of staff over the past 12 months.

Through the past year, AFL Football Operations was at the forefront of a key change to the history of the game with the introduction of an interchange cap, requiring a considerable adjustment for clubs, players and officials.

Further, in the lead-up to the 2015 season, the department had its recommendations for a simpler and clearer judicial system for the game approved by the AFL Commission, with a revised system of operation for the Match Review Panel and AFL Tribunal after operating a 'shadow system' through 2014 to test its readiness for introduction in 2015.

The International Rules Series against Ireland was re-launched in 2014 with the qualification for selection being that to be eligible, each player must have been selected for All-Australian honours during their career.

The game was strongly received with a sell-out crowd in Perth, excellent television ratings, a high-class performance from a committed Australian team and renewed enthusiasm for the concept among AFL players in particular. →

In the 2014 finals series, the quality of matches, and their staging, was of the highest order

DEFYING HISTORY
North Melbourne won its way into a preliminary final from outside the top four. →

2014 AFL SEASON

Hawthorn clinched the Toyota AFL premiership with a Grand Final victory over the Sydney Swans that rated with any team performance in the game's history. Expected to be a fierce contest between the 2012 and 2013 premiers, the Hawks claimed back-to-back flags with a powerful display that shocked their highly rated opponents and put the full stop to a wonderful month of football in September.

Across the nine matches of the Toyota AFL Finals Series, thrilling contests were the dominant feature while the first AFL final at the refurbished Adelaide Oval, between Port Adelaide and Richmond in week one, produced an atmosphere matched only by Grand Final day.

Port Adelaide and North Melbourne both upset the recent order of finals history by winning their way into preliminary finals from outside the top four, and Port Adelaide finished just three points shy of pipping eventual premier Hawthorn in an epic preliminary final at the MCG.



INTERCHANGE CAP

Football Operations led the introduction of an interchange cap of 120 rotations a match for the 2014 season, plus any changes made at quarter breaks and the use of the substitute, that was approved by the AFL Commission in August 2013.

The cap will also apply for the 2015 Toyota AFL Premiership Season before it is reviewed again by the AFL Commission, but the department was extremely pleased with how the introduction had been managed by match-day officials and the umpiring department, working with clubs and players.

The cap was introduced at 120 changes a match as there was considerable feedback that a previously mooted cap of 80 interchanges a match, as flagged at the end of the 2012 season, was too strict a change to be introduced immediately and both the majority of clubs and the AFL Players' Association had sought either a higher figure or no restriction at all.

The introduction of the cap was designed to preserve the current levels of interchange numbers and protect against further escalation, but this will be subject to detailed analysis again through the 2015 year.

LAWS OF THE GAME CHARTER

The AFL finalised its Charter for the Laws of the Game Committee in 2014, with a primary focus to guide the Committee's decision-making as it relates to the way the game is played at AFL level.

Following extensive consultation with stakeholders, fan research and discussion at the Laws of the Game Committee and the AFL Commission, the Charter sets out to:

- Provide the Laws of the Game Committee and other stakeholders with an overview of the guiding principles and fundamental elements of Australian Football.
- Provide a clear reference point from the AFL Commission to the Laws of the Game Committee when assessing the game and considering potential rule and interpretation changes.
- Give the AFL Commission a clear reference point when considering recommendations for the Laws of the Game Committee.



BENCH CONTROL
Interchange rotations were capped at 120 a game in 2014.

MRP AND TRIBUNAL CHANGES

After a 12-month examination of the Match Review Panel and Tribunal in 2014, the AFL Commission approved changes at its November meeting, designed largely to simplify the game's judiciary process for all members of the football community and to make it easier to understand.

The key changes included:

- All offences to now be categorised as fines or weeks of suspension, no longer using any reference to base demerit points.
- The elimination of carry-over points on any offence.
- Conduct now to be graded in two categories only – intentional or careless.
- The MRP to issue fines, two-game and three-game suspensions, with more serious offences referred to the Tribunal.
- Simplification of the bad record provisions, with a maximum addition of one extra week's suspension on a penalty.
- Retention of discounts for early pleas (lowering of fines or one-match suspension reduction), but removal of automatic good record provision.
- Brownlow Medal eligibility to be based around whether a player was suspended/not suspended for a match in any particular home and away season.
- Introduction of fines for low-level offences, but with suspensions available to repeat third offenders within a season.
- MRP retains the capacity to upgrade impact where there is the potential to cause injury.

2014 AFL TRIBUNAL SUMMARY

	2014
Charges	183
Tribunal hearings	15
No. of cases not sustained	5
No. of players accepting prescribed penalty	168
% of players accepting prescribed penalty	92%
No. of players suspended	55
Matches lost through suspension	75
Appeals	2
Financial sanctions	\$96,350
Reprimands	41

Football Operations staff examined the MRP process for more than 12 months, with a focus to retain the excellent parts of the system while simplifying its operation and ensuring that appropriate penalties were in place for offences.

It was not desirable to continue to see players missing matches for low-level offences, due to carry-over points and poor records, while fans also struggled to understand how a verdict was reached under the points system.

The AFL Commission approved changes designed largely to simplify the game's judiciary process



PRIDE RESTORED
Skipper Joel Selwood and coach Alastair Clarkson after Australia reclaimed the Cormac McAnallen Trophy.

INTERNATIONAL RULES

Australia played Ireland in a one-off Test for the 2014 Virgin Australia International Rules Series at Patersons Stadium in Perth on Saturday, November 22.

To re-brand and re-launch the series, it was determined Australia would be represented by only the most talented AFL players and officials, with the line-up limited to individuals who had been honoured with selection in the All-Australian squad during their careers.

The Australian team was coached by triple Hawthorn premiership coach Alastair Clarkson, supported by leading rival coaches Ross Lyon and Chris Scott. With a squad containing seven club captains and two former club captains, Australia regained the Cormac McAnallen Trophy and, most importantly, breathed life back into the series in front of a sell-out crowd after two disappointing series in 2011 and 2013 in which Australia had performed poorly.

The AFL remained committed to the IRS concept and was keen to revitalise interest by ensuring it involved the best AFL players available, competing under rules that suited all players.

The Australian squad was: Grant Birchall (Hawthorn), Travis Boak (Port Adelaide), Luke Breust (Hawthorn), Patrick Dangerfield (Adelaide), Dustin Fletcher (Essendon), Nat Fyfe (Fremantle), Brendon Goddard (Essendon), Robbie Gray (Port Adelaide), Brent Harvey (North Melbourne), Luke Hodge (Hawthorn), Kieren Jack (Sydney Swans), Steve Johnson (Geelong), Jarrad McVeigh (Sydney Swans), Sam Mitchell (Hawthorn), Leigh Montagna (St Kilda), Nic Naitanui (West Coast), Nick Riewoldt (St Kilda), Tom Rockliff (Brisbane Lions), Joel Selwood (captain, Geelong), Brodie Smith (Adelaide), Nick Smith (Sydney Swans), Harry Taylor (Geelong), Jobe Watson (Essendon) and Chad Wingard (Port Adelaide).

COMMITTED
Sydney Swans co-captain Jarrad McVeigh was one of the stars of Australia's victory.



2014 UMPIRING MILESTONES

All-Australian:

- Matt Stevic (field)
- Mark Thomson (boundary)
- Chris Appleton (goal)

Debut Umpires:

- Andrew Stephens (field)
- Rob O'Gorman (field)
- Damien Cusack (boundary)
- Tim Lougoon (boundary)
- Josh Mather (boundary)
- Michael Craig (goal)
- Mark Ensby (goal)
- Rose O'Dea (goal)

100 Games: Robert Findlay, Heath Ryan, Jason Armstrong, Shane Thiele

200 Games: Chris Donlon, Chris Morrison, Ray Chamberlain

300 Games: David Dixon, Brett Rosebury, Mark Thomson

400 Games: Shane McInerney

UMPIRING DEPARTMENT

Hayden Kennedy was appointed as senior coach to the AFL umpiring list, replacing the retired Rowan Sawers. Kennedy holds the all-time AFL umpiring record of 495 senior games and officiated in five Grand Finals – 1995, 1997, 1998, 2000 and 2003 – across a decorated career.

Former Richmond captain Wayne Campbell was appointed AFL National Director of Umpiring to replace Jeff Gieschen.

While Kennedy had primary charge of the match-day roles of the senior AFL umpiring list, Campbell is responsible for both the development of the senior AFL umpiring panel and the overall strategy and expansion for umpiring at all levels of the game nationally.

Campbell played 297 games for the Tigers between 1991-2005, captaining the club for four seasons and winning the Jack Dyer Medal as best and fairest four times, in 1995, 1997, 1999 and 2002.

At his appointment, Campbell indicated his key goals were to increase the respect for umpires, help boost the number of umpires at grassroots level and continue to explore ways to expand the diversity of umpires at all levels.

At AFL level, Kennedy's approach to the senior AFL umpiring group has been the mantra that umpires should do their role quietly and competently and let the players shine. Umpires should live and train with a want to improve, but understanding that the performance of the group on the day will be their ultimate measure.

There were a number of major initiatives from the umpiring department through 2014 to assist in developing the senior AFL list:

- Major changes to field umpire positioning on the ground.
- Incorporation of skill drills into training.
- Major changes to the assessment system, including a "game rating".
- Creation of "teams" in field umpire appointments through the season.
- Introduction of a development program.
- Introduction of duty of care groups for the field umpires.
- Creation of the Female Field Umpiring Pathway.
- Introduction of talent identification system.
- Introduction of the AFL Umpires Draft Combine.

In September 2014, South Australian umpire Eleni Glouftsis and Victorian umpire Lucinda Lopes were placed on an AFL Female Pathway Scholarship in a bid for them to reach the senior AFL Field Umpire List in the coming years.

Glouftsis, 22, and Lopes, 20, are considered the most promising female field umpires at state league level across the country and it was hoped one or both would reach AFL senior ranks with a specific program designed to fast-track their development.

It is hoped they can further develop their skills and push for a position in the near future, with specialised coaching and other assistance.

Glouftsis started umpiring in 2008 and progressed through the SANFL under-16s, under-18s and reserves before making her senior state league debut as the first female field umpire in the competition's 137-year history in 2013.

Lopes played Auskick before taking up umpiring in the Northern Football League. After progressing through AFL Victoria's Female Umpire Academy, she was included in the AFL Victoria Development squad at the start of 2014 and this year became the first female at state league level in 25 years.

2014 GRAND FINAL UMPIRES

The umpires appointed to the 2014 Toyota AFL Grand Final were:

FIELD

Matt Stevic, Mathew Nicholls, Simon Meredith

Emergency: Troy Pannell

BOUNDARY

Nathan Doig, Matthew Tomkins, Ian Burrows, Mark Thomson

Emergency: Christopher Gordon

GOAL

Luke Walker, Chris Appleton

Emergency: Chelsea Roffey



Kennedy's approach has been the mantra that umpires should do their job quietly and competently and let the players shine

2013 AFL INJURY REPORT



DOWNED HAWK
Cyril Rioli has been a victim of the AFL's No. 1 injury concern, a hamstring strain.



In 2013, an average club list of 46 players would now expect to have 8.2 players missing due to injury in any given week

HEAVY KNOCK

Former Lion Jonathan Brown is helped from the ground by trainers.



The 2013 Injury Survey found that eight of the 23 ACL reconstructions in 2013 were re-injuries from graft failure. Three of the eight were LARS ligament grafts and the overall eight re-injuries represented a high failure rate which warranted further analysis.

The AFL Injury Survey authors Associate Professor John Orchard and Dr Hugh Seward said the rate of ACL injury in 2013 was again far higher in pre-season and early rounds, compared with the winter months.

There were increases in overall injury incidence, prevalence and recurrence rates for the 2013 season, but no significant statistical change in the three-year period between 2011-13, compared with the previous three-year period covering 2008-10.

Hamstring strains remain the No. 1 injury in the game in terms of both incidence and prevalence (missed games).

In 2013, an average club list of 46 players would now expect to have 8.2 players missing due to injury in any given week, compared with recent year totals of 7.8 players in 2012 and 8.4 players in 2011.

Dr Seward said 2013 data suggested a more conservative approach to concussion management under the new guidelines. "The years 2011-13 had an increase in incidence of concussion compared to the nine previous years of the injury survey, even though the incidence was still low ... on average one player per club missing games each year due to concussion," he wrote.



FULL OF BOUNCE

Shane McInerney brought up his 400th AFL game in 2014.



USA INTERNATIONAL COMBINE

A three-day International Combine was held in Los Angeles in April 2014 to introduce potential American recruits to the game, predominantly from a basketball background. Athletes were tested in the same agility, sprinting, jumping and endurance tests that Australian players experience at the NAB AFL Draft Combine in October each year and Collingwood selected Mason Wood as an international rookie.

Three US athletes had previously received AFL International Rookie listing after attending previous US International Combines: Eric Wallace (North Melbourne), Jason Holmes (St Kilda) and Patrick Mitchell (Sydney Swans). All are now playing at the second-tier level in Australia for their respective AFL clubs. ↓



AMERICAN PIE
Collingwood recruit Mason Cox impressed at the International Combine in the US. ↙

2013 AFL ILLICIT DRUG POLICY RESULTS

Out-of-competition player tests for illicit substance use in 2013 resulted in 15 detections – down from 26 detections in 2012.

The 2013 results followed changes to the IDP designed to strengthen its detection and deterrence elements in the wake of industry concerns and the ongoing increase in the availability and use of illicit substances across the wider community.

It remained the long-held AFL view that, with the support of all AFL players, the IDP was delivering on its objective to treat the use of illicit substances as primarily a health issue.

AFL ILLICIT DRUG POLICY RESULTS – YEAR BY YEAR

YEAR	TOTAL TESTS	TOTAL FAILED	2ND FAILED	3RD FAILED	FAILED TESTS %
2005	472	19	3	0	4.03
2006	486	9	0	0	1.85
2007	1152	14	3	0	1.20
2008	1220	12	2	0	0.98
2009	1568	14	2	0	0.89
2010	1654	6	1	1	0.36
2011	1489	6	0	0	0.40
2012	1979	26	2	0	1.31
2013	1998	15	1	0	0.75

THE BREAKDOWN BY TYPE

	2005	2006	2007	2008	2009	2010	2011	2012	2013
Cannabinoids	6	0	4	3	1	1	0	0	0
Stimulants	12	8	10	8	13	5	6	25	15
Mixed	1	1	0	1	0	0	0	1	0

PLAYER RULE CLUB SANCTIONS

Essendon Football Club was sanctioned \$20,000 for breaching the AFL Player Rules in relation to unlisted players training at the club before the 2013 NAB AFL Rookie Draft.

The Western Bulldogs Football Club was sanctioned \$10,000 for a failure to provide adequate paperwork to ASADA on player movements during a 2014 pre-season training camp in the USA.

The policy has faced regular criticism from some areas, despite similar approaches within the wider community. The AFL repeats that illicit drug use is a significant issue across the broader community and the AFL playing group largely falls within the high risk 18-30 male age group.

The rate of illicit drug use within the AFL playing group remains substantially lower compared with the same age group of young men in the wider community.

In 2013, a total of 1998 tests were conducted, with no match-day positive results recorded and 15 out-of-competition detections. This represented a 0.75 per cent detection rate. There are four current players on two detections who are subject to intense target testing as part of their treatment programs.

PLAYER GUERNSEY TRIAL

The AFL conducted a trial during round five of the season by placing player names on the backs of jumpers, on the basis that all clubs would be included at the one time.

After feedback from clubs and supporters, it was decided the competition would not introduce a permanent change for future seasons, as the names had been difficult to read for many supporters above the traditional-sized numbers.

CROWD BEHAVIOUR CAMPAIGN

AFL coaches worked with the AFL to promote good crowd behaviour at AFL matches. A scoreboard message at every game encouraged fans to support their teams with respect for all, and featured premiership coaches Chris Scott, John Longmire and Mark Thompson, as well as newcomers Alan Richardson, Justin Leppitsch and Adam Simpson.

In the form of a coach's address, spectators – particularly adults – were reminded not to let their team down and about their responsibility to behave appropriately and set a good example for those around them.



PASSION AND RESPECT
Fans are encouraged to support appropriately. ↙

AFL EFFORTS TO GIVE HOMOPHOBIA THE BOOT

The AFL joined other professional sporting bodies in reaffirming a collective commitment to promoting an inclusive environment in which sports men and women, regardless of their sexuality, are welcome. The AFL joined the ARU, NRL, FFA and CA in promoting efforts to eliminate discrimination based on homophobia for anyone wanting to be involved in sport as either a player, official or volunteer.

At the launch in Sydney, the AFL was represented by then CEO Andrew Demetriou and Sydney Swans ruckman Mike Pyke and Greater Western Sydney Giants co-captain Phil Davis. The AFL embraces inclusion and diversity within our game and does not tolerate discrimination in any form.



NET VALUE
Jarrod Garlett was picked up by the Suns with a compensation selection that was traded by the Cats. →

GC SUNS/GWS GIANTS COMPENSATION SELECTIONS

A total of three compensation selections, received for losing a player to either the Gold Coast Suns or the GWS Giants during the expansion period, were activated for the 2014 NAB AFL Draft in November. One compensation selection from the expansion period now remains to be compulsorily activated at the 2015 NAB AFL Draft, completing the expansion conditions that have been part of the competition in recent years.

The following selections were activated for the 2014 draft:

GOLD COAST SUNS

Round one selection, used to select player Jarrod Garlett from South Fremantle. (Compensation for the loss of Gary Ablett. Traded from the Geelong Cats to the Gold Coast Suns in the 2012 trade period).

GWS GIANTS

End round one selection traded to Carlton in the 2014 exchange period and used to select player Blaine Boekhorst from Swan Districts. (Compensation for the loss of Jared Brennan. Traded from the Brisbane Lions to the Gold Coast Suns in the 2010 trade period; traded from the Gold Coast Suns to the GWS Giants in the 2012 trade period and then traded, after activation, to Carlton in the 2014 trade period).

GOLD COAST SUNS

Round three selection traded to Hawthorn in the 2014 exchange period and used to select player Teia Miles from the Geelong Falcons. (Compensation for the loss of Josh Fraser. Traded from Collingwood to West Coast in the 2010 trade period. Traded from West Coast to the Gold Coast Suns in the 2013 trade period. Traded, after activation, to Hawthorn in the 2014 trade period).

One compensation selection now remains, which must be used at the 2015 draft:

GOLD COAST SUNS

End round one selection. (Compensation for the loss of Rhys Palmer. Traded from Fremantle to the Giants in 2011 for round one pick 20. Traded from the GWS Giants to the Gold Coast Suns in 2012). To be taken at the end of round one immediately after the selection of the first-placed club.

One compensation selection now remains, which must be used at the 2015 draft

ALL-AUSTRALIAN SELECTION

Gold Coast Suns captain Gary Ablett became the first player in the game's history to be selected as an All-Australian in eight consecutive seasons when the Virgin Australia 2014 AFL All-Australian Team was named.

The team was:

B: Cale Hooker (Essendon), Daniel Talia (Adelaide Crows), Nick Smith (Sydney Swans)

HB: Nick Malceski (Sydney Swans), Alex Rance (Richmond), Brodie Smith (Adelaide)

C: Nat Fyfe (Fremantle), Josh Kennedy (Sydney Swans), Dyson Heppell (Essendon)

HF: Robbie Gray (Port Adelaide), Nick Riewoldt (St Kilda, vice-captain), Luke Breust (Hawthorn)

F: Hayden Ballantyne (Fremantle), Lance Franklin (Sydney Swans), Jarryd Roughead (Hawthorn)

R: Aaron Sandilands (Fremantle), Joel Selwood (Geelong Cats, captain), Gary Ablett (Gold Coast Suns)

IC: Travis Boak (Port Adelaide), Jordan Lewis (Hawthorn), Scott Pendlebury (Collingwood), Tom Rockliff (Brisbane Lions)

GALA EVENT

The Royal Exhibition Building in Melbourne hosted the Virgin Australia 2014 All-Australian dinner.



The team featured 13 players selected in an All-Australian side for the first time, the third-most debutants in a single year since annual teams began being named separate to carnivals, behind only the 15 debutants in 2012 and 14 in 1982.

The All-Australian selection panel is Gillon McLachlan (chairman), Kevin Bartlett, Luke Darcy, Mark Evans, Danny Frawley, Glen Jakovich, Cameron Ling, Matthew Richardson and Warren Tredrea, while the All-Australian selectors, along with Kevin Sheehan, also choose the winner of the NAB AFL Rising Star Award.



The team featured 13 players selected in an All-Australian side for the first time

OLD AND NEW

Dual All-Australian captain Joel Selwood is flanked by debutants Daniel Talia (left) and Dyson Heppell.



FATHER-SON/ CLUB ACADEMY BIDDING MEETING

A record 12 players were nominated for selection with nine bids made at the NAB AFL Bidding Meeting for Father-Son and Club Academy players, before the start to the AFL Exchange Period.

The players nominated and then chosen by their respective clubs were:

ISAAC HEENEY

(Sydney Swans Academy/NSW TAC Cup) – Sydney Swans, round one.

Melbourne bid its round one selection (No. 2) and this was matched by the Sydney Swans with their next selection in round one (No. 17). The Sydney Swans then selected Heeneay at the 2014 NAB AFL Draft with their round one selection.

DARCY MOORE

(Oakleigh Chargers, son of Peter Moore, 172 games for Collingwood) – Collingwood, round one.

The Western Bulldogs bid their round one selection (No. 5) and this was matched by Collingwood with its next selection in round one (No. 8). Collingwood then selected Moore at the 2014 NAB AFL Draft with its round one selection.

JACK STEELE

(GWS Giants Academy/Belconnen Magpies) – GWS Giants, round two.

North Melbourne bid its round one selection (No. 15) and this was matched by the GWS Giants with their next selection in round two (No. 23). The GWS Giants then selected Steele at the 2014 NAB AFL Draft with their round two selection.

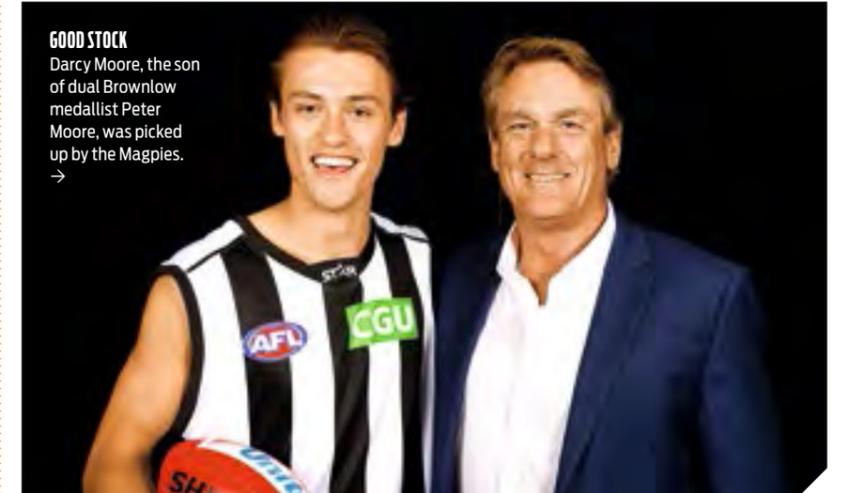
BILLY STRETCH

(Glenelg, son of Steven Stretch, 164 games for Melbourne) – Melbourne, round three.

The Adelaide Crows bid their round two selection (No. 30 when allowing for compensation picks) and this was matched by Melbourne with its next selection in round three (No. 40 when allowing for compensation picks). Melbourne then selected Stretch at the 2014 NAB AFL Draft with its round three selection.

GOOD STOCK

Darcy Moore, the son of dual Brownlow medallist Peter Moore, was picked up by the Magpies.



LIAM DAWSON

(Brisbane Lions Academy/Aspley Hornets, Wilston Grange) – Brisbane Lions, round three.

Richmond bid its round two selection (No. 32 when allowing for compensation picks) and this was matched by the Brisbane Lions with their next selection in round three (No. 42 when allowing for compensation picks). The Brisbane Lions then selected Dawson at the 2014 NAB AFL Draft with their round three selection.

JACK HISCOX

(Sydney Swans Academy/Sydney University) – Sydney Swans, round two.

Fremantle bid its round two selection (No. 33 when allowing for compensation picks) and this was matched by the Sydney Swans with their next selection in round two (No. 37 when allowing for compensation picks). The Sydney Swans then selected Hiscox at the 2014 NAB AFL Draft with their round two selection.

HARRIS ANDREWS

(Brisbane Lions Academy/Aspley Hornets, Wilston Grange) – Brisbane Lions, round four.

North Melbourne bid its round two selection (No. 35 when allowing for compensation picks) and this was matched by the Brisbane Lions with their next selection in round four (No. 61 when allowing for compensation picks). The Brisbane Lions then selected Andrews at the 2014 NAB AFL Draft with their round four selection.

JEREMY FINLAYSON

(GWS Giants Academy/Sydney Hills Eagles) – GWS Giants.

No bids were received. The GWS Giants then selected Finlayson with their last active selection at the 2014 NAB AFL Draft.

ZAINE CORDY

(Geelong Falcons, son of Brian Cordy, 124 games for Footscray) – Western Bulldogs, round four.

Fremantle bid its round three selection (No. 52 when allowing for compensation picks) and this was matched by the Western Bulldogs with their next selection in round four (No. 62 when allowing for compensation picks). The Western Bulldogs then selected Cordy at the 2014 NAB AFL Draft with their round four selection.

ABE DAVIS

(Sydney Swans Academy/UNSW) – Sydney Swans, round four.

The Geelong Cats bid their round four selection (No. 71 when allowing for compensation picks) and this was matched by the Sydney Swans with their next selection in round four (No. 74 when allowing for compensation picks). The Sydney Swans then selected Davis at the 2014 NAB AFL Draft with their round four selection.

JOSH CLAYTON

(Sandringham Dragons, son of Scott Clayton, 160 games for Fitzroy) – Brisbane Lions.

No bids were received. The Brisbane Lions then selected Clayton with their last active selection at the 2014 NAB AFL Draft.

ALEC WATERMAN

(Claremont, son of Chris Waterman, 177 games for West Coast)

– West Coast.

No bids were received. West Coast then selected Waterman with its last active selection at the 2014 NAB AFL Draft.



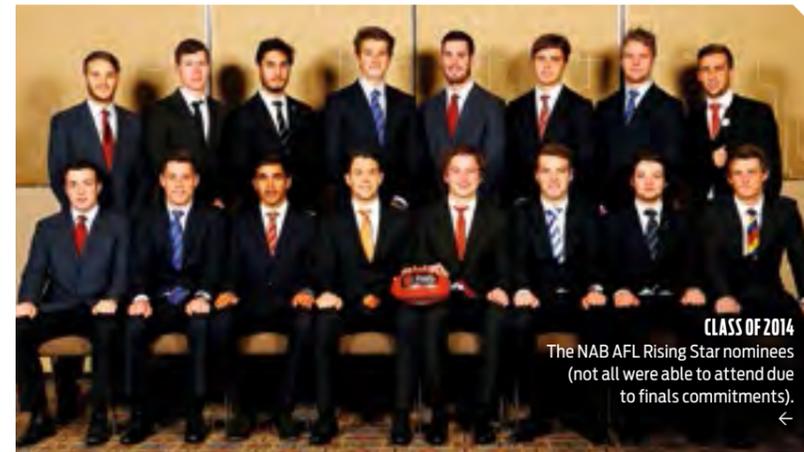
POCKET ROCKET
NAB AFL Rising Star winner Lewis Taylor was a revelation for the Brisbane Lions. 7

NAB AFL RISING STAR AWARD



The 2014 NAB AFL Rising Star award was won by Lewis Taylor from the Brisbane Lions. Taylor won with 39 votes, one ahead of the Western Bulldogs' Marcus Bontempelli in the closest Rising Star count since the award's inception in 1993.

Taylor was presented with the Ron Evans Medal, a \$20,000 NAB Private Wealth investment portfolio and access to a dedicated personal banker, courtesy of the National Australia Bank.



CLASS OF 2014
The NAB AFL Rising Star nominees (not all were able to attend due to finals commitments). ←



CLOSE CALL
Guests enjoyed the closest count in the award's history. →

2014 NAB AFL RISING STAR NOMINEES

RD	PLAYER	CLUB	VOTES
1	Luke Dunstan	St Kilda	5
2	Dylan Buckley	Carlton	
3	Josh Kelly	GWS Giants	1
4	Luke McDonald	North Melbourne	32
5	Matt Crouch	Adelaide Crows	
6	James Aish	Brisbane Lions	19
7	Tom Langdon	Collingwood	5
8	Jarman Impney	Port Adelaide	1
9	Lewis Taylor	Brisbane Lions	39
10	Kade Kolodjashnij	Gold Coast Suns	7
11	Zach Merrett	Essendon	
12	Joe Daniher	Essendon	
13	Marcus Bontempelli	Western Bulldogs	38
14	Jack Billings	St Kilda	
15	Harry Cunningham	Sydney Swans	3
16	Troy Menzel	Carlton	
17	Nathan Hrovat	Western Bulldogs	
18	Jonathon Patton	GWS Giants	
19	Darcy Gardiner	Brisbane Lions	
20	Jake Stringer	Western Bulldogs	
21	Jake Lloyd	Sydney Swans	
22	Matt Taberner	Fremantle	
23	Jack Martin	Gold Coast Suns	

NAB AFL RISING STARS PROGRAM



The NAB AFL Rising Stars program identifies and recognises young players providing a pathway. It comprises the following elements:

- NAB AFL Rising Star
- NAB AFL Draft
- NAB AFL Combine
- NAB AFL Under-18 Championships
- NAB AFL Academy
- NAB AFL Under-16 Championships



POPULAR WINNER
The Brisbane Lions' Lewis Taylor with the Ron Evans Medal. ←

Taylor won with 39 votes ... in the closest count since the award's inception in 1993

NAB AFL DRAFT

The 2014 NAB AFL Draft was held at the Gold Coast Convention and Exhibition Centre on November 27. The event was broadcast by Fox Sports, ABC Radio, 1116 SEN and FIVEaa.

Media activity throughout the week at Gold Coast attractions such as Wet'n'Wild, the Currumbin Wildlife Sanctuary and Sea World supported the event.

Victorian Paddy McCartin was the first selection. He was recruited by St Kilda from the Geelong Falcons and the St Joseph's Football Clubs.

STANDING TALL

Key forward Paddy McCartin was taken by the Saints with the No. 1 pick.



2014 NAB AFL DRAFT (FIRST ROUND)

NO.	PLAYER	LEAGUE	CLUBS	SELECTED BY
1	Paddy McCartin	TAC Cup	Geelong Falcons/St Joseph's	St Kilda
2	Christian Petracca	TAC Cup	Eastern Ranges/Beverley Hills	Melbourne
3	Angus Brayshaw	TAC Cup	Sandringham Dragons/Hampton	Melbourne
4	Jarrod Pickett	WAFL	South Fremantle/Jandakot	GWS Giants
5	Jordan De Goey	TAC Cup	Oakleigh Chargers/St Kevin's	Collingwood
6	Caleb Marchbank	TAC Cup	Murray Bushrangers/Eastern Ranges	GWS Giants
7	Paul Ahern	TAC Cup	Calder Cannons/Keilor	GWS Giants
8	Peter Wright	TAC Cup	Calder Cannons/Moonee Valley	Gold Coast Suns
9	Darcy Moore	TAC Cup	Oakleigh Chargers/Kew Comets	Collingwood
10	Nakia Cockatoo	NEAFL	NT Thunder/Southern Districts	Geelong
11	Liam Duggan	TAC Cup	Western Jets/Bacchus Marsh	West Coast
12	Corey Ellis	TAC Cup	Western Jets/PEGS	Richmond
13	Lachie Weller	AFLQ	Southport/Broadbeach	Fremantle
14	Jake Lever	TAC Cup	Calder Cannons/Romsey	Adelaide
15	Jarrod Garlett	WAFL	South Fremantle/Jandakot	Gold Coast
16	Sam Durdin	SANFL	West Adelaide/East Murray	North Melbourne
17	Kyle Langford	TAC Cup	Northern Knights/Macleod/Ivanhoe Grammar	Essendon
18	Isaac Heeney	TAC Cup	Cardiff/NSW-ACT RAMS/Swans Academy	Sydney Swans
19	Blaine Boekhorst	WAFL	Swan Districts/Port Hedland Rovers	Carlton
20	Jayden Laverde	TAC Cup	Western Jets/PEGS	Essendon
21	Hugh Goddard	TAC Cup	Geelong Falcons/Geelong Amateurs	St Kilda

2014 NAB AFL DRAFTS: WHERE PLAYERS CAME FROM

	PRIMARY LISTED	ROOKIE LISTED	TOTAL	%
Victoria	45	20	65	53.71 %
Western Australia	9	5	14	11.57 %
South Australia	9	6	15	12.39 %
NSW/ACT	7	2	9	7.43 %
Queensland	3	3	6	4.96 %
Northern Territory	1	1	2	1.65 %
Tasmania	2	0	2	1.65 %
International	0	6	6	4.96 %
Other sports	0	2	2	1.65 %
Total	76	45	121	



Victorian Paddy McCartin was the first selection. He was recruited by St Kilda from the Geelong Falcons and the St Joseph's Football Clubs

NAB AFL ACADEMY

The final AIS-AFL Academy intake completed the program in July and a restructured NAB AFL Academy program started.

The program continues over two levels, each including three camps and an international tour over a 12-month period.

The Level Two squad competed for the AFL Chairman's Cup against Collingwood's VFL team in a curtain-raiser to the round three Hawthorn v Fremantle match at the MCG. Angus Brayshaw won the MCC President's Medal.

The 17th intake toured Europe in April for the fourth time, playing a match against the European Legion at Harrow School in London.

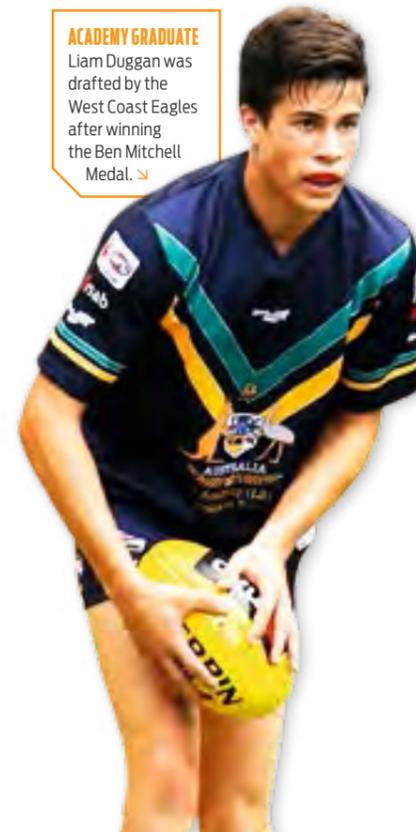
The Level One squad, coached by AFL Engagement & Talent Coordinator Chris Johnson, toured New Zealand in January and played a match against the New Zealand Hawks at Westpac Stadium in Wellington.

Liam Duggan was awarded the Ben Mitchell Medal in Level Two, while Josh Dunkley was awarded the Cameron Ling Medal in Level One.

Brad Johnson performed the Level Two High Performance Coaching role while Matthew Lloyd, Glen Jakovich and Brad Ottens continued as assistant coaches/mentors under the direction of AFL Academies Development Manager Michael Ablett.

ACADEMY GRADUATE

Liam Duggan was drafted by the West Coast Eagles after winning the Ben Mitchell Medal. →



A STEP AHEAD

Vic Metro's Christian Petracca shows the class that earned him the Larke Medal. →



TRUE BLUES

New South Wales clinched the Division Two title at the NAB AFL Under-16 Championships. →

NAB AFL UNDER-18 CHAMPIONSHIPS

The 2014 NAB AFL Under-18 Championships were played in Adelaide, Geelong, Perth, Sydney and Melbourne from May 18 to July 3.

The format was new in 2014 with Division One playing a six-round home and away series.

South Australia retained the Division One title and NSW/ACT won Division Two.

Vic Metro's Christian Petracca won the Larke Medal, Division One best and fairest, and NSW/ACT's Isaac Heeney won the Harrison Medal, Division Two best and fairest.

NAB AFL UNDER-16 CHAMPIONSHIPS

The 2014 NAB AFL Under-16 Championships were held on the Gold Coast from July 4-12.

South Australia won Division One, NSW/ACT won Division Two and Western Australia North-West won Division Three.

The Division One Kevin Sheehan medallist was Western Australia's Sam Petrevski-Seton, the Division Two Alan McLean medallist was Queensland's Brad Scheer and the Division Three Mark Browning medallist was the World XVIII's Tarir Bayok.

NAB AFL DRAFT COMBINE

The 2014 NAB AFL Draft Combine was held at Etihad Stadium in Melbourne from Tuesday, September 30, to Friday, October 3. The best young players from throughout the country gathered for testing and interviews with club staff. International players were again part of the testing, with two Irishmen signed as international rookies – Conor McKenna was signed to Essendon and Paddy Brophy was signed to the West Coast Eagles.

State Combines were conducted in Melbourne, Hobart, Adelaide and Perth.

INTERNATIONAL COMBINES

International Combines were conducted in Wellington, Los Angeles and Dublin. AFL club recruiting staff attended each Combine. Four players were invited to attend the 2014 NAB AFL Draft Combine in Melbourne in October.

INTERNATIONAL PLAYERS ON AFL LISTS IN 2014

CLUB	PLAYER	COUNTRY
Primary List		
Brisbane Lions	Pearce Hanley	Ireland
Carlton	Zach Tuohy	Ireland
Collingwood	Martin Clarke	Ireland
Sydney	Tommy Walsh	Ireland
Sydney	Mike Pyke	Canada
International Rookies		
Carlton	Ciaran Byrne	Ireland
Carlton	Ciaran Sheehan	Ireland
Collingwood	Caolan Mooney	Ireland
North Melbourne	Eric Wallace	USA
Sydney	Patrick Mitchell	USA
St Kilda	Jason Holmes	USA
Port Adelaide	Daniel Flynn	Ireland
International Scholarship now Rookies – Contracted		
Hawthorn	Kurt Heatherley	NZ
Hawthorn	Shem-Kalvin Tatupu	NZ



The best young players from throughout the country gathered for testing



BEST FOOT FORWARD
Draft hopefuls go through their paces at the 2014 Draft Combine at Etihad Stadium.



It was pleasing to see another six mature-age players from the Foxtel Cup added to AFL lists in the off-season

BEST OF THE REST

VFL club Williamstown defeated WAFL team West Perth in the final of the Foxtel Cup.



SECOND-TIER COMPETITIONS

FOXTEL CUP

The fourth season of the Foxtel Cup was held in 2014. The competition aims to showcase emerging talent, to find the best state league team and for clubs to gain national exposure.

The concept supports the AFL's development objective to enhance second-tier competitions around Australia.

Matches continued to be played on Tuesday nights and prizemoney of \$100,000 was on offer for the winner. There were eight teams involved in the seven-match knockout format.

Matches were played in three states and territories around the country, at five different AFL venues.

The competition included two teams from the VFL, SANFL and WAFL, plus one from the TSL and NEAFL.

All matches were again shown live on Fox Footy Channel.

The opportunity to travel interstate for state league clubs was again embraced and provided players the unique opportunity to experience what it's like to be an AFL professional player.

It was pleasing to see another six mature-age players from the Foxtel Cup added to AFL lists in the off-season, taking the overall total to 31 draftees in four seasons.

The competition culminated in the Grand Final between Williamstown and West Perth at Simonds Stadium. Williamstown put on an outstanding display to run out a comfortable winner by 63 points.

This is the second time Williamstown has won the competition after taking out the title in 2011.

NORTH EAST AUSTRALIAN FOOTBALL LEAGUE

The North East Australian Football League (NEAFL) competition was introduced to improve the standard and profile of second-tier football across the Australian Capital Territory, New South Wales, Queensland and the Northern Territory.

In 2014 – the fourth year of the competition – there were 14 teams in the NEAFL. There were 10 state league teams and four AFL reserves teams in the competition. For the first time the NEAFL had one ladder and one finals series, after having two conferences in the previous seasons.

Some of the key features/highlights of 2014 included:

- 15 players drafted including five mature-age players.
- Major upgrades to facilities at three different club venues.
- Introduction of live Champion Data statistics at 50 per cent of matches.
- Four umpires added to the AFL list.
- Two matches live streamed per round.
- Continued improvement of player education programs.
- 126 home and away matches, plus five finals including:
 - 21 matches as curtain-raisers to AFL matches.
 - Four matches in regional areas.

The season culminated in an exciting finals series. The NEAFL Grand Final between the Apsley Hornets and the Sydney Swans reserves was an enthralling match all day and was played in front of a strong crowd at Graham Road, Apsley. The Swans went into the final term with a 31-point lead. However, the determined Hornets stormed home with a goal on the siren to win by two points.





UMPIRING DEVELOPMENT

Umpiring development has broken significant new ground in 2014 as the National Umpiring Plan continues.

Initiatives are underway to help grow umpiring numbers in line with participation growth and will continue with community umpiring groups in early 2015.

FEMALE FIELD UMPIRE PATHWAY

In September, AFL National Director of Umpiring Wayne Campbell announced the establishment of the inaugural AFL Female Field Umpire Pathway with the aim of a female AFL field umpire within five years. South Australian teacher Eleni Glouftsis and Victorian student Lucinda Lopes were announced as the first recipients of a scholarship that will fast-track their development towards umpiring AFL football. The scholarship includes the provision of a pathway coach – former AFL Grand Final umpire Stephen McBurney – and resources to enhance their learning and development. They will also train with the AFL umpires, undertake AFL match-day experiences and continue their umpiring development with the Victorian Football League.

FAST-TRACKED

Promising young field umpires
Lucinda Lopes and
Eleni Glouftsis.



NATIONAL TALENT IDENTIFICATION SCHEME

The AFL Umpiring Department overhauled the process that field umpires are promoted to the AFL Panel in 2014. National Umpiring Development Manager Adam Davis created the National Talent Identification Scheme following a review of the existing talent identification program and consultation with key stakeholders.

The scheme saw the introduction of a National Talent Pool and the appointment of a National Talent Identification Manager. Former AFL umpire Tim Shearer was appointed to the role and undertook multiple scouting of talent pool umpires throughout the season. At the end of the season, Shearer selected six umpires to attend the inaugural Umpires' Combine. Modelled on the successful NAB AFL Draft Combine, the Umpires' Combine was held at Etihad Stadium in conjunction with the players. The umpires were tested in a number of key areas with their results being considered along with their season performances to select which young umpires would be promoted to the 2015 AFL Panel.



The scheme saw the introduction of a National Talent Pool

NATIONAL CHAMPIONSHIPS

For the first time, the AFL Umpiring Department managed the umpiring component of the National Youth Girls Championships in Canberra. It was also the first time these championships were added to the umpiring talent pathway and, as a result, six male and three female young umpires were selected.

The NAB AFL Under-18 Championships were played over six home and away rounds and a panel of 12 field umpires from the National Talent Pool were selected to officiate alongside talented state league boundary and goal umpires. The field umpires were flown to officiate in matches interstate to assist with their potential transition to the AFL Panel where interstate travel is frequent.

The NAB AFL Under-16 Championships were held on the Gold Coast in July.

The AFL Umpiring Department took the biggest umpiring team to these championships with 12 field umpires, 12 boundary umpires and eight goal umpires. Key AFL umpiring personnel supported the umpires to demonstrate the importance of the umpiring talent pathway. Like players, it is important to offer opportunities for talented umpires to be exposed to elite competitions.

UMPIRING ROADSHOWS

The success of the regional umpiring roadshows continued in 2014 with AFL umpires undertaking promotional appearances in towns across the length and breadth of Australia. There were 12 roadshows in locations including Byron Bay, Alice Springs, Coffs Harbour and Albany. AFL umpires attended schools and community groups and undertook media appointments to promote umpiring.



Like players, it is important to offer opportunities for talented umpires to be exposed to elite competitions

TALENT PATHWAY

A record team of young umpires officiated at the NAB AFL Under-16 Championships.

**BIG THRILL**

Young umpires lead the AFL umpires on to the ground during Community Umpiring Round. →

**ON THE BIG STAGE**

Seven first-year umpires were chosen to officiate the Auskick grid games at the 2014 Grand Final. ↑



The aim was to promote everything that is great about umpiring at grassroots level

COMMUNITY UMPIRING ROUND

Round seven of the Toyota AFL Premiership Season was designated as Community Umpiring Round. The aim of the round was to promote everything that is great about umpiring Australian Football at grassroots level. AFL umpires attended training at more than 15 umpiring groups around Australia and selected community umpires (21 field, 26 boundary and 14 goal umpires) were invited to attend AFL umpiring training in Melbourne where AFL umpires head coach Hayden Kennedy put them through their paces. AFL umpires were interviewed on television and radio, specifically about their pathway from community to elite-level umpiring. The highlight of the week was when 36 young umpires were invited to lead the AFL umpiring teams on to the ground in the nine matches during the round. The young umpires also held the ball aloft to sound the siren and were keen participants in the coin toss.

AFL PLAYGROUND

Umpiring joined the fun activities at the AFL Playground outside the MCG and Etihad Stadium. Kids participated in the bounce and throw-in drills and were especially keen to come back each week and improve their results. This initiative was part of the AFL Umpiring Department's push to have umpiring recognised as a part of the game.

OTHER HIGHLIGHTS

1. Ten young umpires were selected to officiate in the Toyota AFL Grand Final curtain-raiser match between the Australia under-17 and the Allies under-18 teams.
2. Seven first-year umpires were chosen to be part of the Green Shirt Toyota AFL Grand Final Experience. The umpires marched in the Grand Final Parade and umpired the Auskick grid games at half-time of the Grand Final.
3. Three talented field umpires – Matt Clarke, Tim Carlos and Patrick Lally – graduated from the Australian Sports Commission's National Officiating Scholarships.

COMMERCIAL OPERATIONS

Barren Birch
GENERAL MANAGER

**CROWD PLEASER**

The redeveloped Adelaide Oval and stars such as Rory Sloane helped the Crows attract an average of 48,046 fans to home games. ←

COMMERCIAL OPERATIONS

Once again the AFL recorded strong commercial growth, highlighted by an extension of Toyota's agreement and record club membership.

DARREN BIRCH
GENERAL MANAGER

In 2014, the AFL recorded substantial growth via the continued development of commercial and corporate partnerships.

Importantly, we were delighted when Toyota announced in March that it had agreed to extend its agreement with the AFL as our Premier Partner until the end of the 2016 Toyota AFL Premiership Season.

Our partnership with Toyota includes the Toyota AFL Premiership Season, Toyota AFL Finals Series, Toyota AFL Grand Final Parade and Toyota AFL Grand Final.

While maintaining a number of existing corporate partnerships, the AFL also welcomed a number of new top-tier national and international commercial organisations to its stable of partners throughout 2014.

AFL clubs set a record for the total number of club members for the 14th consecutive season in 2014, while overall attendance increased on a yearly basis. New fans and commercial partners were attracted to the game via a range of sought-after events and fan-focused initiatives across the season.

CORPORATE PARTNERS

In 2014, the AFL continued to enjoy strong links with a number of commercial partners representing various domestic and international companies.

A range of prominent new partners joined the AFL in 2014, including Gatorade, Tupperware, Accor Hotels, Mars, 13CABS, GIO, GMHBA and Obela.

The AFL would like to acknowledge the generous support of these corporate partners in 2014 (see table opposite).

→



MAJOR CORPORATE PARTNERS

TOYOTA MOTOR CORPORATION AUSTRALIA

The 2014 season marked Toyota Australia's 11th year as the Premier Partner of the AFL. This enduring relationship is one of the most successful in Australian sport and includes naming rights to the Toyota AFL Premiership Season, Toyota AFL Finals Series, Toyota AFL Grand Final Parade and Toyota AFL Grand Final.

Since year one, Toyota has been committed to growing the game at every level. Through this shared passion, Toyota celebrates the past via its Legendary Moments campaign, supports modern-day champions of the game such as 2014 Australian of the Year Adam Goodes and continues to help develop the stars of tomorrow through the Toyota Good for Footy Program. →



AFL clubs set a record for the total number of club members for the 14th consecutive season in 2014

2014 CORPORATE PARTNERS



PREMIER PARTNER



MAJOR PARTNERS



OFFICIAL PARTNERS





FAREWELL
Retiring players did a lap of honour on Grand Final day in Toyota Hiluxes.

In 2014, Toyota continued to bring its AFL partnership to life across a wide array of activations and initiatives, including:

- Through the Good for Footy program, Toyota dealers donated another \$300,000 to grassroots clubs around Australia. Over the past 11 years, Toyota has raised more than \$2.6 million for community football.
- The My Legendary Moment competition returned in 2014 and challenged fans to recreate their favourite footy moments on video. The major prizewinner received a Toyota SR5 HiLux plus the ultimate Grand Final week experience. The competition continued to capture the imagination of fans right around Australia with some unforgettable entries.
- The Toyota AFL Grand Final Parade was again a huge success in 2014, with My Legendary Moments competition winners given the opportunity to ride in the back of their own HiLux, along with Toyota ambassadors Stephen Curry and Dave Lawson.

- Toyota's My Legendary Moments campaign culminated at the MCG on Grand Final day. Fans at the ground, in addition to seven network television audience nation-wide, watched on as the competition winners completed a lap of honour around the MCG while their video was displayed on the big screens.
- The Ponsford Stand at the MCG on Grand Final day was transformed into the Unbreakable Hilux Legends Stage with exclusive seating for the My Legendary Moment winners and American recording artists the Madden brothers.
- The Toyota Oh What a Feeling live site at Federation Square was again very successful, attracting thousands of fans through vehicle displays, player appearances, radio broadcast crosses and a live concert featuring the Madden Brothers.

- Toyota teamed up with ambassador Adam Goodes during the AFL Indigenous Round to auction his 2013 Toyota Prius. The initiative raised \$27,000 for the Goodes O'Loughlin Foundation, with more than 200 bids received.
- Toyota raised awareness of Planet Ark's National Tree Day by creating a series of 'human trees' that roamed the MCG during the round 18 clash between Hawthorn and the Sydney Swans on July 26, encouraging fans to embrace a tree for National Tree Day.
- Toyota activated the #carsthatfeel campaign on the MCG concourse and, through innovative use of sound, light and colour animations, allowed fans to connect with cars with their own individual personalities.
- Toyota dealers gave fans the chance to bid farewell to the game's greats with a retiring Legends Lap of Honour around rural Victoria in Toyota Hilux vehicles. The players visited 28 communities in Toyota Hiluxes, with over 3500 fans in attendance.



DRIVING FORCE
Jordan Lewis fires off a handball in Hawthorn's emphatic win over Sydney in the Toyota AFL Grand Final.

CARLTON UNITED BREWERIES

In 2014, Carlton Draught celebrated the 150th anniversary of the brand and utilised a number of AFL channels to promote this important milestone. The Carlton Draught Amber Jubilee campaign was showcased through the *AFL Record*, in stadium, across television commercials and various digital and mobile AFL platforms.

To celebrate the 150-year mark, CUB created the Carlton Draught Front Bar in Yarra Park outside the MCG on AFL Grand Final day. The bar was open to 1500 lucky competition winners who won their entry to the front bar via Triple M and other digital channels including *AFL.com.au*. Guests at the Carlton Draught Front Bar enjoyed pre-match entertainment and took in all the action of the game via a series of big screens while hearing the roar of the crowd live from the MCG.

CUB also utilised a number of Finals Series events to assist in the launch of the new Crown Lager product, Crown Golden Ale, including key activities

across the Brownlow Medal count, the Brownlow After Party and the Virgin Australia All-Australian Awards.

The responsible consumption messaging in 2014 moved away from the brand-led Carlton Draught Substitute property towards an industry-wide, company-led responsible consumption message, which launched in September 2014. The new Drinkwise campaign, titled 'You will never miss a moment if you drinkwise', was supported by the AFL during the AFL Finals Series.

The AFL and CUB will continue to work together to drive greater awareness of the key CUB brands and to grow the key activities of 2014.

 The AFL and CUB will continue to work together to drive greater awareness of the key CUB brands

COCA-COLA

A significant change to the AFL/Coca-Cola partnership in 2014 saw Coca-Cola shift from exclusivity across the entire beverage category to the carbonated beverage category only, as the official soft drink partner of the AFL.

As part of the new partnership, Coca-Cola worked closely with the AFL to utilise and maximise available assets throughout the 2014 season. This included digital media opportunities, ticketing and hospitality, promotions and money-can't-buy experiences with a particular focus on the AFL Finals Series. Coke Rewards members were also provided with the opportunity to walk on to the MCG on Grand Final Day to watch the teams warm up. Coca-Cola Amatil (Victoria) also held a highly successful boardroom lunch with its senior leadership team and members of the AFL Executive.

The entire AFL community is grateful for the ongoing support of Coca-Cola South Pacific and Coca-Cola Amatil as highly valued corporate partners. →



HAVING A BALL
NAB again supported many programs in 2014, including Auskick.

TIPS FROM THE TOP

NAB AFL Auskicker of the Year Lochie Sunderland with Joel Selwood.
←



The NAB AFL Auskick Free-Kick program, a national referral program in conjunction with a third party – Nexus Partners – was also introduced in 2014. For every home, personal or business loan taken out by parents referred through their NAB AFL Auskick centre, the centre will receive a financial contribution via Nexus Partners. Community support was further provided by NAB through the NAB AFL Auskick Volunteer of the Year program – recognising volunteer excellence – and the NAB AFL Auskick Local Fund, with more than \$90,000 provided to Auskick centres across the country.

In the closest NAB Rising Star count on record, one vote separated Brisbane Lions midfielder Lewis Taylor and Western Bulldogs forward Marcus Bontempelli as the 2014 NAB AFL Rising Star Award winner. This award recognises the game's best young talent at the elite level. Each NAB Rising Star nominee again benefited from the NAB Club Recognition Award, with NAB providing more than \$65,000 in cash and resources across the 22 nominees' junior clubs.

Following on from a successful NAB AFL Draft Combine held at Etihad Stadium in Melbourne, the Gold Coast Conference and Convention Centre hosted the NAB AFL Draft for the fourth time in five years in 2014, with St Kilda selecting Geelong Falcons key forward Paddy McCartin as the No. 1 draft pick. The event was broadcast live on Fox Footy, with 103,109 football fans tuning in to watch the broadcast.

NAB continued to 'footify' Australia via its 2014 Footify Fansplant campaign. Footify Fansplant saw NAB identify five diehard sports fans from around the world and pair them up with five Australian families who are devoted AFL football fans. NAB developed a raft of humorous and engaging content pieces and these were released progressively throughout the AFL season across all media platforms. →



NATIONAL AUSTRALIA BANK

The 2014 season saw the introduction of a new-look pre-season competition, the NAB Challenge. The tournament saw AFL clubs play 18 games in 18 days with \$18 ticket prices. The game's biggest names and brightest young stars played in non-traditional venues that don't regularly host AFL football during the premiership season. These venues, many of them regional, included Blacktown (NSW), Joondalup (WA), North Ballarat (Vic), Richmond Oval (SA), TIO Traeger Park, Alice Springs (NT), Townsville (Qld), Wagga Wagga (NSW) and Wangaratta (Vic). Total attendance for the NAB Challenge was 135,564, with the average attendance of 7531 people a match.

The total TV cumulative audience was 1,863,707, with an average audience of 103,539 a match. NAB conducted NAB business breakfasts at most games, with the local banking community networking with the local football and business community. AFL players visited NAB branches to interact with customers and fans while NAB AFL Auskick customer clinics engaged younger fans around the country. The NAB Supergoal initiative returned in 2014, with 26 kicked across the pre-season competition. As a result, NAB donated \$13,000 worth of Sherrins to AFL players' junior football clubs.

In 2014, the AFL, in conjunction with NAB, officially launched the 2014 NAB AFL Rising Stars program. The Gold Coast played host for the launch with the NAB AFL Under-16 Championships being held in that region for the first time. This saw every element of the Rising Stars program brought together, with a player representing each stage of the NAB-sponsored pathway of NAB AFL Under-16 Championships, NAB AFL Under-18 Championships, NAB AFL Academy, NAB AFL Combine, NAB AFL Draft and NAB AFL Rising Star Program.

With NAB's partnership and support, the 2014 NAB AFL Auskick program was launched on the Seven Network's flagship program *Sunrise* and watched by an estimated 527,000 viewers. Live crosses featured local NAB AFL Auskickers, AFL stars Dylan Shiel and Kurt Tippett and AFL mascots as well as *Sunrise* presenters who took part in the Auskick activities.

Auskick experienced a 3.5 per cent increase in participation in 2014, with 178,552 children taking part in the program. More than 12,920 entries were recorded in the NAB AFL Auskicker of the Year competition, with Lochie Sunderland from NSW crowned the 2014 NAB AFL Auskicker of the Year.

Lochie was awarded \$5000 in a NAB junior saver account, in addition to having Geelong captain Joel Selwood as his mentor for the next 12 months.

**SUPER SPRAY**

Players often had other uses for Gatorade, mainly after a win. ↗

GATORADE

Gatorade and the AFL launched a new three-year partnership in 2014 in the sports hydration beverage category. The partnership took effect league-wide in January and all 18 AFL clubs were equipped at the start of the pre-season with Gatorade hydration equipment and products to ensure the clubs trained at their optimal performance during the important pre-season period.

The Gatorade Match Day Moments program ran throughout the year and encouraged and rewarded clubs for correct utilisation of Gatorade equipment and products in match-day and training environments.

In addition to the strong branding via the use of equipment on the field of play in 2014, Gatorade also secured signage rights for interchange benches at Etihad Stadium, Adelaide Oval, the Gabba, Metricon Stadium, the SCG, Spotless Stadium, Simonds Stadium and Patersons Stadium.

Three Gatorade ambassadors – Gary Ablett, Scott Pendlebury and

Tom Boyd – were engaged to drive the promotion of the partnership and provide links to teams within the three key states of Victoria, Queensland and New South Wales. Ablett and Pendlebury were also hosted during the pre-season at the Gatorade Sports Science Institute (GSSI) in Florida where the players gained access to the facilities and best sports science testing in the world. Gatorade also utilised footage and imagery of their ambassadors for use on pack, in promotions and in television commercials.

Throughout 2014, Gatorade ran a number of promotions via its key customer channels to drive volume and promote awareness of the official partnership with the AFL. The main marketing campaign in 2014 focused on ‘fuelling the future’ AFL stars, which included a television commercial featuring upcoming AFL players from the NAB AFL Academy program, as well as Ablett and Pendlebury.

All 18 AFL clubs provided Gatorade with a number of player appearances and written testimonials regarding their experience with Gatorade in the first year of the partnership.

**VIRGIN AUSTRALIA**

The partnership between the AFL and Virgin Australia – the AFL’s official airline since 2011 – continued to grow in 2014.

Virgin Australia successfully leveraged the partnership with the Virgin Australia Film Festival and the Premiership Cup Tour along with its naming rights properties including the AFL Grand Final Half-Time Show, the Grand Final post-match Premiership Party, the Grand Final Party, the All-Australian Awards and the 2014 International Rules Series.

After a hugely successful debut in 2013, the Virgin Australia Grand Final Party was back again in 2014 with more than 600 guests coming together at one of Melbourne’s most luxurious locations, Ms Collins, just days before the AFL’s showcase event of the season. Stars of the AFL, along with a number of celebrities from the world of entertainment and sport, including Olympian Usain Bolt, were just some of the guests who enjoyed this year’s theme of a world of possibilities, with guests treated to world-class international cuisine and entertainment from Australian group Sneaky Sound System.

The match was an outstanding success, with Australia winning the one-off Test against Ireland by 10 points

Virgin Australia partnered for the first time with the All-Australian Awards in 2014. The All-Australian Awards were attended by 300 VIP guests and provided Virgin Australia with a great platform for brand integration with a dedicated hub on AFL.com.au and the ‘Select your team’ competition attracting more than 12,000 registrants.

The All-Australian awards also received strong broadcast, PR and social media coverage in the lead-up to and during the event. The 45-minute pre-event television program on Fox Footy attracted a national average audience of 156,206. Fox Footy’s daily program, *AFL 360*, broadcast live from the All-Australian event, attracting a national average audience of 88,100, while *On the Couch*, also broadcast live, attracted a national average audience of 104,690. The gross cumulative national audience for all three programs broadcast from the event was 348,996.

This year saw Virgin Australia become the naming rights partner for the 2014 Virgin Australia International Rules match, which was played in front of 38,262 people at Perth’s Patersons Stadium on November 22.

The match was an outstanding success, with Australia winning the one-off Test against Ireland by 10 points. The Australian team, made up exclusively of past and present All-Australian players, was undoubtedly one of the best groups of players to represent Australia at an International Rules match. The match attracted a national audience of 670,576 on the Seven Network – 493,498 in the metro markets and 177,078 regionally – to become the best audience of any International Rules match since 2005.

The AFL’s innovative Any Game, Anywhere travel platform, which provides AFL fans with tailored packages for Virgin Australia airfares, match tickets and accommodation, continued to enjoy sustained growth in 2014. Across the year, there was a focus on building the profile and enhancing the product to ensure commercial growth from 2013. Along with building on the Any Game Anywhere database of 50,000-plus subscribers, four sales conversion campaigns were conducted throughout the season, including a fixture launch, free tickets, an end-of-financial year promotion and a finals campaign. The 2014 campaigns utilised club and AFL databases, reaching more than 600,000 AFL supporters and delivering more than \$1.635 million in sales. →

**STARS ON SHOW**

Sir Tom Jones and Ed Sheeran were the headline entertainment acts before and after the 2014 Grand Final. ↑

EVENTS AND HOSPITALITY

MATCH-DAY FUNCTIONS

Throughout the 2014 Toyota AFL Finals Series and 2014 AFL Grand Final, more than 3900 guests were entertained at official functions at the MCG, Patersons Stadium, Adelaide Oval and ANZ Stadium. His Excellency General The Hon Sir Peter Cosgrove, Governor-General of Australia, His Excellency The Hon Alex Chernov, Governor of Victoria, The Hon Julie Bishop, Minister for Foreign Affairs, AFL Legends Bob Skilton, Ron Barassi, Kevin Bartlett, Kevin Murray, John Nicholls, Peter Hudson and Leigh Matthews, sprinting world record-holder Usain Bolt, NFL player Terrell Owens and actor Chris Hemsworth were among the guests who attended the 2014 Grand Final Day Official Function.

MAJOR EVENTS

Major events during 2014 included the Toyota AFL Premiership Season Launch held at the newly developed Adelaide Oval, the Australian Hall of Fame induction dinner and the Women's Industry lunch, which continues to grow and highlight inspiring women in the AFL industry. Other key events included the International Cup, which sees teams from around the world gather in Melbourne for a tournament every three years, the NAB AFL Rising Star Awards lunch, the Virgin Australia AFL All-Australian awards, the Brownlow Medal count, Virgin Australia International Rules team dinners and the NAB AFL Draft held on the Gold Coast.

GRAND FINAL WEEK EVENTS

The Toyota AFL Grand Final Week Live Site at Federation Square attracted more than 225,000 fans from Monday through to Friday ahead of the AFL Grand Final.

Football supporters were treated to a range of activities, with AFL corporate and broadcast partner activations including virtual kicking simulators, skill tests, the AFL Playground, a Brownlow Medal fashion parade, a live performance by international stars the Madden Brothers, outside media broadcasts, Grand Final



KEY EVENT
The 2014 Women's Industry lunch was another outstanding success.
→

ticket giveaways, the AFL Media social hub and numerous appearances by current and past players.

The Toyota AFL Grand Final Parade attracted 110,000 people to the streets of Melbourne, where fans enjoyed the electric atmosphere in perfect weather conditions. The event provided an opportunity for Sydney and Hawthorn fans to see their favourite players and to show their support on the eve of the Grand Final.

The AFL's September Club hosted 1700 corporate guests on Grand Final day in an exclusive 'village' on the steps of the MCG outside Gate 6. Guests enjoyed a full day of entertainment, including pre-match hospitality, tickets to the game and post-match hospitality and entertainment.

Centre Square in Birrarung Marr hosted 1500 guests for an exclusive Foxtel customer party on the Thursday night of Grand Final week. The facility then held 2000 guests on the Friday evening preceding the Grand Final. Grand Final day saw 2250 guests hosted pre-match and 2800 guests on hand for a post-match party that included entertainment from The Good Times Band, featuring Russell Morris, Leo Sayer, Vika and Linda Bull, Joe Camilleri and Richard Clapton.

The 2014 Toyota AFL Grand Final entertainment saw Sir Tom Jones and Ed Sheeran perform at the Virgin Australia Pre-Game Show, along with a performance of the classic *Up There Cazaly* by crowd favourite Mike Brady and Olivia Newton-John performing the national anthem. The Virgin Australia Premiership Party saw Sir Tom Jones and Ed Sheeran perform again to a crowd of more than 20,000 fans as part of a free concert and presentation of the Hawthorn premiership team in the middle of the MCG.

AFL PREMIERSHIP CLUB

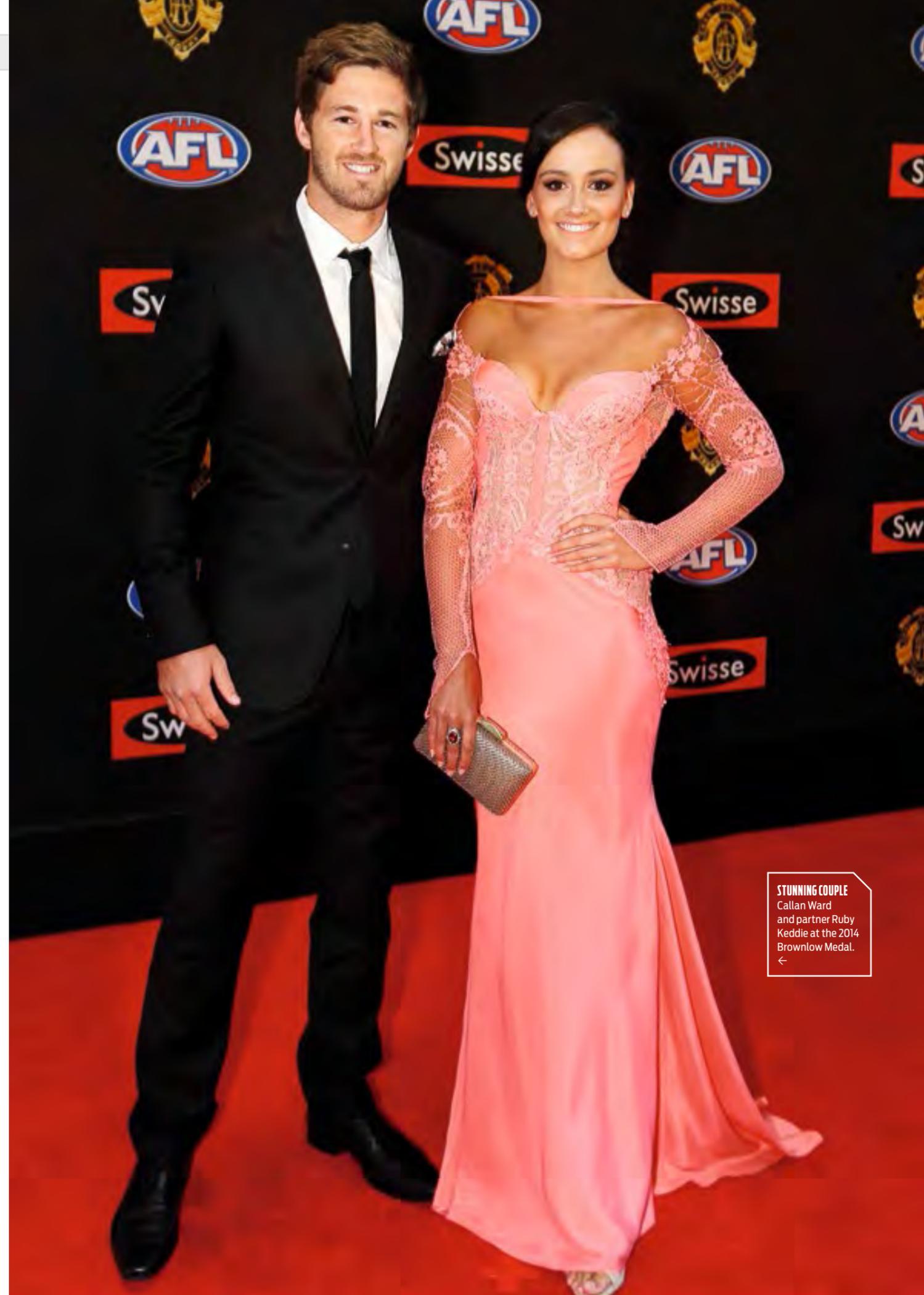
The AFL's premium corporate membership program now boasts close to 750 members. Members of the Premiership Club cover a diverse range of industries and receive access to premium seating at AFL games at the MCG and Etihad Stadium, along with access to first-class dining and bar facilities at both venues. In 2014, the Premiership Club became the AFL's primary match-day offering, welcoming the AFL's corporate partners and key stakeholders into the function space. This program continues to reach record levels of growth with members ranging from individuals to small and medium enterprises to large multinationals that value the importance of delivering a match-day experience like no other.

AFL EVENT OFFICE

The AFL Event Office is the official Grand Final package destination for fans, providing access to a range of AFL events and ticket options that deliver the ultimate experience for the last Saturday in September. 2014 saw another strong year for the Event Office as it continues to play its role as the No. 1 channel for football fans to attend the biggest day on the football calendar.

ANY GAME ANYWHERE

In 2014, the AFL and Virgin Australia's Any Game Anywhere travel program went from strength to strength, with more than 50 per cent growth in the number of travellers using this channel to attend AFL matches. More than 2600 fans travelled across the country with Any Game Anywhere to watch their team, with the newly redeveloped Adelaide Oval a popular destination for football followers. →



STUNNING COUPLE
Callan Ward and partner Ruby Keddie at the 2014 Brownlow Medal.
←



POPULAR VENUE

Attendances increased by 12.9 per cent at the SCG in 2014. →

ATTENDANCES

The 2014 Toyota AFL Premiership season saw 6,402,010 spectators attend the 198 matches, which represented a 0.5 per cent increase compared with the previous year's mark for the premiership season.

This overall growth was largely due to the stunning success of the newly developed Adelaide Oval. Fans of both Adelaide clubs, and indeed from around the country, supported the AFL's newest venue in record numbers throughout 2014. Adelaide Oval averaged 46,205 attendees a match, second only to the MCG's average of 46,928.

Two New South Wales venues also enjoyed attendance growth in 2014 – the SCG (12.9 per cent increase) and Spotless Stadium (32.6 per cent) – while the Gold Coast Suns' home venue Metricon Stadium (15.7 per cent) also recorded a year-on-year increase. The Suns' round 16 home game against Collingwood achieved a record attendance of 24,032, surpassing their previous highest attendance of 23,302, also against Collingwood in the club's inaugural season of 2011.

Attendances declined at all three Victorian venues in 2014 – MCG (-10.0 per cent), Etihad Stadium (-7.5 per cent), Simonds Stadium (-5.2 per cent) – which stymied some of the broader growth recorded in other states around the country.

The 2014 premiership season saw seven rounds in excess of 300,000 attendees, equalling the second-highest benchmark set in 2013. The 2008 season remains the watermark with 11 rounds of more than 300,000 attendees.

The AFL competition continued to cement its national footprint in 2014, with matches played in every state and territory, along with the second premiership match held on foreign soil. For the second consecutive season, Wellington played host to an AFL premiership match, when St Kilda and Brisbane met in the round six Anzac Day encounter. A number of smaller-capacity venues again hosted AFL matches in 2014, including fixtures in Darwin (one match), Alice Springs (one), Cairns (one), Launceston (four), Hobart (two) and Canberra (three).

Across the nine matches of the 2014 Toyota AFL Finals Series, crowds were up 2.1 per cent on 2013, with a total attendance of 569,849. The 2014 Toyota AFL Grand Final was attended by 99,460 fans, slightly down on the 2013 Grand Final attendance of 100,007.

ATTENDANCE SUMMARY

	2014	2013	Variance	%
NAB Challenge	135,564	266,986	-131,422	-49.2%
Premiership Season	6,402,010	6,368,346	33,664	0.5%
Finals Series	569,849	558,034	11,815	2.1%
Totals	7,108,155	7,193,366	-85,211	-1.2%

Across all AFL matches – NAB Challenge, Toyota AFL Premiership Season and Toyota AFL Finals Series – crowds totalled 7,108,155.

For the second consecutive year, Port Adelaide recorded the biggest increase in home game attendances, averaging 44,364 attendees at the Adelaide Oval, compared with 26,915 the previous year at AAMI Stadium. This represented a year-on-year increase of 64.8 per cent.

Crosstown rivals the Adelaide Crows recorded the second highest rate of growth in 2014 with an increase of 42.9 per cent in home game attendances compared with 2013.

The top five clubs in terms of average attendance per home game were:

- **Adelaide** 48,046
- **Collingwood** 48,009
- **Essendon** 45,067
- **Port Adelaide** 44,364
- **Richmond** 43,196

The average attendance per round was 278,348 (32,333 per game).

ATTENDANCE BY VENUE

Venue	2014 Games	Attendance	Average	2013 Games	Attendance	Average	% Variance
AAMI Stadium	-	-	-	22	665,808	30,264	-
Adelaide Oval	22	1,016,514	46,205	-	-	-	-
ANZ Stadium	3	98,080	32,693	3	104,297	34,766	-6.0%
Aurora Stadium	4	55,299	13,825	4	52,950	13,238	4.4%
Blundstone Arena	2	21,343	10,672	2	23,488	11,744	-9.1%
Cazalys Stadium	1	9746	9746	1	11,197	11,197	-13.0%
Etihad Stadium	48	1,355,560	28,241	48	1,466,099	30,544	-7.5%
Gabba	11	217,178	19,743	11	231,909	21,083	-6.4%
MCG	45	2,111,768	46,928	45	2,346,893	52,153	-10.0%
Metricon Stadium	11	177,017	16,092	11	152,980	13,907	15.7%
Patersons Stadium	22	771,414	35,064	22	773,485	35,158	-0.3%
SCG	8	260,461	32,558	9	230,659	25,629	12.9%
Simonds Stadium	7	177,785	25,398	7	187,545	26,792	-5.2%
Spotless Stadium	8	76,868	9609	7	57,969	8281	32.6%
Startrack Oval	3	24,623	8208	3	25,056	8352	-1.7%
TIO Stadium	1	9290	9290	2	15,465	7733	-39.9%
TIO Traeger Park	1	5655	5655	-	-	-	-
Westpac Stadium	1	13,409	13,409	1	22,546	22,546	-40.5%
Totals	198	6,402,010	32,333	198	6,368,346	32,163	0.5%

HOME GAME ATTENDANCE BY CLUB

Club	2014	Average	2013	Average	% Variance
Adelaide Crows	528,808	48,046	369,740	33,613	42.9%
Brisbane Lions	217,178	19,743	231,909	21,083	-6.4%
Carlton	433,563	39,415	485,968	44,179	-10.8%
Collingwood	528,099	48,009	610,357	55,487	-13.5%
Essendon	495,741	45,067	540,673	49,152	-8.3%
Fremantle	395,238	35,931	376,926	34,266	4.9%
Geelong Cats	373,068	33,915	403,149	36,650	-7.5%
Gold Coast Suns	177,017	16,092	152,980	13,907	15.7%
GWS Giants	101,491	9,226	106,715	9,701	-4.9%
Hawthorn	402,300	36,573	422,614	38,419	-4.8%
Melbourne	282,035	25,640	239,976	21,816	17.5%
North Melbourne	268,661	24,424	301,465	27,406	-10.9%
Port Adelaide	488,066	44,364	296,068	26,915	64.8%
Richmond	475,155	43,196	559,909	50,901	-15.1%
St Kilda	256,310	23,301	318,617	28,965	-19.6%
Sydney Swans	358,541	32,595	311,266	28,297	15.2%
West Coast Eagles	376,176	34,198	396,559	36,051	-5.1%
Western Bulldogs	244,923	22,266	243,455	22,132	0.6%
Totals	6,402,010	32,333	6,368,346	32,163	0.5%

TICKETING

The AFL's ticketing strategy in 2014 sought to balance its ongoing commitment to ensuring matches remain affordable to supporters of all AFL clubs, with the base general admission ticket prices rising marginally in 2014.

2014 TOYOTA AFL PREMIERSHIP SEASON

Adult \$22 (\$2 increase on 2013)
Concession \$13 (\$1 increase)
Junior (under-15) \$3 (50c increase)
Family \$44 (\$4 increase)

Please note: Prices not inclusive of ticket agent, venue and transport fees/levies.

The AFL froze finals ticket prices in 2014. Finals Series ticket prices, including the 2014 Toyota AFL Grand Final, remained unchanged from the previous year's prices.

This was the first time in nearly 20 years that prices did not increase for the AFL's showpiece game.

In addition, the AFL maintained a revised purchase schedule for the 2014 Finals Series as well as an incentive offer across week two of the finals (first introduced in 2013). In a bid to bolster ticket sales for the second week of the finals, competing club members with a week one ticket were offered a 20 per cent discount on week two tickets. →

Finals Series ticket prices remained unchanged from the previous year's prices

CONSUMER PRODUCTS

The Consumer Products program achieved continued growth and expansion in 2014, reaching revenue uplifts of 6.5 per cent compared with 2013 figures, with key growth coming from mature categories such as on-field, gift and novelty, collectables and supporter apparel.

The on-field program trialled a number of new concepts, including player names on the back of guernseys in round five of the premiership season and an Indigenous Round guernsey for 18 clubs in round nine. The injection of these innovations into the 2014 program also provided strong retail results back to the club shops.

The launch of the new **Micro Figures** collectable program in Coles

stores nationally was a huge success, with close to two million units sold in 2014.

Additionally, trading and game card programs continued to develop following the launch of the first trading card app in Australia, which received a 4.5 star rating on iTunes and more than 30,000 downloads.

The 2014 season also saw the launch of the inaugural women's style lounge, which was held at three matches at the MCG over round 13 of the premiership season, with the key objective being to increase the awareness of women's club merchandise.

The style lounge concept was created in order to develop an aspirational and lavish environment where women and young girls could go, get pampered, enjoy some interaction with other fans, see the latest club products and relax and enjoy themselves while attending AFL matches.

The event was highly successful with more than 3000 females coming through the doors over the three-day period. →

The Consumer Products program achieved continued growth and expansion in 2014, reaching revenue uplifts of 6.5 per cent

The consumer products division also collaborated with other leading entertainment properties in 2014, including Disney's *Star Wars* franchise and Warner Bros. *Batman* and *Superman*. A series of *Star Wars* fan activations took place in round seven involving all 18 clubs, many of whom incorporated the collaboration into press conferences and pre-match entertainment, hitting an estimated audience of 52 million people across all activities.

The AFL merchandise offering at Federation Square was expanded during the 2014 Grand Final week, moving to a 10m x 10m marquee shop and allowing consumers to enter the store and experience a wide range of AFL merchandise for the first time. The new facility attracted thousands of fans in the lead-up to the Grand Final.

In collaboration with the 18 AFL clubs, *ShopAFL.com.au* was launched in 2014 – the official AFL online shopping site for fans. The site offers consumers the ability to buy products across all 18 clubs in one transaction and features key merchandise from major licensed categories, along with extended AFL product lines such as board games, trading cards and DVDs. The site delivers high-level customer service and is available on all devices including PC, mobile and tablet.



GUERNSEY INNOVATION

Port Adelaide Indigenous players Karl Amon, Jake Neade, Brendon Ah Chee, Chad Wingard and Jarman Impey proudly wear the Power's Indigenous Round guernsey. It was designed by Ah Chee's mother Valerie. ↗

PHOTO COURTESY NEWS LIMITED



DRAWCARD
Stars such as Carlton skipper Marc Murphy helped total AFL club membership exceed 800,000 in 2014. ↗

CLUB MEMBERSHIP

AFL club membership has reached new heights, exceeding 800,000. Club memberships have grown by an additional 47,763 to reach 804,377 members nationally. This is a 6.31 per cent increase on 2013 and again the highest recorded figure in the game's history.

Club membership has continued to break records, exceeding the previous years' total every year since 2000. Membership growth was seen in 15 out of 18 clubs, with Adelaide, Fremantle, North Melbourne, Port Adelaide and Sydney recording double-digit growth, and the Swans setting a record for the club with more than 40,000 members for the first time.

Again in 2014, 12 clubs exceeded their club records.

The opening of Adelaide Oval resulted in large membership growth for both clubs in South Australia. Port Adelaide recorded the largest growth in the League with 48,968, a 23 per cent increase, and Adelaide was second with a 17 per cent increase to 54,294. Combining both clubs, membership in South Australia grew by almost 17,000.

The membership of AFL clubs comprised 706,226 club access members with match-day entry (compared with 670,811 in 2013) and 98,151 non-access members (compared with 85,906 in 2013).

Collingwood continues to have the largest membership base in the competition with 79,347 members. Hawthorn (68,650), Richmond (66,122), Essendon (60,646), West Coast (58,426) and Adelaide (54,712) are the other clubs exceeding 50,000 members.

AFL MEMBERSHIP

AFL Membership posted strong results again in 2014, with a total of 56,569 members. This represented a minimal increase of 0.09 per cent on 2013. AFL Membership again had lower-than-industry churn rates of 3.85 per cent for Full members and 9.13 per cent for Silver members.

AFL Membership is made up of 30,134 Full members, 23,313 Silver members and 3122 Absentee members. With 50,401 members electing a club of support, AFL Membership accounts for a 7.2 per cent total of club access members.



POPULAR
Essendon had the fourth-largest membership base in 2014. ↗

MEMBERSHIP SHARED SERVICES

Membership Shared Services provides strategic advice and operational support for all 18 AFL Club consumer departments. Services include management of the Club membership databases, coordination of member and fan communications, industry reporting and benchmarking, financial management and training.

Key achievements for the year included:

- Supporting growth of Club membership numbers from 756,717 in 2013 to 804,480 in 2014. Maintained growth in 16 of 18 clubs.
- Aiding clubs to maintain minimum standards in servicing of members, resulting in 17 clubs receiving member satisfaction ratings higher than 70 per cent.

- Facilitating the introduction of new Club digital membership packages, including live match streaming.
- Arranging the printing and mailing of membership cards and fulfilment packs for 706,228 access members and 98,252 non-access memberships.
- Fulfilling 26,000 data requests from clubs that include reports, membership renewal programs and communications lists.
- Running 365,000 membership payment plans for club members, of which 215,000 plans ran monthly.

TOTAL CLUB MEMBERS

CLUB	Total Access Members				Total Non Access	Variance from 2013	
	Adults	Concession	Juniors	TOTAL		VAR #	VAR %
Adelaide Crows	39,666	6057	6297	52,020	2229	7844	16.90%
Brisbane Lions	15,048	2136	4573	21,757	2255	-118	-0.49%
Carlton	29,887	5117	8706	43,710	3775	-3079	-6.09%
Collingwood	51,881	5944	9377	67,202	12,145	920	1.17%
Essendon	32,060	6077	7289	45,426	15,220	4473	7.96%
Fremantle	34,082	4325	3792	42,199	6578	4897	11.16%
Geelong Cats	28,347	5294	7290	40,931	2872	919	2.14%
Gold Coast Suns	7054	836	3592	11,482	1996	976	7.81%
GWS Giants	6263	724	4774	11,761	1279	359	2.83%
Hawthorn	42,061	6109	20,360	68,530	120	5297	8.36%
Melbourne	25,912	2632	4281	32,825	3086	2734	8.24%
North Melbourne	24,565	4123	9224	37,912	1148	4453	12.87%
Port Adelaide	29,591	4595	6181	40,367	8601	9130	22.92%
Richmond	41,551	5616	10,464	57,631	8491	5801	9.62%
St Kilda	20,211	3721	4368	28,300	2439	-1968	-6.02%
Sydney Swans	24,172	4939	7374	36,485	3641	3768	10.36%
West Coast Eagles	35,902	4560	1040	41,502	17,027	28	0.05%
Western Bulldogs	19,021	2874	4293	26,188	5350	1329	4.40%
Totals	507,274	75,679	123,275	706,228	98,252	47,763	6.31%

AFL CLUB SUPPORT

Venue	Adults	Concession	Juniors	TOTAL
Adelaide Crows	393	30	31	454
Brisbane Lions	358	55	47	460
Carlton	5427	710	878	7015
Collingwood	9261	1259	1623	12,143
Essendon	5017	686	544	6247
Fremantle	187	12	14	213
Geelong Cats	3398	451	336	4185
Gold Coast Suns	40	6	6	52
GWS Giants	8	3	2	13
Hawthorn	3280	367	511	4158
Melbourne	1311	173	86	1570
North Melbourne	1467	193	239	1899
Port Adelaide	162	6	6	174
Richmond	3573	480	583	4636
St Kilda	1989	288	269	2546
Sydney Swans	671	95	66	832
West Coast Eagles	258	17	18	293
Western Bulldogs	1149	166	152	1467
Totals	37,949	4997	5411	48,357

AFL club membership has reached new heights, exceeding 800,000 ... this is a 6.31 per cent increase on 2013

AFL MEDIA

PETER CAMPBELL
GENERAL MANAGER



ROARING TIGER
AFL Media cameras were regularly trained on stars of the game such as Richmond's Dustin Martin. <

AFL MEDIA



The AFL Digital Network retained and grew its position as Australia's leading sporting digital destination

 **+29%**
UNIQUE MONTHLY VISITORS

 **+23%**
AGGREGATE VIDEO STREAMS

 **+35%**
SOCIAL MEDIA FOLLOWERS

It was a successful year for AFL Media which recorded growth and increased traffic across all areas of operation, including the AFL's official website, the AFL Live App and social media.

PETER CAMPBELL
GENERAL MANAGER

Season 2014 provided AFL Media with an opportunity to capitalise on the successful growth stemming from the 2013 season to re-affirm our core operational focus of putting the supporter at the centre of everything we do and optimising the supporters' experience.

From January to the end of October 2014, aggregate monthly unique visitors to *AFL.com.au*, the club websites (mobile and desktop), the AFL Live Application and the 18 official club applications grew by more than 29 per cent (2013: 16 per cent) to more than 89 million.

With the great support and partnership AFL Media enjoys with Telstra, our digital rights partner, the AFL Digital Network retained and grew its position as Australia's leading sporting digital destination.

Pleasingly, and despite the ubiquitous trend of mobility first, the AFL's digital traffic to the traditional desktop service was also still positive, bucking the trend

more commonly seen across the consumer landscape. Notwithstanding our growth in the AFL and club apps, the Nielsen Online Unique Audience metric showed the AFL Network's online audience (desktop and mobile site) grew by 14 per cent year on year for the period March-September.

Statistically, our core measurement and engagement metrics of the AFL's Digital Network reflected the efforts of the committed AFL Media personnel to ensure that a constant stream of innovative user experience and user interface updates were delivered; news-breaking stories and features were a constant focus; visually appealing layout and design were enhanced and guided users to the appropriate areas; an expedited and refreshed game highlights service was delivered; we increased and refined the number of news and magazine-style video programs; and statistical 'data-tainment' was provisioned more prominently and in-depth across the AFL's and club sites.



2014 KEY METRICS

Our key metrics for season 2014 reflected these efforts:

1. Aggregate video streams of 84 million increased by more than 23 per cent as against 2013 (2013 was up 23 per cent on 2012).
2. Paid subscribers to the AFL Live App streaming service, AFL International Streaming Service (Watch AFL) and the re-launched AFL Fantasy service increased by more than 102 per cent on 2013.
3. Downloads of the AFL Live App, Club Apps and Fantasy App grew to a lifetime 3.8 million (2.9 million in 2013).
4. Our Nielsen Online Unique Audience measurement increased by more than 14 per cent for the period March-September 2014 compared with the same period in 2013.
5. Qualitative measurements (user engagement, App Store ratings and Net Promoter Score) were all in excess of our 2014 target.
6. Previously unmeasured analysis of traffic through to functional and transactional areas of the sites (club and AFL membership, ticketing and Shop AFL) matched our desired expectations.
7. The live streaming results for the AFL Live App showed: No. 1-ranked sports app in the country; daily engaged users grew by 97 per cent; more than 68 million minutes of live streaming was consumed (+46 per cent); and the average live streaming audience grew by 113 per cent as against 2013.

Aside from the key metrics, the AFL and our digital rights partner Telstra initiated a number of new services for supporters to help drive greater engagement and affinity with clubs and supporters generally.

A discounted Digital Club Live Streaming offer was made available and sold by the clubs, and International Club Membership combined with international live streaming of matches was also made available and sold by the clubs. The AFL, Telstra and wagering partner Tabcorp also offered a live-streaming solution to a qualified group of high-value Tabcorp customers, and a similar concept will be activated in 2015 with partner Mars.

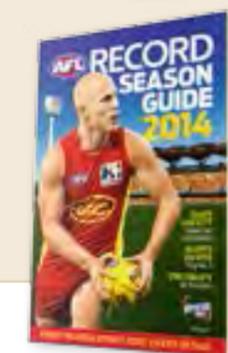
Knowing more about our users and supporters has had a continuing and increased focus. AFL Media re-launched our opt-in email weekly newsletter, garnering some 400,000-plus recipients; in conjunction with Telstra, we launched a registration and login identity on *AFL.com.au*; we launched a purchase method from the website for access to live streaming via the AFL Live App (creating a one-on-one relationship rather than only purchasing via the App Store or Google Play); we established a link with our social media followers who engaged with us by offering a range of money-can't-buy prizes; and we successfully trialled and utilised the Telstra Thanks program to make special live streaming offers to Telstra customers.

AFL RECORD



The *AFL Record* had a remarkable year. According to the Audit Bureau of Circulations, the *AFL Record* increased circulation for the period January to June 2014 by more than six per cent compared with the corresponding period in 2013, and the Enhanced Media Metrics Australia readership results showed an increase of more than five per cent in the period to September 2014 compared with September 2013.

In a period when magazine readership and circulation are being continuously challenged, the heritage, quality and trust for the *AFL Record* shows its resilience – even with our strong performance in digital growth. This was further evidenced in August when we launched a new franchise publication under the *AFL Record* masthead – *Great Football Decades – The 90s*. This joins other franchise extensions through the *AFL Record 4 Kids*, the *Season Guide* and *Premiers Magazine*. →





ALL SMILES

Images like this 'selfie' taken by Luke Hodge on Captains' Day were used on AFL social media. ↑



The Social Media team continued to push boundaries and explore innovative ways to connect and engage with this audience sector



Several AFL Media staff were recognised for their efforts by the peer-voted Australian Football Association Media Awards. Staff were recognised for Most Outstanding Use of Social Media, Most Outstanding Photographer (Justine Walker) and Most Outstanding Single News/Feature Photograph (Michael Willson).

AFL Media Producer/Director Peter Dickson continued the rich history of his documentary production with *The Chosen Few*, a two-hour documentary featuring our elite current and former coaches. The documentary was commissioned and screened by the Seven Network on the Friday night before the AFL Grand Final.

The Social Media team continued to push boundaries and explore innovative ways to connect and engage with this audience sector. AFL Media established a test relationship with Facebook during the Toyota Finals Series to provide some exclusive content through Facebook, and we initiated a first in Australian sport via Twitter with the introduction of a video-embedded tool which also allowed us to partner with key corporate advertising partners to amplify immediate match-day highlights.

A particular highlight was when we invited the AFL club coaches to join us in a 'Twitter Takeover' where supporters can have a direct engagement with the key figures in how the game is played.

Our commercial relationships with our key AFL corporate and club partners helped us provide a creative, efficient and effective market for their association with the AFL and/or club partners.

Our design, video production, photography, video archive and custom publishing teams were nimble and creative in being able to meet and deliver quality solutions for our clubs, our corporate partners and non-AFL related clients alike.

Appropriately, and announced just before the 2014 Anzac Day clash and in the centenary of the start of World War I, the AFL, along with our international partners Rightster International and Telstra, became the first sporting body in Australia to offer all serving members of the Australian Defence Force who are stationed on active duty overseas the ability to watch live every match of the Toyota AFL Premiership Season and Toyota AFL Finals Series.

Wherever Australia's defence personnel are stationed overseas, they have the ability to use whatever device they have at their disposal to ensure they never have to miss out on a game of AFL as they serve our country. We are extremely grateful to our partners and the Department of Defence for helping us provide this unique and complimentary service to our nation's servicemen and women.

The ever-changing landscape of supporter expectations to be able to engage with the AFL and our clubs wherever, whenever and using whatever device they choose necessitates that we meet those expectations for us to remain Australia's premier digital sporting destination. AFL Media is well placed, with quality staff always wanting to try and go that next bit further, and a business model that provides a platform for that supporter engagement.

GIRL POWER

Daisy Pearce was one of the stars of the female Exhibition Game at Etihad Stadium. ←

PEOPLE, CUSTOMER & COMMUNITY

DOROTHY HISGROVE
GENERAL MANAGER – People, Customer & Community

PEOPLE, CUSTOMER & COMMUNITY



The AFL's investment in developing the game reaped rewards in 2014 with participation passing the one million mark for the first time.

DOROTHY HISGROVE
GENERAL MANAGER – People, Customer & Community

At the AFL, our success is dependent on having highly talented, engaged people from diverse backgrounds who are passionate about our extraordinary fans and our extraordinary game.

During the past 12 months, life at the AFL has positively transformed for our workforce of 650 people. We have invested significantly in uplifting engagement, refreshing our values, developing capability and embedding a high-performance culture.

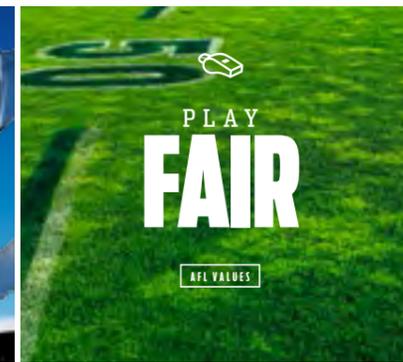
Ensuring our people are engaged is of critical importance to our business

BOOSTING ENGAGEMENT

In June this year, we conducted *'the vibe'*, our employee engagement survey to understand what our employees think and feel about working at the AFL. Overall we achieved an engagement result of 72.3 per cent – a positive increase from the previous year.

Our employees told us they have seen progress made since the previous year's survey. Specifically, they feel more informed, see a stronger focus on performance and accountability and value the investment made in building their capability.

Ensuring our people are engaged is of critical importance to our business in which we will continue to make improvements in the year ahead. →



REFRESHING OUR VALUES

After starting in the role of CEO in June last year, Gillon McLachlan embarked on refreshing our values to help take us to our next stage of success.

All employees actively contributed to the refresh of the values through participation in a culture survey and a series of workshops.

This high level of engagement ensured we created values that reflected what is important to our people and what we want to stand for as an organisation.

Our new values are:

PLAY TO WIN

We rise to every challenge and do what we say we will do – we own the outcome. We thrive on pushing the boundaries beyond what we have done before to achieve the extraordinary for our people, fans, partners and the community.

PLAY FAIR

Respect, integrity, honesty, empathy and a great work ethic earns us the right to play.

PLAY WITH PASSION

We love what we do. Passion, energy, fun and perseverance is at the heart of our sport and is what drives how we work.

PLAY AS ONE TEAM

We work as one team because together we achieve better outcomes. We bring out the best in each other by embracing our diverse range of ideas, skills and backgrounds to achieve individual and shared success. We celebrate our wins and always have each other's back.

Our new values will be embedded in everything we do, becoming core to how we do things at the AFL – how we make decisions and how we work together.

DEVELOPING CAPABILITY

This year we have introduced My Development – our new Individual Development Planning Program.

The new program is designed to support the ongoing learning and development of our people with a primary focus on excelling in their current role to achieve their objectives, as set out in their performance scorecards.

The program is employee owned and led and based on the 70:20:10 blended learning model:

- On-the-job learning (70 per cent).
- Learning through others (20 per cent).
- Formal learning (10 per cent).

BUILDING A HIGH-PERFORMANCE CULTURE

This year, we have also focused on building high performance through the implementation of a more robust performance management process and remuneration framework.

The new performance management process includes ensuring 100 per cent of our employees have a performance scorecard to clearly articulate agreed targets and stretch targets. It is expected that progress is regularly measured and monitored throughout the year with formal reviews at mid-year and end of year.

Our values have also been incorporated to ensure an equal focus on both 'the what' (achievement of objectives) and 'the how' (behaviours).

Implementation of our new remuneration framework has also promoted clearer job levels, improved internal consistency and more competitive pay for our people compared to the market.

We have also invested in technology with the implementation of a new Human Resource Information System (HRIS) to promote employee and manager self-service.

Our values have also been incorporated to ensure an equal focus on both 'the what' (achievement of objectives) and 'the how' (behaviours).

POSITIVE CULTURE
New AFL CEO
Gillon McLachlan



JILL LINDSAY SCHOLARSHIP

Emily Buysen from the North Melbourne Football Club was awarded the 2014 Jill Lindsay Scholarship.

Jill Lindsay was the AFL's longest-serving employee, having completed 41 years at the AFL in various roles, including VFL Park match-day manager and VFL membership manager before being appointed grounds operations manager in 1991. On February 7, 2011, Jill passed away after losing her battle with cancer.

In recognition of her outstanding service, the AFL Commission created the annual Jill Lindsay Scholarship to be awarded to the female graduate with the most potential to come through the AFL SportsReady program. The scholarship provides \$20,000 to assist further education.

Emily is the Membership Manager with the North Melbourne Football Club. Before joining the Kangaroos, she was the Consumer Communications Manager at the Western Bulldogs for two years.

Emily completed her AFL SportsReady traineeship in 2005 and went on to complete a Certificate in Public Relations at RMIT and a Diploma in Management at Victoria University.

The Jill Lindsay Scholarship will help her complete a Masters in Marketing at Victoria University and she also has interest in the Disney management training program in the United States.

AFL SportsReady provides a laptop to assist her with her studies.

Leading Australian women's fashion brand Perri Cutten kindly made available a voucher to the value of \$750, while Andi Pert, an HR consultant specialising in leadership development and executive coaching, will mentor Emily for 12 months.



STUDY COURSE

Fremantle CEO Steve Rosich was the recipient of the Graeme Samuel Scholarship. →



GRAEME SAMUEL SCHOLARSHIP

Fremantle Football Club's Chief Executive Officer Steve Rosich was awarded the 2014 Graeme Samuel Scholarship.

The Graeme Samuel Scholarship provides the recipient with \$20,000 for use towards a study course and is awarded to a senior manager within the football industry who is working specifically in the areas of business or administration.

Rosich has been Chief Executive Officer of Fremantle since July 2008, leading the club through a significant period of strategic change on and off the field since his appointment, including the re-branding of the club in 2010 and the development of a new elite training and administration facility at Cockburn Central West, which is due for completion in 2017.

During Rosich's tenure, Fremantle has posted consecutive record membership figures in each of the past four years and achieved above-budgeted profit in each of the past five years. On field, the club, under senior coach Ross Lyon, played in consecutive Toyota AFL Finals Series for the first time in its history in 2012 and 2013, culminating in the club's first Toyota AFL Grand Final appearance last year.

Before moving into the CEO role in July 2008, Rosich was General Manager of Commercial Operations at Fremantle for four-and-a-half years and before that held the position of Business Operations Manager with the West Coast Eagles.

Rosich previously was the Associate Director in the Corporate Advisory arm

of international chartered accounting firm Deloitte Touche Tohmatsu, specialising in strategic planning and equity capital raisings.

He holds a Bachelor of Business degree from the University of Western Australia and is a chartered accountant.

The scholarship has been awarded by the AFL Commission since 2003 in recognition of Graeme Samuel's contribution to the game. Samuel was one of the original AFL Commissioners when it was formed in 1984. He resigned from the AFL Commission in 2003 to take up the position of Chairman of the Australian Consumer and Competition Commission.

Over two decades, he played an invaluable role in the strategic direction of the AFL competition and Australian Football in general.

Previous recipients of the Graeme Samuel Scholarship have included:

- Trevor Nisbett, CEO, West Coast Eagles FC.
- Steven Trigg, then CEO, Adelaide FC, now CEO, Carlton FC.
- Geoff Walsh, then CEO of North Melbourne FC, former Director of Football, Collingwood FC and now Director of Football, North Melbourne FC.
- Rob Threlfall, General Manager, Finance & Administration, Geelong FC.
- Justin Reeves, then Director of Commercial Operations, Collingwood FC and now Chief Commercial Officer, Geelong FC.
- Simon Garlick, then CEO, Western Bulldogs FC.
- Andrew Travis, then Chief Operating Officer, Gold Coast Suns, now Chief Executive Officer of the Suns.

GAME DEVELOPMENT

Participation in Australian Football surpassed one million for the first time in 2014 to reach 1,017,835 with 8.5 per cent growth across all program areas. This result is a credit to the extensive volunteer and development network that is dedicated to providing opportunities for all people to participate in the game through clear pathways and program offerings.

Our strategy to engage with students at school has again driven the majority of growth while AFL 9s continues to attract those not participating in other forms of the game. Pleasingly, club football has grown three per cent off a large base with a significant component of that being junior and youth girls footballers. NAB AFL Auskick, the cornerstone of our introductory participation pathway, experienced a resurgence in 2014 with three per cent growth taking it to over 178,000 participants across the country.

Growth was experienced in a majority of states and, importantly, participation grew by 14 per cent in the non-traditional markets of Queensland and seven per cent in New South Wales. The heartland markets of Victoria (nine per cent) and Western Australia (11 per cent) also grew off already large participant bases.

Complementing our participation growth was the engagement of 1.5 million students involved in promotional, educational or skill development clinics. Our ongoing challenge and focus is to continue to convert participant growth at the school and entry level into community club participation.

HIGHLIGHTS FROM 2014 INCLUDE

Total participation of 1,017,835 comprising:

- NAB AFL Auskick – 178,552 (up 3.5 per cent).
- Club football – 331,304 (up 3.1 per cent).
- School football – 457,427 (up 13.6 per cent).
- AFL 9s – 50,552 (up 21.3 per cent).

Other highlights:

- 15 per cent growth in female participants to 194,966.
- 10 per cent growth across Queensland and New South Wales.
- Eight per cent growth in traditional markets.



ATTRACTING NEW FANS

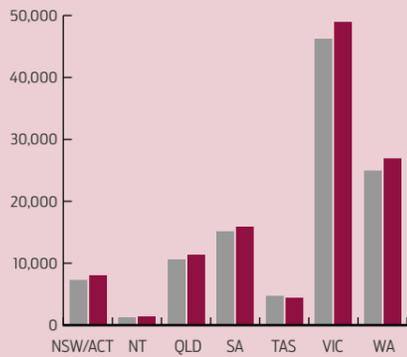
Schools programs and AFL 9s have played a big part in participation growth levels across Australia. ↗

2013 2014

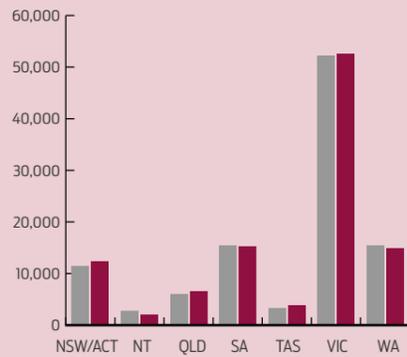
Total Participants by State



Total Junior Participants by State



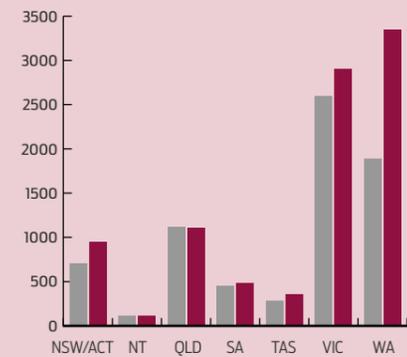
Total Youth Participants by State



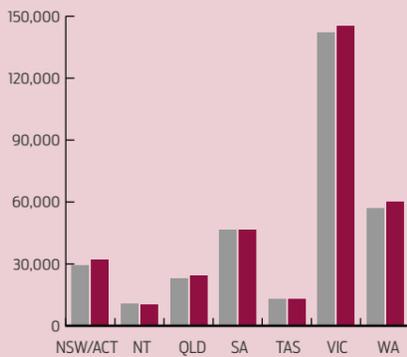
Total Senior Participants by State



Total Veteran Participants by State



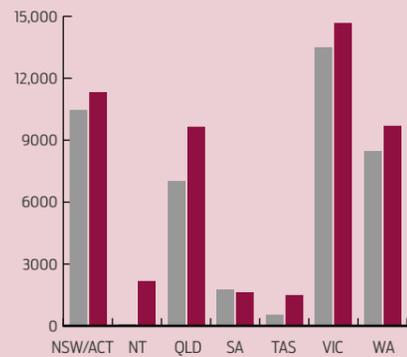
Total Club Participants



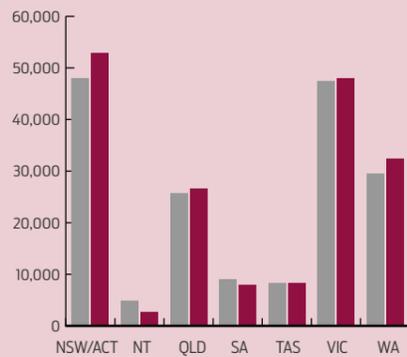
Total Dedicated Female Comp Participants



Total Social Football Participants



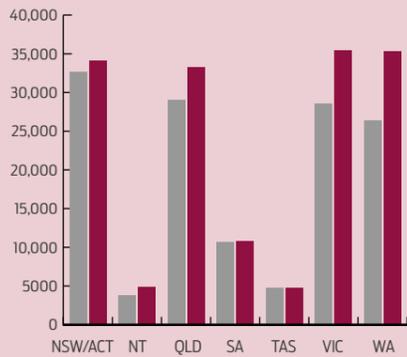
Total NAB AFL Auskick Participants



Total Primary School Participants



Total Secondary School Participants

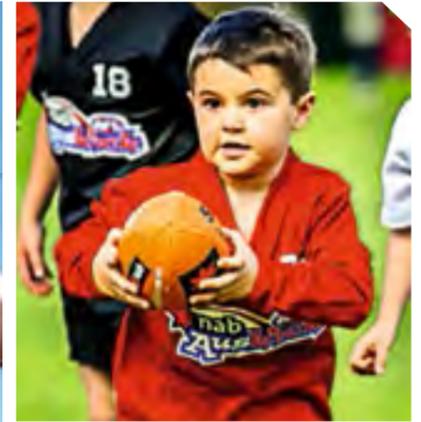


Total School Participants



EXPERIENCE OF A LIFETIME

NAB AFL Auskick was fun for all, including NAB Auskicker of the Year Lochie Sunderland, who joined NAB Rising Star Lewis Taylor in the AFL Grand Final parade. →



NAB AFL AUSKICK

The NAB AFL Auskick program continues to provide an introduction to Australian Football for our youngest participants and their families. A total of 178,552 children participated in the program in 2014 at 2800 centres around the country. In addition more than 23,500 NAB AFL Auskick participants were able to have the experience of a lifetime and play at an official AFL venue on game-day as part of the grid game program.

The value of NAB AFL Auskick is in the sequentially developed coaching and match program that allows boys and girls to learn about the game in a fun and safe family environment. The AFL is extremely thankful to our many volunteers and community members who coordinate their local centres each week throughout the season. It is through their passion and commitment that NAB AFL Auskick continues to thrive.

Each year the AFL, our program partner NAB and state football bodies recognise the outstanding accomplishments and contribution of coordinators who have excelled in their role through special recognition awards.

During the first weekend of the 2014 Toyota AFL Finals series, seven remarkable NAB AFL Auskick volunteers (Melissa Fowler (Vic), Rick Norder (Qld), Craig Perry (Tas), David Rose (SA), Troy Bennet (WA), Marelle Sharpe (NSW/ACT) and Louella Pettit (NT) were rewarded by NAB with a trip to Melbourne and a money-can't-buy AFL experience. Each winner (and a guest) was treated to an exclusive workshop and tour of AFL House with AFL legend Shane Crawford and AFL General Manager of Football Operations Mark Evans.

The group was also VIP guests at the AFL official function for the first elimination final between North Melbourne and Essendon. Each of the seven winners was selected for their outstanding contribution to their local NAB AFL Auskick Centre.

Our 22 NAB AFL Auskicker of the Year nominees also took centre stage during Grand Final week. The nominees attended a dinner at the MCG, led the parade, played on the MCG at half-time of the 2014 Toyota AFL Grand Final and presented the premiership medallions. They were even joined by Hawthorn premiership captain Luke Hodge for a celebration photo on the dais.

Lochie Sunderland from Newcastle was named the 2014 NAB AFL Auskicker of Year, the first winner of this award from NSW.

One of the highlights of the 2014 campaign was being named the best national school-aged activity for the second year in a row at the What's on 4 Juniors Awards.

The AFL would like to thank all the volunteers, participants and families who make the program what it is and acknowledges our program partner, the National Australia Bank, for the tremendous support it provides. Through support of the NAB AFL Auskick program, NAB continues to 'Footify' Australia, genuinely growing the game at a grassroots level and supporting tomorrow's stars of football.

The AFL is extremely thankful to our many volunteers and community members who coordinate their local centres

SCHOOL FOOTBALL

A critical component of our participant engagement strategy is to enhance our presence in primary and secondary schools to provide opportunities for all students wishing to participate in Australian Football.

The continued growth in participation has been due to a number of initiatives, programs and resources designed specifically to improve our presence in the classroom and the school Physical Education/Sport program. A total of 457,431 students participated in primary (266,591) and secondary (135,971) school

competitions and programs greater than six weeks in duration, an overall increase of 13.6 per cent.

In 2014, Coles continued to support the AFL School Ambassador Program and to strengthen the promotion and profile of the AFL's presence in schools. Richmond captain Trent Cotchin continued his role as the program ambassador.

INTER-SCHOOL PRIMARY AND SECONDARY SCHOOL COMPETITIONS (MALE AND FEMALE)

In 2014, there were 25,927 inter and intra-school teams in AFL competitions that were greater than six weeks in duration. Below are winners of various school football competitions in 2014:

INTER-SCHOOL PRIMARY AND SECONDARY SCHOOL COMPETITIONS

COMPETITION	SCHOOL	STATE
AFLVIC <i>Herald Sun</i> Shield	St Patrick's – Ballarat	Vic
AFLVIC <i>Herald Sun</i> Girls Competition Div 1	Ballarat Grammar	Vic
AFLVIC <i>Herald Sun</i> Girls Competition Div 2	St Peter's College, Cranbourne	Vic
AFLVIC <i>Herald Sun</i> Country Cup	Emmanuel College	Vic
School Sport Victoria Premier League	Box Hill Secondary College	Vic
Thunder Cup	St John's College	NT
QUIT 100 Cup	Tiwi College	NT
Pink Power Challenge	Milner Primary School	NT
Defence Force Cup	Kormilda College	NT
AFL SportsReady Cup – Cable	Darling Range Sports College	WA
Eagles Schoolboys Cup	Comet Bay College	WA
Freo Dockers Schoolgirls Cup – Moore	St Mary's AGS	WA
Freo Dockers Schoolgirls Cup – White	Kolbe Catholic College	WA
PSA – Alcock Cup	Hale School	WA
SASFA Premiers Cup	Plympton Primary School	SA
SAAS Messenger Shield	Prince Alfred College	SA
Statewide Open Boys A Schools Knockout Cup	Sacred Heart College	SA
Open Girls Knockout Competition	Sacred Heart College	SA
Queensland Ind. Schools GPS Div. First XVIII	St Joseph's Nudgee College	Qld
Schools of Excellence Cup Senior	Palm Beach-Currumbin State High School	Qld
Schools of Excellence Cup Junior	Helensvale State High School	Qld
Brisbane Lions Cup Senior Girls	Mountain Creek State High School	Qld
Paul Kelly Cup – Boys	St Patrick's Primary School	NSW/ACT
Paul Kelly Cup – Girls	Henschke Primary School	NSW/ACT
UI6 Boys Independent Schools Competition	Knox Grammar	NSW/ACT
Southern High Schools and Tassie Hawks Cup	St Virgil's College	Tas
NWJFU North West Tasmania	Reece High School	Tas
NHSSA Northern Tasmania competition	Kings Meadow High School	Tas

CARNIVALS AND KNOCKOUT COMPETITIONS

In addition to inter and intra-school competitions, the AFL development network conducts carnivals and knockout competitions involving 143,923 students.

PROMOTIONAL CLINICS AND VISITS

Promotional clinics and visits are used to introduce students to the game and to promote ongoing participation opportunities. In 2014, the AFL development network conducted school visits and clinics reaching a massive 1.506 million children (1.183 million at schools and 0.323 million at community venues).

COLES AFL SCHOOL AMBASSADORS PROGRAM

The AFL understands the need to provide training and offer the necessary support for teachers who strongly promote Australian Football in their schools and the community.

The Coles AFL School Ambassador program assists an alliance between schools and the AFL development network. In 2014, 5800 teachers were involved.

The following teachers were recognised as Coles AFL School Ambassadors of the Year for their outstanding service to the game in 2014:

TEACHER (AFLSA)	SCHOOL	STATE
David Fairlie	St John the Baptist	SA
Jeff Lines	Murray Bridge High School	SA
Brigit Wall	North Mandurah Primary School	WA
Adrian Correia	CBC Fremantle	WA
Janelle Connelly	St Carthage's Primary School	Qld
Tom Marshall	Harristown State High School	Qld
Tony French	Romaine Park Primary School	Tas
Mark Beck	St Virgil's College	Tas
Cameron Carmichael	Wulagi Primary School	NT
Aaron Barrie	Ramingining School	NT
Tim Bellamy	Petersham Public School	NSW
Helen Schmetzer	Koorngal High School	NSW
Nathan Wood	St Mary Mackillop College	ACT
Tony Kurvink	Kings Park Primary School	Vic
Larissa Carr	Heywood & District Secondary School	Vic

EMBRACING THE GAME

Tiger star Trent Cotchin joins teacher Josie Burt and students at the Clayton North Primary School as part of the AFL School Ambassador Program. →





BACK TO SCHOOL
Hawthorn players join pupils in the playground at Longford Primary School in Tasmania.

AFL LEARNING MANAGEMENT SYSTEM

The AFL Learning Management System (LMS) provides educators with an array of innovative resources to enhance education outcomes and help engage students in unique and meaningful ways. New resources such as the Senior School PE resources which included AFL training programs, Topic PowerPoints, player vision and game reports were added to the site in 2014.

PROFESSIONAL DEVELOPMENT FUNDING FOR SCHOOL TEACHERS

The professional development of teachers has been an integral part of the AFL Schools program with over 2000 teachers attending specific AFL professional development sessions, information sessions or seminars. The AFL has provided subsidies to assist in covering the teacher relief costs for teachers to attend such events.

The professional development of teachers has been an integral part of the AFL Schools program

AFL SCHOOL GRANTS SCHEME

The AFL provides funding to all state bodies as part of the AFL Schools Grants Scheme to offer schools the opportunity to apply for subsidies to buy major capital items such as permanent goalposts, goalpost padding, sets of playing jumpers and sports kits. In 2014, financial assistance enabled the following to occur:

- 43 schools bought permanent goalposts.
- 30 schools bought sets of goalpost padding.
- 100 schools bought sets of match jumpers.
- 90 schools bought AFL 9s kits.
- 6000 AFL Schools-branded Sherrin footballs and 500 AFL Schools coaches clipboards distributed to schools.



AFL SCHOOLS FANTASY CLASSIC AND AFL SCHOOLS TIPPING COMPETITION

The level of interest and engagement in these styles of competitions for school students remains strong. A total of 44,287 participants in the AFL Fantasy Classic competition were under 18, with 3000 participants electing to participate in the schools competition. A total of 34,959 participants in the AFL Tipping Competition were under 18 with 4000 of those participants competing in the schools competition. The national schools winner of the competitions were: AFL Fantasy Classic – Kaif Mohammed, Kedron State School (Qld); AFL Tipping – Madison Fraser, Lilydale West Primary School (Vic).

AFL QUIZ

In 2014, the AFL continued to support a national online AFL-themed quiz with a focus on numeracy and literacy. Competitions were run in Years 3, 4, 5 and 6. More than 3000 students were involved in this activity where they worked in small groups participating in a Pre-season Quiz and Qualifying Quiz rounds. The winning teams from the following schools were St John's Lutheran (Vic), Queen's Rock PS (WA), St Clement Rome PS (Vic) and Tambellup PS (WA).

AFL 9s

At the completion of its third full season, AFL 9s continued to establish itself as an ideal format to introduce new participants and re-engage lapsed participants to the game via a non-contact alternative to traditional football participation options with shorter matches, smaller fields and modified rules.

State affiliates continue to establish licensing models that facilitated strong growth in social competitions.

In 2014, 50,552 people participated in this format of the game across social competitions and Active After School Community (AASC) sessions.

The AFL showcased the game to more than 800,000 people at half-time of one match each round throughout the 2014 Toyota AFL Premiership Season.

In addition to its growing community presence, the AFL continued to partner with the Australian Sports Commission to offer a seven-week AFL 9s program that is suitable for eight to 12-year-olds that has become the match-play version of mixed football in primary and secondary PE classes, enabling the concept to gain broader awareness.

As past participants of AFL 9s, ex-Swans player Jude Bolton and his wife Lynette fulfilled roles as national program ambassadors to help raise greater awareness and exposure of the game.

Other key achievements throughout 2014 include:

- Undertaking our first comprehensive AFL 9s research piece involving surveys, pilot groups and stakeholder discussion to analyse the motivating factors and barriers for participation, demographics of participants and satisfaction levels with various rules.
- Staging of major AFL 9s events, including a Byron Bay AFL 9s Invitational Carnival and a Patersons Stadium AFL 9s Tournament in Perth.



HITTING THE BULLSEYE
Western Bulldogs players were a big hit with students at Darley Primary School in Victoria.

MATHLETICS

The AFL partnered with 3P Learning in 2014 in delivering the AFL Maths Challenge during Numeracy and Literacy Week. Some 60,000 students selected their AFL-themed avatar and completed various mathletics questions during the week of the competition. Prizes were awarded to the various state age group category winners and the Top 20 students at each group category.

ONE TEAM, ONE GOAL – CELEBRATING DIVERSITY

In partnership with Victorian DEECD, the AFL ran a school competition for primary and secondary school students. The competition objective was to promote positive discussion and awareness in schools regarding diversity, intercultural understanding and respect. A total of 757 entries were received from 90 schools around Victoria. The primary school winner was Tyalla Kellan from Montmorency South Primary School and the secondary school winner was Samantha Wainright from MacKillop Catholic Regional College.



COMMUNITY FOOTBALL

CLUB FOOTBALL

Our game's community football infrastructure, consisting of 266 leagues, 2695 clubs, 13,531 teams and 331,304 participants, is the cornerstone of the game, supported by the contribution of more than 150,000 voluntary roles. The AFL greatly values the dedication, passion and commitment of community football volunteers and the contribution they make to the game at all levels.

A focus of 2014 was the implementation of the Junior Football Match Guide across leagues throughout the country. The guidelines and 'This is Our Game' campaign was well received and has led to greater consistency in our junior football offering across all leagues. Importantly, everyone is accepting of the modified practices required to offer seven to 12-year-olds with the most suitable version of the game and best match environment possible.

SWISSE AFL QUALITY CLUB PROGRAM

The AFL would like to acknowledge the support of Swisse as naming rights partner for the AFL Quality Club Program. The Swisse AFL Quality Club Program is designed to assist clubs by providing a framework and criteria at bronze, silver and gold to enhance their operations. By the end of October, 587 clubs were engaged at bronze (519), silver (43) and gold (25).

AFL COMMUNITY CLUB WEBSITE

With nearly 1.3 million page views in 2014, the AFL Community website (aflcommunity.com.au) continues to provide up-to-date information, training and advice for coaches, umpires, players, club administrators and schools.

The AFL Community website provides:

- Distribution of fortnightly editions of the AFL Community Development Newsletter. The newsletter provides the latest information and resources for more than 60,000 club administrators, coaches, umpire coaches and umpires.
- Online learning courses for coaches, umpires and club administrators, which over 3500 people undertook throughout 2014.



YOUTHFUL ENTHUSIASM
Youngsters show their passion at Coorparoo.

- Teachers with access to an array of innovative resources via the AFL Learning Management System (LMS) that they can use to enhance education outcomes and help engage students in unique and meaningful ways.
- Locator systems that allow for new players, umpires and volunteers to find a club or umpiring group in close proximity to their home.

AUSTRALIA POST AFL COMMUNITY CAMPS

The Australia Post AFL Community Camps saw more than 800 AFL players take the game to regional and rural communities across Australia, as well as overseas when St Kilda Football Club visited Wellington, New Zealand, in February.

AFL players carried out training sessions and visited schools, local football clubs, nursing homes and hospitals, as well as supporting fundraising events to connect individuals and communities and, importantly, ensure Australia's game and its players are accessible to fans around the nation, particularly in regional locations.

Key outcomes from the 2014 Australia Post AFL Community Camps included:

- Number of primary and secondary schools visited – 405.
- School students visited – 60,545.
- Students visited at junior clubs – 3235.
- Students participating in super clinics – 8020.
- People visited in aged care/hospitals – 4440.
- People attending official functions – 3365.
- Money raised from official functions for the local community – \$35,900.
- 234 media items, reaching an audience of 18,213,100 with an editorial value of \$4,533,537.

INCLUSION CARNIVAL

In June, the AFL hosted the inaugural AFL National Inclusion Carnival in Melbourne for people with disability. The carnival showcased talented players from the ACT, NSW, Queensland, SA, Tasmania and Victoria. The players also took on positions of responsibility by running clinics for students at special schools across Melbourne and participated in exhibition AFL 9s matches on the MCG during half-time of the Melbourne-North Melbourne match in round 14 of the Toyota AFL Premiership Season.

VOLUNTEERS

The State Volunteer of the Year promotion was again a feature of the AFL's volunteer program.

Among thousands of nominations at regional and state level, seven state winners were invited to attend the 2014 Toyota AFL Grand Final, had breakfast with Shane Crawford and walked in the 2014 Toyota AFL Grand Final Parade.

In addition, the AFL Merit Awards continue to recognise two people from each state who have made outstanding contributions to the game in their local club or league.

The AFL Community website also offers clubs the opportunity to personalise and download certificates or personalise and purchase hard-copy framed certificates to recognise their volunteers.

AFL FOOTYWEB

The AFL Footyweb system continued to save the industry time and money through a shared service that provides competition management, a data repository and a network of community websites.

In 2014, a National Registration System was launched for players and umpires which led to 211,000 self-registrations taking place online. The National Registration System will also be implemented across other programs/departments such as AFL 9s, Diversity, Coaches, AFL Active and NAB AFL Auskick.

Some key stats from 2014 include:

- 596,000 registered participants (211,000 self-registered online).
- 42,000 online transfers and permits processed.
- \$14.5 million processed through the payment gateway.

FEMALE PARTICIPATION

In 2014, 194,966 girls and women (15 per cent growth) participated in NAB AFL Auskick, AFL 9s, club and schools football programs. This is testament to the entire football industry supporting the inclusion of female football programs among traditional forms of the game and has laid the groundwork for an exciting future.

The priority focus has been to increase club participation, particularly at junior and youth girls, resulting in more than 100 new teams across the following age groups:

- Junior Girls – 24 per cent increase.
- Youth Girls – 36 per cent increase.
- Seniors – six per cent increase.

The segment breakdown of female participants shows females represent 19 per cent of the total number of footballers.

The 2014 breakdown per program type shows:

- Clubs – 14,820.
- Schools – 155,204.
- AFL 9s – 14,654.
- Auskick – 27,373.

A further highlight of 2014 was the Exhibition Game between the Western Bulldogs and Melbourne. It was the first senior women's game to be contested under the roof of Etihad Stadium.

While No. 1 Draft selection Tiah Haynes could not take her place in the Western Bulldogs team due to injury, the resultant 2014 selections proved a revelation. All-Australian youth girl Tayla Harris took the mark of the day and an image of the mark was seen by two million people on social media.

Additionally, fellow All-Australian Youth player Kellie Gibson had her two hard-running goals televised in replays on Fox Sports. Mainstream media exceeded that of 2013's match through the game being livestreamed on the AFL website.

The AFL Academy conducted a highly successful New Zealand tour with the best all-round 16-year-olds in September.

The tour provided an opportunity for female coaches, professional development for state-based game development staff and a leadership program for players. The players received the highest praise for the level of skill demonstrated.

For the first time, eight teams competed in the 2014 Youth Girls Championships which were played in Canberra.

The inaugural Woomeras team won Division 2 against the Thunder Devils, while Western Australia proved too strong and quick for Victoria Metro taking out Division 1. The AFL Umpires department conducted a highly professional Live in umpires program for the first time as part of its talent pathway.

Social media continues to be a crucial promotional tool attracting:

- 72 per cent increase in *aflkicksforchicks* Facebook followers.
- Online viewership of Youth Girls Nationals games of over 51,000 across the week.
- Livestream and replay audience of the exhibition game over 9000.
- The *aflkicksforchicks* Twitter account doubled.

It was the first senior women's game to be contested under the roof of Etihad Stadium



TOP PICK
The No. 1 selection in the 2014 Women's Draft, Tiah Haynes, in action for Western Australia in the national women's championship.



RISING STARS
The National KickStart Championships drew 150 Indigenous youngsters for a round-robin carnival in Coffs Harbour. ←



LEADERSHIP PROGRAM
The Flying Boomerangs came together for a high-performance camp in Victoria. →

COMMUNITY ENGAGEMENT – INDIGENOUS

NATIONAL KICKSTART CHAMPIONSHIPS

The National KickStart Championships is an annual event which sees more than 150 Indigenous players representing their state in a round-robin football carnival over five days. In 2014, the championships were held in Coffs Harbour for the first time. Each team selected the best 25 Indigenous players from their state camps based on football ability, leadership qualities, school attendance and community involvement.

In addition to playing at national level, players were developed off-field through engagement in educational sessions, which focus on topics such as identity, pathway to excellence and reaching individual and team goals.

The KickStart Championships are also the pathway to the Flying Boomerangs.

FLYING BOOMERANGS LEADERSHIP PROGRAM

At the end of the annual AFL KickStart camp, 25 Indigenous players aged 14-15 were selected to participate in the Flying Boomerangs Leadership Program.

The focus of the Flying Boomerangs program is to provide exposure to an elite training environment and the leadership skills of the participants. Coached by Eugene Warrior, the Boomerangs participated in the NAB AFL Under-16 Championships, competing against the World Team, South Pacific and North-West WA.

The squad came together in November for a high-performance training and leadership camp in Victoria where they visited Melbourne and Collingwood Football Clubs, HMAS Cerberus and the Brambuk Cultural Centre in the Grampians.

The program is focused on four key pillars – communication, resilience, decision-making and Identity.



STRONG BOND
The Woomeras competed in the National Under-18 Female Youth Championships for the first time. ←

EMPOWERMENT

The AFL Woomeras Program symbolises strength and power ... and fun. ↓



RIO TINTO FOOTY MEANS BUSINESS

In partnership with Rio Tinto, the AFL recruits 50 young Indigenous men from all over Australia each year to participate in an employment and talent program. The squad came together in Perth in February and Melbourne in May, coinciding with Indigenous Round. During the program, participants were exposed to the routine of a professional AFL player, including high-performance testing, training and conditioning. The young men are also introduced to potential career opportunities with Rio Tinto and other AFL corporate partners.

NATIONAL FEMALE KICKSTART

In 2014, the National Female KickStart Championships engaged over 80 Indigenous females from across the country representing their state. The championships held in Queensland included education sessions with topics such as pathway to excellence and identity. Twenty-five of the best-performing participants represented the Woomeras team in the Youth Girls National Championships in Canberra in May.

WOOMERAS

The AFL Woomeras Program is a national female Indigenous development program. The program symbolises strength and power – launching the girls into their futures using football to engage and empower. The Woomeras competed for the first time in 2014 in the National Under-18 Female Youth Championships and toured New Zealand in December. The program enables the participants to be in an elite environment where they can work on their football skills, personal development and leadership skills.

INDIGENOUS COACHING ACADEMY

The AFL, in conjunction with the AFL Coaches Association, developed an Indigenous coaching Academy in 2014 to fast-track and further develop Indigenous coaches in the AFL system. The Academy featured 15 Indigenous coaches who were engaged in education sessions at the KickStart Championships and NAB Under-16 Championships delivered by the AFLCA. Participants completed Level 2 coaching accreditation and spent a week at an AFL club.

TALENT PROGRAM

Young Indigenous players from all over Australia competed in the Rio Tinto Cup at the MCG during Indigenous Round.

**10TH ANNIVERSARY**

Bomber Brent Stanton soars over Tiger Ben Lennon in the Dreamtime at the 'G clash.

INDIGENOUS ROUND AND DREAMTIME AT THE 'G

Indigenous culture and the contribution of Indigenous players are celebrated annually during the AFL's Indigenous Round.

In 2014, the Dreamtime at the 'G game between Essendon and Richmond celebrated its 10th anniversary.

The 2014 Indigenous Round was launched in Sydney and for the first time featured all 18 clubs wearing jumpers with special Indigenous designs.

The AFL and the 18 clubs partnered with Recognise to promote the campaign to Recognise Indigenous Australians in the constitution.

AFL RECONCILIATION ACTION PLAN

AFL Chief Executive Officer Gillon McLachlan launched the AFL's inaugural Reconciliation Action Plan in May, coinciding with National Reconciliation Week and marking the 10-year anniversary of Dreamtime at the 'G in Indigenous Round.

The key aims of AFL Reconciliation Action Plan for 2014-2016 are:

- Improve participation: Increase the overall level of Indigenous Australians who participate in our game as players, coaches and umpires.
- Build partnerships: In partnership with the Recognise campaign, support the recognition of Aboriginal and Torres Strait Islander people in the Australian constitution.
- Create employment opportunities: Refresh the AFL Indigenous employment strategy to increase the number of Indigenous employees across the AFL industry.
- Acknowledge and celebrate Indigenous culture: Continue to build understanding and respect for Indigenous customs, values and traditions through education and the AFL's ongoing focus on the Indigenous Round celebrations.

McLachlan also announced the AFL would appoint a National Indigenous Advisory Group as part of the plan to provide strategic advice, guidance and support on Indigenous affairs and to drive positive outcomes.

The Reconciliation Action Plan can be viewed at: afl.com.au/staticfile/AFL%20Tenant/AFL/Files/AFL-2014-RAP.pdf

COMMUNITY ENGAGEMENT – MULTICULTURAL

MULTICULTURAL ROUND

AFL Multicultural Round is a themed round during the Toyota AFL Premiership Season to acknowledge and celebrate our game's cultural diversity, as well as welcome multicultural communities to enjoy our game as supporters, players, umpires or administrators.

The 2014 AFL Multicultural Round was celebrated in round 18. The theme was 'Many Cultures, One Game', highlighting the community engagement initiatives being undertaken by the Australian Football industry, as well as the many players from culturally diverse backgrounds who make up 15 per cent of AFL player lists.

AUSTRALIA POST MULTICULTURAL SCHOOLS PROGRAM

The Australia Post AFL Multicultural program continued to grow in 2014 and the Multicultural Schools Program reached 221 schools nationally and more than 25,000 students.

More than 12,000 people from culturally and linguistically diverse community backgrounds attended an AFL game – many for the first time – and more than 1000 multicultural children participated in a NAB AFL Auskick half-time game.

UNITY CUP

The National Unity Cup was held in March in Melbourne, coinciding with the Victorian Cultural Diversity Week and following a series of round-robin tournaments contested by multicultural teams across the state in the lead-up to the event.

The Unity Cup was supported by the Western Bulldogs, North Melbourne, Carlton and Melbourne Football Clubs in addition to the Essendon Football Club, which created the event with the AFL Multicultural program and the Australian Federal Police in 2008.

MANY CULTURES

Geelong champion Jimmy Bartel welcomes new fans to the game during Multicultural Round.

**COMMON BOND**

The Unity Cup brings youngsters together from diverse backgrounds.



AUSTRALIA POST AFL MULTICULTURAL AMBASSADORS

The AFL and Australia Post Multicultural Ambassadors are part of the Australia Post Community Inclusion Partnership.

The ambassadors who are AFL players work with multicultural communities, schools, community football clubs, government and multicultural organisations on specific multicultural projects and deliver culture awareness sessions to community clubs and support the multicultural strategy.

AUSTRALIA POST AFL MULTICULTURAL COMMUNITY AMBASSADORS

The Australia Post AFL Community Ambassadors program reached a record high in 2014, with more than 180 community leaders from a range of cultural backgrounds joining the program as ambassadors.

The program's aim is to connect AFL representatives with their particular communities and promote AFL as a vehicle for engagement and inclusion.

The program also provides community leaders with an official platform to become involved in the introduction and coordination of AFL-related activities in their communities, as well as opportunities for professional development.

ALL NATIONS CUP

The Australia Post All Nations Cup is a feature event of the year for the Australia Post AFL Multicultural program.

In 2014, six multicultural teams representing all states and territories competed in the inaugural All Nations Cup held in Coffs Harbour, which was won by Victoria.

To be eligible for the All Nations Cup Squad, players must have been born overseas and come from a non-English speaking background.

The best-performing multicultural stars of the All Nations Cup formed the basis of selection in the World Team that competed in the NAB AFL Under-16 Championships, coached by Anthony Koutoufides.



CULTURAL AWARENESS
Giants youngster Stephen Coniglio at the announcement of the AFL and Australia Post Multicultural Ambassadors. ←



NEW OPPORTUNITIES
Tiger star Bachar Houli joins participants at the Bachar Houli Cup at Punt Road Oval. →

BACHAR HOULI PROGRAM

Developed by the Australia Post AFL Multicultural Program and Bachar Houli, the program provides Islamic-based schools and students an opportunity to play AFL. The program is supported by the Federal Government and comprises three components: →

INAUGURAL WINNER
Bachar Houli with Bachar Houli Academy medallist Hisham Kerbatieh. →



BACHAR HOULI CUP

The Bachar Houli Islamic Schools Cup is an opportunity for Islamic Schools to play Australian Football against other schools in a friendly, fun and safe environment.

In 2014, the Bachar Houli Cup was held in Victoria, New South Wales, Queensland and Western Australia with the aim of encouraging Islamic students to make the transition from school football into community clubs and providing an opportunity to be selected into the Bachar Houli Academy.

BACHAR HOULI LEADERSHIP ACADEMY

The Bachar Houli Academy is a high-performance football talent camp for emerging junior players aged 14-17 years who are from an Islamic background.

The Academy aims to fast-track the participants' football development and provides genuine pathways for them to pursue playing football at an elite level.

In 2014, the five-day camp was held in Melbourne during Toyota AFL Grand Final week and involved mentoring from Bachar Houli, as well as education and leadership sessions encouraging participants to engage in their local communities and promote cultural and social inclusion.

BACHAR HOULI MEDAL

The Bachar Houli Medal was introduced in 2014 to recognise the outstanding contribution Bachar Houli has made to the lives of Muslim Australians as an AFL player and as an Australia Post AFL Multicultural Ambassador.

The medal is presented to the best and fairest player within the Bachar Houli Academy who displays leadership on and off the field, as judged by participants in the program.

Hisham Kerbatieh, a midfielder with the Calder Cannons, was named the inaugural winner and was presented with the medal by Attorney-General Senator the Hon George Brandis QC and AFL Chief Executive Officer Gillon McLachlan at a ceremony held at the Richmond Football Club.

Hisham will be mentored by Bachar Houli for 12 months and will receive a \$1500 scholarship to support football development and a 12-month Good Life Health Club Membership. He will also have a one-week training experience at Richmond FC.

MESSAGE FROM THE AUSTRALIAN SPORTS COMMISSION

It has been another significant year for the Australian Sports Commission and the sports network as we continue working together to encourage all Australians to experience the joy of sport.

The sporting field is where friendships are formed, life skills are learned and heroes are made — and this is why in 2013-14 the Australian Government invested almost \$120 million in our national sporting organisations despite a challenging economic environment.

In the past year, the ASC has worked with sports to reform their governance structures and develop strategic and commercial capabilities. The ASC is determined to create better businesses — ones that will thrive in the years ahead — and we are leading the way with a lean and agile operating model and ongoing commitment to our own good governance.

One of the highlights of 2013-14 was the Australian Government's announcement of the Sporting Schools program.

This \$100 million program, which builds upon the successful Active After-school Communities program, will start in 2015 and reach more than 850,000 children. It will allow the sports to boost their participation numbers and is a significant endorsement of the importance of community sport to the Government.

The sporting field is where friendships are formed, life skills are learned and heroes are made



Other highlights in 2013-14 have included:

- Community Coaching General Principles — a free online training course that provides coaches with the basic skills they need.
- Grants programs — a number of national grants programs were delivered to improve the participation of people from under-represented groups.

The ASC also continues to pursue success on the world stage — in Olympic and non-Olympic sports — to deliver Australians the exceptional performances they crave.

There have been few periods in Australia's sporting history filled with so much activity or promise and on behalf of the ASC I thank you for your hard work and support. You continue to prove your capacity to succeed in an ever-changing sporting landscape, and I look forward to working with you in the future.

John Wylie AM
Chair — Australian Sports Commission



Australian Government
Australian Sports Commission



THE NEXT WAVE
Twenty-four invited coaches attended a two-day high performance course at Etihad Stadium.

COACHING DEVELOPMENT

ACCREDITATION COURSES

Steady growth in attendance at AFL coach accreditation courses to meet industry demand continued in 2014. More than 7000 coaches participated in courses, with 5874 becoming newly accredited (5659 Level 1 and 215 Level 2) and 1272 reaccruited, in line with AFL policy requiring all active coaches to maintain accreditation.

An increasing number of current and recently retired players are participating in these courses around the country and entering the ranks of coaches at all levels of the game.

The AFL welcomes this trend and again conducted a specific course for this target group in partnership with the AFLPA in Melbourne in January.

Two five-day High Performance (Level 3) Coaching Courses were conducted in the latter part of the year. The first, attended by 24 invited coaches, was conducted at Etihad Stadium following the AFL Grand Final and overlapping the NAB AFL Draft Combine at the end of September.

The second course, with the support of the WA Football Commission, was held at Patersons Stadium in Subiaco in mid-December, with 22 participants, two-thirds of them from Western Australia, mainly from the WAFC Academies and

WAFL clubs, decreasing the backlog of participants regularly applying from WA.

The AFL Level 1 course in Identifying Talent for AFL continued to be delivered to the industry.

AFL SENIOR COACH ACCREDITATION

A new AFL Senior Coach Accreditation program has been developed in association with the AFL Coaches Association for coaches aspiring to AFL senior coaching positions. The first group of participants will start the program in early 2015.

AFL ONLINE COACHING COURSES

A surge in participation in the AFL Online Junior Coaching course occurred in 2014, with 2700 coaches completing the course through the year. This course is an integral part of the AFL Level 1 Auskick and junior coach accreditation program. The development of the Online Youth and Senior Coaching Course was completed during the year and will be launched as part of the AFL Level 1 Youth and Senior coach accreditation process for 2015.

INTERNATIONAL COURSES

A number of courses were conducted for coaches in other countries in association with AFL International affiliates. These included courses conducted in Fiji, India, Singapore, Europe and the USA. The AFL, through AFL Victoria, also conducted a specific course for participants in the

AFL 2014 International Cup at Princes Park, which was attended by people from most participating countries and 60 coaches achieved their Level 1 accreditation.

CLUB COACHING COORDINATOR PROGRAM

The Club Coaching Coordinator Program was implemented in 2014 and associated resources, including the newly published Club Coaching Coordinator Handbook, were distributed nationally. Complementary web-based resources were posted on a specific section created on the AFL Community Website and the initial accreditation courses conducted in a number of states.

This program has been established to enhance the support and development of coaches at community league and club level. The AFL believes it will be an important step forward in improving support for community coaches and greatly enhance their experience and that of the players they coach at all levels.

AFL NATIONAL COACHING CONFERENCE

The 2014 AFL National Coaching Conference (12th edition) was conducted at Adelaide Oval from January 31-February 2. The conference was the first major AFL event at the refurbished Adelaide icon and was attended by more than 400 participants from all states and territories and all levels of coaching.

The conference program was well supported by the Adelaide Crows and Port Adelaide, with Brenton Sanderson and Ken Hinkley presenting keynote addresses and other coaching staff from both clubs presenting workshop sessions. Another highlight was a specific presentation by Port Adelaide chairman David Koch about the cultural and operational changes underpinning the resurgence of the club in 2013. Internationally recognised researcher and GAA coach Professor Niall Moyna from Dublin City University, who presented at the conference as part of an on-going exchange between the AFL and the GAA, made a big impact with his very relevant research on small-sided games and its impact on player development.

COACHING RESOURCES/ AFL COMMUNITY WEBSITE

A range of valuable existing and new coaching resources are available through the coaching section of the AFL Community website.

These include articles and training activities written by coaches completing their assessment for the Level 2 and High Performance Coaching Courses, which were regularly published in the coaching section of the community website, keeping it fresh with up-to-date and innovative coaching material. The fortnightly community newsletters sent to around 60,000 recipients continue to be a relevant source of coaching information for coaches at all levels.

Other resources such as the *GAPS – Australian Football animated drills and games* e-resource, *Kicking Guide for Coaches*, *Kicking Guide for Players*, *Skills Guide*, *Game Day Coaching* and *Team Rules* DVDs are among the quality coaching resources available in community football.

CONCUSSION MANAGEMENT RESOURCES

The AFL Medical Officers Association guidelines for the management of concussion in community football were distributed widely throughout community football leagues and clubs in all states and to all coaches participating in coaching accreditation courses.

A specific module on this important aspect of player welfare and safety was delivered at all coaching courses throughout the year. The management guidelines



COACHING DEVELOPMENT
More than 400 participants attended the AFL National Coaching Conference in Adelaide.

and related resources will continue to be prominently promoted in future seasons.

They are incorporated into the AFL Coaching Manuals and available for download from the AFL Community Website or hard copy from AFL and state affiliate offices. The AFL has developed an app based on the Concussion in Sport Group's Pocket Concussion Recognition Tool for release in 2015.

OTHER HIGHLIGHTS

AFL COACHING AMBASSADORS

AFL Coaching Ambassadors Stan Alves and David Parkin continued in their valuable long-term roles in AFL coaching and development activities throughout the year, including working as facilitators and mentors at both of the AFL High Performance Courses conducted during the year. Along with coaching consultants Neil Barras, Brendan Mason and David Wheadon, they regularly presented at Level 2 coaching courses and seminars around Australia.

COACH RECOGNITION AWARDS

Australian Football Coaches Association (AFCA) awards functions were held in Victoria, South Australia, Queensland, Western Australia and Tasmania. These functions are a great celebration of coaching and an important recognition of the passion and commitment of coaches at all levels.

AFL COACHES ASSOCIATION – APPEARANCES PROGRAM

The partnership between the AFL and the AFL Coaches Association in respect

of game development continued in 2014, particularly through the coach appearance program. Overall, AFL senior and assistant coaches participated in development activities and appearances in all states and territories, including most regions around the country. Assistant coaches performed more than 800 appearances to help grow the game.

The AFL and the AFLCA cooperate and work closely on a range of coaching development and other issues of mutual interest. The AFL greatly appreciates the efforts of the association and its individual coach members.

Association staff, including Danny Frawley, Paul Armstrong and Ron Watt, also assisted in various elements of the AFL coaching development program during the year. We look forward to continuing this very productive relationship with new president John Worsfold, CEO Mark Brayshaw and operational staff Ron Watt and Greg Hutchison in 2015.

COACHING REVIEW

The AFL aims to provide appropriate high-quality education and development opportunities for coaches, including high-performance coaches, in a clearly recognised pathway.

The AFL engaged PMY to conduct a review of the AFL Coaching Development Pathway in order to critically analyse the existing model and make recommendations for future development. The recommendations will form part of a future strategy to gradually enhance AFL coaching development.

2014 AROUND THE REGIONS

NEW SOUTH WALES

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- Participation grew by seven per cent from 2013 to a record 190,072, with club football up eight per cent, AFL 9s competitions up 16 per cent and club NAB AFL Auskick up six per cent.
- Dedicated female participation grew by over 46 per cent to a total of 3559 and 41,241 girls played across mainstream NAB AFL Auskick and school programs.
 - The AFL Independent Schools included four new schools and 10 new teams. There are now 10 schools and 22 teams playing across three age groups.
 - Growth in AFL 9s continued to be strong at 16 per cent, with Sydney Harbour and the ACT particularly strong. Several new competitions were formed across the region, including a pilot competition in Leichhardt that successfully trialled a number of new initiatives. Sydney locals and AFL 9s National Ambassadors Jude and Lynette Bolton were active in engaging with players at AFL 9s events across the city and in Canberra and Byron Bay. AFL 9s was also played at half-time at both the SCG and Spotless Stadium in 2014.
 - Eight NSW/ACT players were primary listed at the NAB AFL Draft, with a further four added at the NAB AFL Rookie Draft.
 - The NSW/ACT RAMS won Division 2 at both the NAB AFL Under-16 and NAB AFL Under-18 Championships, with Isaac Heeney named Division 2 Most Valuable Player in the under-18s.
 - Four NSW/ACT players were selected in the NAB AFL Under-18 All-Australian side and RAMS mentor Jason Saddington was named head coach of the team.
 - The NSW/ACT Talented Player Program is proving increasingly successful in generating AFL-quality players, with 48 NSW/ACT players on AFL lists in 2014.
 - AFL NSW/ACT continued to support leagues, their clubs and schools to provide quality environments to motivate volunteers, umpires, coaches, teachers and trainers through a variety



DOUBLE CELEBRATION
The NSW/ACT teams won the Division 2 title at both the NAB AFL Under-18 and Under-16 Championships. ↘

- of initiatives. AFL NSW/ACT conducted league education sessions, provided a raft of accreditation courses across a variety of topics and rewarded a Volunteer of the Year in every League in NSW and the ACT.
- Participation in specific school multicultural programs was heightened, particularly in Western Sydney, with the programs tailored to schools with high populations of multicultural students. More than 5000 children participated in school multicultural NAB AFL Auskick programs.
- The Multicultural Advisory Group was established. The group contains internal and external multicultural and community engagement experts and is set up to oversee and advise AFL NSW/ACT on effective engagement with multicultural communities and ethnic media.
- NSW/ACT assisted with the GWS Giants' Multicultural Round marketing campaign, 'Many Cultures, One Game', with the campaign recognised with a prestigious Australian Multicultural Marketing Award at a gala event at the Sydney Opera House in November.
- The School KickStart Program continued to grow, delivered to more than 2000 children across GWS, South Coast, Central Coast, Central West, Southern NSW and Northern NSW.

- The Western Sydney AFL Indigenous Academies supported more than 165 students across seven schools. The Academy focuses on education, cultural and leadership outcomes, providing support to encourage students to stay in school.
- The Adam Goodes Talent Program was established, providing up to 70 Indigenous youth from all over NSW/ACT the chance to develop as individuals, athletes and leaders within their community through an online mentoring program and talent camps.
- Coffs Harbour hosted the National KickStart Championships, with the NSW/ACT under-12 and under-15 sides performing admirably.
- Canberra hosted the National Youth Girls Championships, with WA the winner in Division 1 and a composite indigenous side the Woomeras successful in Division 2. NSW/ACT was coached by former Carlton and GWS star Setanta O'hAilpin and progressed to the grand final. Two NSW/ACT girls were named All-Australians.
- AFL NSW/ACT is in the final stages of delivering a Giants Academy Centre of Excellence and new office complex for Western Sydney staff, with in-principle funding also secured to develop a \$5 million Centre of Excellence in Canberra for the AFL and cricket.



INSPIRATION
Tasmanian coach Adam Sanders spurs on his players at the NAB AFL Under-18 Championships. ←

- After delivering the first synthetic AFL facility outside Victoria – and the first in NSW/ACT – at Narrabeen Sports High School last year, in November a full-size shared synthetic oval was opened at Lane Cove, with two further synthetic turf projects planned.
- A region-wide audit of all AFL facilities was conducted, with the five most strategic needs presented to the state government for pre-election funding.
- Two NSW/ACT umpires – Brodie Kenny-Bell and Daniel Field-Read – were elevated to senior AFL ranks, while Aaron Langdon was rookie-listed, joining fellow NSW/ACT product Liam Rowe. There are three boundary and goal umpires on the AFL umpires list.

TASMANIA

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- In April 2014, the members of AFL Tasmania, including the board members, voted in support of constitutional change that resulted in AFL Tasmania adopting a similar governance structure to other AFL states where the AFL is now the sole voting member of AFL Tasmania.
- At the same time, the Tasmanian Football Council was established to oversee and support grassroots

- community football in all three regions of Tasmania – the North-West, North and South of Tasmania.
- Tasmania's overall participation numbers across all competitions and programs increased from 36,260 in 2013 to 37,261 in 2014 (an increase of nearly three per cent).
- The Tasmanian State League clubs signed new 10-year licence agreements before the 2014 season. North Launceston won its first state league premiership since 1998 and its opponent on the day, Western Storm, made the grand final in its first year of existence.
- A new agreement was confirmed that will have North Melbourne play six AFL home games in Hobart over the 2015 and 2016 seasons.
- The 10th AFL Tasmania Football Hall of Fame event saw John Leedham and Ivor Warne-Smith elevated from Legend status to Icons of Tasmanian football. In addition, John Devine and Trevor Leo were elevated from Inductees to Hall of Fame Legends.
- AFL Tasmania and Cricket Tasmania formalised a partnership that will see the two organisations share a new office facility and various administrative functions at the recently completed \$30 million Blundstone Arena development.

SOUTH AUSTRALIA

- 
- Participants increased by nearly 1000 to a total in excess of 114,000 for 2014. The SANFL reported increases in the core areas of club participants, school participants and NAB AFL Auskick.
- For the first time since 1992, the SANFL was broadcast on commercial television, on Channel 7. Ratings per match nearly doubled from 16,604 in 2013 to 31,364 in 2014. This included a successful Grand Final presentation, which averaged 129,372 viewers, with a peak of 212,762.
 - An outstanding crowd of 38,644 attended the first SANFL Grand Final at Adelaide Oval since 1973. This was the highest crowd at an SANFL title decider since 1999. Norwood defeated Port Adelaide by four points in an epic encounter.
 - South Australia won the 2014 NAB AFL Under-18 and Under-16 Championships, the first time SA has won both titles in the same year. A total of 17 SANFL-based players were selected in the Draft and Rookie Draft.
 - Eleni Glouftsis continued her path to elite level by accepting an AFL scholarship after officiating as a field umpire at SANFL level for the majority of 2014. SANFL field umpire Curtis Deboy was also added to the senior AFL umpiring list at the end of the season.



TIME OUT
Peel Thunder's interchange players take a breather in a WAFL match against East Perth. ←

WESTERN AUSTRALIA



Overall football participation in WA increased by 10.67 per cent to 178,651.

- Female participation increased from 18,000 to 28,000.
- 32,303 children played NAB AFL Auskick.
- Subiaco won the 2014 WAFL premiership.
- West Perth's Aaron Black won the 2014 Sandover Medal.
- Construction work started on the new Perth Stadium at Burswood.
- The West Australian Football Commission celebrated its 25th year as WA's leading stadium manager at Patersons Stadium.
- Patersons Stadium won the Australian Institute of Management WA's 2014 Pinnacle Award for Human Resource Management Excellence.
- Patersons Stadium became the first stadium in Australia to receive International Customer Service Certification and won two national Customer Service Awards.
- The WAFL defeated the NEAFL by 85 points in the state game at Blacktown.
- Nine WAFL players were selected in the NAB AFL Draft, including three first-round selections.
- WA's Tiah Haynes was selected No. 1 in the AFL Women's Draft.
- WA's State 18 Youth Girls became the first team to defeat Victoria at the Youth Girls Championships.

VICTORIA



Total participation numbers reached 290,998 – an 8.7 per cent increase.

- Female participation grew by 41 per cent with 48 new female teams established.
- Player Payments Working Party was established by AFL Victoria to examine escalating costs of player payments at community level and to determine the broader impact on competitive balance within and across all competitions.
- Western and North West Development Council was established as the body managing strategy in these regions, with Western Bulldogs president Peter Gordon appointed chairman.
- AFL Victoria completed a research project quantifying the value of a community football club. This is thought to be the first project of its kind in the world to analyse the impact of a local club.
- Deputy General Manager Steven Reaper replaced Grant Williams as AFL Victoria General Manager in September after Williams was appointed General Manager – Community Football Operations with the AFL.
- Sixty per cent of new talent drafted to AFL clubs at the 2014 NAB AFL Draft were from Victoria (45 from the TAC Cup and one from community football), including No. 1 draft selection Paddy McCartin (Geelong Falcons).

- In the Rookie Draft, Victoria provided 45 per cent of the new talent (15 from the TAC Cup, four from the VFL and one from community football).
- Seventeen Victorian draftees were nominated for the 2014 NAB AFL Rising Star award, with former Geelong Falcon Lewis Taylor winning the title as Victorian players filled the top three spots.
- Overall, 71 players represented Metro and Country Victoria in the NAB AFL Under-18 Championships, with Christian Petracca named the Larke Medallist for the best Division 1 player.
- Victorian umpiring added three field, two boundary and one goal umpire to AFL ranks for season 2015, while two coaches have been elevated to the AFL umpire coaching panel.
- Lucinda Lopes was the first female field umpire in 24 years to be added to the VFL Field Umpires Development Squad.
- The umpire accreditation program had 631 umpires achieve Level 1 and a further 430 complete Level 2.
- The Peter Jackson VFL introduced five Multicultural Ambassadors to help assist AFL Victoria with multicultural development initiatives and programs across participation, community, fans, engagement and talent.
- The Peter Jackson VFL and TAC Cup Grand Finals attracted a crowd of 23,816 at Etihad Stadium – the biggest attendance to a VFL/VFA Grand Final since 1978. Footscray won the VFL premiership by 22 points over Box Hill Hawks and Oakleigh Chargers defeated

Calder Cannons by 47 points in the TAC Cup decider.

- A VFL representative side played Ireland in a practice match in the lead-up to the International Rules Series clash in Perth.
- A total of 110 Level 1 coach education courses were conducted with 3581 coaches attending. There was one Level 2 course held with 64 attendees and one High Performance course with 15 candidates selected to attend.
- AFL Victoria piloted a new level of coaching course designed specifically for women, and in particular mums, keen to learn about the basics of football so they can contribute in a great capacity at NAB AFL Auskick clinics or junior football.
- KickStart Under-15 indigenous program expanded to involve 120 boys, with six selected in the national Flying Boomerangs Squad, including eventual Michael Long medallist Jye Simpkin.
- At the completion of year two of the Laguntas developmental program for 16-18-year-olds, a 50 per cent increase in Indigenous TAC Cup players from 2012 had been recorded, including AFL draftees Paul Ahern and Nathan Drummond.
- Over 100 participants engaged in multicultural and indigenous squads across three TAC Cup regions, named after AFL footballers Majak Daw, Jimmy Toumpas and David Zaharakis.
- Forty-five Victorian FIDA players took part in the first AFL National Inclusion Carnival.
- AFL Victoria assumed the management of the Victorian Women's Football League (VWFL) following a vote of members in late 2013, with 10 new teams introduced across six divisions for season 2014.
- The VWFL provided over 50 per cent of the players in the AFL Women's Exhibition game between Melbourne and the Western Bulldogs.
- AFL Victoria launched its first state-wide Facilities Strategy – Growing the Heartland.
- Since November 2013, a total of 28 projects have shared in over \$2.2 million in funding through the Country Football Netball Program, with a combined total project value of over \$9 million.
- Nine Region Administration Centre projects are completed or under construction worth over \$1.75 million in

QUEENSLAND



Total participation reached 180,132 – 14.2 per cent more than 2013 and the largest increase since 2008.

- Queensland achieved the highest female participation in Australia with 51,722 girls and women playing the game – up 30 per cent.
- Over 6400 fans attended Townsville's NAB Challenge match between the Gold Coast Suns and the Brisbane Lions.
- The Western Bulldogs made their Cairns debut, playing the Gold Coast Suns at Cazalys Stadium before a crowd of 9743.
- AFL Queensland, the Gold Coast Suns and the Brisbane Lions delivered AFL Community Camps in Wide Bay (Hervey Bay and Bundaberg), Springfield, Logan and Beenleigh.
- QClash 8 in round 15 attracted 27,176 people – the largest crowd at the Gabba in 2014.
- The #GirlsPlayToo awareness campaign for girls aged 10 to 15 was rolled out across the state.
- The AFL Queensland Facilities Plan 2014-2020 and Football Facilities Audit were completed – both firsts for Queensland state sporting organisations.
- Queensland again recorded the largest AFL school participation in Australia with 117,432 primary and secondary school students playing the game.
- Over \$25 million of infrastructure projects were completed.
- Further upgrades worth \$2.5 million were completed at our regional hubs in Townsville, Mackay and Byron Bay.
- Brisbane hosted the AFL National Facilities Conference at the new \$14 million Moreton Bay Central Sports Complex.
- Queensland field umpire Andrew Stephens and goal umpire Robert Whitehead were added to the AFL list with field umpire Kayne Nund rookie-listed.
- The inaugural Byron Bay AFL 9s Invitational tournament was held in October.
- The Gold Coast hosted the NAB AFL Draft for the third successive year with a week-long program of events.
- Three Queenslanders were selected in the NAB AFL Draft with a further three picked up in the Rookie Draft.
- The Brisbane Lions added six Hyundai Lions Academy graduates on their list.
- In season 2014, there were 47 Queenslanders on AFL club lists.
- The iconic 'Q' jumper was reintroduced for all state representative teams.
- A restructure of Queensland community football saw the return of the Queensland Australian Football League – Queensland's premier community football league.
- The Moreton Bay Central Sports Complex hosted the National Female KickStart Championships.
- AFL Cape York House celebrated its first group of graduates, with six young men completing Year 12.
- A total of 4500 fans saw the Sydney Swans reserves withstand a late surge from the Brisbane Lions to win by a point in the second Mackay Anzac Day NEAFL clash.
- A goal on the siren saw the Aspley Hornets claim the NEAFL premiership with a two-point win over the Sydney Swans reserves.
- A total of 5700 community players and officials and 1185 coaches attended education sessions and courses.
- BLK and HART Sport became major sponsors of the QAFL and QWAFL and the QFA North and QFA South competitions respectively. The Queensland Government continues to provide significant funding for the continuation of major programs, particularly the promotion of female football across the state.

NORTHERN TERRITORY

There was a 19.9 per cent participation growth for a total of 35,539 Territory-wide participants, with the number of clubs growing from 129 to 143, equating to 10.8 per cent growth.

- Female participation increased by nine per cent. A total of 1200 players, accredited coaches and umpires – all significantly higher.
- Community education flourished under the Michael Long Cup (under-14s) remote programs and diversity.
- Achieved target of 10 remote projects with Borroloola starting in July.
- NT Thunder semi-finalists in the NEAFL competition with two Northern Territory draft picks – Nakia Cockatoo (drafted to Geelong at No. 10) and Jake Long (father-son selection to Essendon).
- Michael Long Learning and Leadership Centre is 95 per cent complete with the handover scheduled for February 2015 and the official opening in March 2015. Upgrades also took place at Traeger Park in Alice Springs.
- First AFL premiership match at Alice Springs in 2014.

Community education flourished under the Michael Long Cup (under-14s) remote programs and diversity



RIVALRY RENEWED
Northern Territory took on Queensland in the NAB AFL Under-18 Championships. ↗

INTERNATIONAL



Participation of over 127,000 with an additional 87,000 involved in promotional activities.

- The 2014 USAFL Nationals were held in Dublin, Ohio, in October. It was the 17th year of the event and was the largest. Forty teams across five divisions competed in 65 matches across two days of competition. The New York Magpies took home their second Division 1 title with a comeback win over the Orange County Bombers in the final. The Denver Bulldogs women won their fifth consecutive championship, while the LA Dragons (Division 2), Sacramento Suns (Division 3) and North Carolina Tigers (Division 4) captured their first titles. The carnival involved over 1200 players, umpires, officials and spectators.
- The 2014 Euro Cup was held in London in October. It was the biggest tournament yet with 19 countries represented across 16 men's teams and five women's sides. Denmark defeated Croatia to win the men's competition and Ireland defeated England in the women's competition.
- The NAB AFL Academy Level 1 squad toured New Zealand for the third time in January and played a match against the New Zealand Hawks at Westpac Stadium in Wellington.
- The NAB AFL Academy Level 2 squad toured Europe in April. The squad trained at the AIS facility in Varese, Italy, and played an inter-club match and an international match against the European Legion in London.
- The second match played outside Australia for premiership points was played between St Kilda and the Brisbane Lions in Wellington, New Zealand, on Anzac Day.
- International Combines were held in Dublin, Los Angeles and Wellington. Four international players (two from the USA and two from Ireland) attended the 2014 NAB AFL Draft Combine at Etihad Stadium.
- Mason Cox from the United States travelled to Adelaide and Melbourne in May after attending the US Combine. Standing at 211.4cm, the 23-year-old from Oklahoma State University is the tallest player to attend an AFL Combine. He was interviewed by several clubs and was named as an international rookie by Collingwood.
- A pilot program in India launched in January in collaboration with the Australian Sports Commission, Australian Sports Outreach Program, Magic Bus, AFL India and the AFL saw over 3000 participants experience AFL. AFL India secured a grant from the Australian Sports Council for a 10-month project. The project's goal is to strengthen and unify Indian communities through the implementation of a sustainable grassroots Australian Football program in the states of Maharashtra, Rajasthan and Jharkhand.
- World Team and South Pacific teams competed in the 2014 NAB AFL Under-16 Championships.
- The Under-16 South Pacific Cup was played in Coffs Harbour in April. New Zealand, Papua New Guinea and Oceania (represented by players from Nauru, Fiji, Tonga, Vanuatu and the Solomon Islands) fielded teams. The PNG Binatang's finished on top of the ladder.
- The AFL Women's Academy toured New Zealand in October. The tour party included 12 16-year-olds, female coaches and development staff. The squad played two nine-a-side matches against the New Zealand Kahus.
- The AFL Indigenous under-18 women's team, the Woomearas, conducted an inaugural 10-day New Zealand tour in December. The squad of 21 was mentored by Shaun Burgoyne and played two matches against the New Zealand Kuhus.

INTERNATIONAL CUP



The 2014 AFL International Cup was played in Melbourne over 15 days between August 9-23.

A record number of 25 teams represented 18 countries across 18 men's and seven women's teams. Pakistan and Indonesia fielded teams for the first time.

Men's teams: Canada, China, Fiji, Finland, France, Indonesia, Ireland, Great Britain, India, Japan, Nauru, New Zealand, Pakistan, Papua New Guinea, South Africa, Sweden, Tonga and USA.

Women's teams: Canada – Northern Lights, Canada – Midnight Suns, Ireland, Fiji, Tonga, USA – Freedom, USA – Liberty.

The carnival involved about 1000 players, coaches and support staff, while 200 volunteers from all levels of football helped stage 62 matches across 18 venues.

The carnival was launched at Melbourne's Federation Square. Teams were officially welcomed by senior Wurundjeri elder Aunty Joy Murphy-Wandin and then Premier of Victoria Dr Denis Napthine, along with a recorded video welcome message from Prime Minister Tony Abbott. Participants marched to the MCG and took part in a Parade of Nations before the Hawthorn-Melbourne match.

Matches were played in Melbourne's Royal Park, but in a first for the International Cup, Community Round saw teams play curtain-raiser matches across 12 metro and regional venues. Matches were linked with regular season VFL, VWFL, country, metropolitan and amateur games.

Other events included a Captains' Lunch hosted by AFL Commission Chairman Mike Fitzpatrick, along with other members of the AFL Commission and executive, a screening of the *Aussie Rules the World* documentary and a Gala Dinner attended by more than 1000 guests at the Crown Palladium where the men's and women's World teams were announced.

The men's final was played at the MCG before the round 22 Hawthorn-Geelong match. Papua New Guinea defeated Ireland by three points in a thrilling match.

The women's final was played at Punt Road Oval. Canada Northern Lights defeated the Ireland Banshees by 26 points.



CHAMPIONS
The successful Canada Northern Lights and Papua New Guinea teams after their International Cup triumphs. ↑↓



Media supported the event with strong coverage across metropolitan and multicultural media. Eighty players also had the opportunity to be part of *The Footy Show* audience.

The event was well supported by social media. A dedicated website hosted by AFL Media posted daily results, news stories and images. ICI4 Instagram and Twitter accounts also ensured footy fans throughout the world could follow the action.

The International Cup is played every three years and this was the fifth carnival. Expatriate Australians are ineligible to play in the International Cup. Teams are comprised solely of amateurs who must be nationals of the country they represent. All players must have lived the majority of the years aged between 10 and 16 as a citizen of their nation.

FIGHTING SPIRIT
Ireland challenged Fiji in the women's division of the International Cup. →





COMMUNITY-MINDED
Jim Stynes Community Leadership Award winner Beau Waters has helped raise more than \$1 million for cancer research. ↵

COMMUNITY PARTNERSHIPS

JIM STYNES COMMUNITY LEADERSHIP AWARD

West Coast Eagles defender Beau Waters was selected as the winner of the 2014 Jim Stynes Community Leadership Award by the AFL and the Reach Foundation.

The Jim Stynes Community Leadership Award each year honours the former Melbourne Football Club president and Brownlow medallist who passed away in 2012. He was also one of the founders of the Reach Foundation.

Sam Ludbey-Stynes presented Waters with the award at the Brownlow Medal ceremony held at Crown Palladium.

He was one of four finalists, along with Kade Simpson (Carlton), Mathew Stokes (Geelong Cats) and Travis Boak (Port Adelaide) who were all commended for their great initiative and leadership across the community.

Waters was selected as the 2014 winner based on his long-standing and continuing work with several community and charitable organisations.

Through his role as an ambassador for the Cancer Council WA over the past decade, he has been the catalyst for the Eagles raising almost \$1 million for cancer research.

In addition, he is:

- An active board member for Youth Focus, an organisation that supports vulnerable young people in WA by offering a range of health services.
- An inaugural committee member of the Young Men's Project Committee, which raises awareness of mental illness in young men.
- A regular Camp Quality volunteer and fund-raiser.
- A committee member of the WA Healthy Awards.

As the winner, he receives \$20,000 from the AFL to be donated to the charity or community program/s of his choice.

Nominations for the award were sought from AFL clubs.

The Jim Stynes Community Leadership Award selection panel consists of Sam Ludbey-Stynes, AFL Commissioner the Hon Linda Dessau AM (chair of the selection panel), AFL Chief Executive Officer Gillon McLachlan, AFL General Manager People, Customer and Community Dorothy Hisgrove, AFL Head of Diversity Jason Mifsud, Reach Foundation CEO Sarah Davies, 3AW broadcaster Neil Mitchell, Seven Network broadcaster and former champion player Tim Watson and AFL Players' Association representative Marissa Filipou.

↳ He has been the catalyst for the Eagles raising almost \$1 million for cancer research

AFL SPORTSREADY

AFL SportsReady is a national not-for-profit company that has facilitated employment and education for young Australians since 1994. It works in partnership across a number of industry sectors, including sport and recreation, business and administration, finance, banking, horticulture, information technology, retail and arts and the creative industries.

AFL SportsReady celebrated 20 years of education and employment (1994-2014) and during that time has achieved the following:

- A total of 12,000 young people started a traineeship with AFL SportsReady since 1994.
- A total of 1300 Aboriginal and Torres Strait islander trainees have started since 2000.
- Over 2000 trainees started their careers working in the AFL industry.
- Supported over 1000 AFL players to complete traineeships as well as a variety of other project roles supporting players' transition from the game.
- Supported 1790 students across the country to gain qualifications since 2012 through SportsReady Education.
- At the 20-year anniversary event, the AFL Commission Chairman Mike Fitzpatrick announced the AFL would invest a further \$1.1 million in AFL SportsReady over the next two years.

In 2014, AFL SportsReady supported 687 trainees into roles across Australia and more than 900 students studied with SportsReady Education.

Some 18 per cent of SportsReady Education students were Indigenous and 223 traineeship opportunities were provided to Indigenous young people nationally, with partners including the National Australia Bank, ANZ, Commonwealth Bank, Westpac, Australia Post, Telstra and Kmart and the Victorian and West Australian governments.

AFL SportsReady was awarded the Wurreker Award for best private-registered training organisation by the Victorian Aboriginal Education Association (VAEAI). The award recognised AFL SportsReady's work in providing innovative partnership arrangements resulting in improved pathways, career and employment outcomes for Victorian Koorie VET students.

The Barrowarn program, a partnership funded and supported by the Collingwood Football Club Foundation, began in 2012 as



CREATING OPPORTUNITIES

SportsReady's 20th year celebration included a gathering with (from left) inaugural CEO Phil Wallbridge, founding member Kevin Sheedy, Chairman Steve Bracks, founding member Bill Kilty, founding member Ian Collins and William Evans, the grandson of founding member Ron Evans. ↑

a traineeship program for young Victorian Indigenous job seekers and its quick success saw its expansion into a direct employment model.

The expansion of the program into a direct employment model has resulted in another 35 Indigenous job seekers placed into direct employment roles over the past 12 months. An additional 11 employment placements will be created over the next six months.

Ten young Indigenous Victorians have undertaken school-based traineeships across the City of Yarra, with a further five full-time traineeships with AFL Victoria to increase Indigenous participation. In 2015, a further 10 school-based traineeships and three full-time traineeships opportunities will be offered through the program.

In November 2014, AFL SportsReady's Indigenous Programs team also delivered its second NAB Emerging Leaders Program to 13 of NAB's Rising Indigenous Emerging Leaders. A five-day intensive live-in course is aimed at developing and growing the leadership capacity of Indigenous staff within the NAB.

AFL SportsReady has worked in partnership with the AFL Players Association to provide training in a career beyond the football field through the Next Goal Career Transition Programs.

Today one in four AFL players are involved in AFL SportsReady programs and the establishment of SportsReady Education has allowed the partnership to grow further. During the past year, 253 AFL players studied with SportsReady

Education in a range of courses, including Sport Development, Business and Fitness.

AFL SportsReady's Executive Education team has continued to develop tailored education opportunities for AFL staff and players. In 2014, the courses offered included Executive Certificate in AFL Management, Professional Certificate (Football Administration) and Executive Certificate in Player Development, and have provided career development for over 50 participants.

Additionally, AFL SportsReady's Executive Education team has worked with AFL umpires to develop the AFL Umpires Coach Academy, which will be rolled out in 2015. AFL SportsReady has developed university partnerships in every state. The partner universities are La Trobe University, University of Technology Sydney, Griffith University, University of Canberra, Curtin University, Flinders University and the University of Tasmania.

The partnerships offer SportsReady Education students an opportunity to gain direct entry and credit towards a Bachelor Degree upon completion of their Diploma studies. The ArtsReady program, supported by the Federal Government, was rolled out across Australia and is now available in Western Australia, Tasmania, Queensland and South Australia.

This program is designed as a partnership with young Australians and the arts and creative sector through an entry-level training and support model that combines practical experience at work with vocational education.

LADDER

The AFL industry has a long-standing reputation as a force for change. In 2014, the AFL continued to support Ladder – the AFL players' charity established in 2007 to tackle youth homelessness.

Every player participating in an AFL home and away match donates part of his match fee to Ladder. Each year, these donations amount to around \$150,000, which is matched by the AFL, resulting in a total contribution of \$300,000.

Ladder is also the official charity partner of the Toyota AFL Finals Series.

The AFL and AFL Players' Association are founding partners of Ladder. Ladder works with young people who have experienced homelessness to help them break the cycle of homelessness and to reach their potential.

Ladder has a vision to operate in every region that hosts an AFL team by 2020.

It costs Ladder just under \$36 a day to support a young person who is striving for a better future. This provides around 120 hours of support a year, including health, wellbeing and fitness sessions, skills training, mentoring and one-on-one support.

Past and present AFL footballers are involved as volunteers, ambassadors and mentors. This is critical for young people to provide them with guidance, support and encouragement to find a way out of the debilitating cycle of homelessness.

↳ Ladder has a vision to operate in every region that hosts an AFL team by 2020

IN THE PINK

Co-captains Nathan Jones and Jack Grimes model the special guernsey worn by the Demons in the Field of Women match.
→



BREAST CANCER NETWORK AUSTRALIA

The AFL has continued its association with Breast Cancer Network Australia which began in 2005.

In April this year, the fourth Field of Women event in support of Breast Cancer Network Australia was successfully staged at the MCG before the Melbourne-Western Bulldogs match.

More than 12,000 women and men participated in the event, which created the sparkling Pink Lady on the MCG and raised more than \$500,000 to support the work of BCNA.

In 2014, the NAB AFL Auskick program supported BCNA's Pink Sports Day. Auskick centres across Australia were encouraged to turn pink to pay tribute to those in their community affected by breast cancer while raising funds and awareness for BCNA.

WHITE RIBBON CAMPAIGN

White Ribbon is an international organisation working to prevent male violence towards women.

One in three Australian women over the age of 15 will experience physical violence and one in five Australian women will experience sexual violence. A woman dies at the hands of a current or former partner almost every week in Australia.

The AFL and White Ribbon have had a long partnership which has primarily focused on working with players and teams to raise awareness for men's violence against women.

The partnership is linked to the AFL's Respectful Relationships Framework, which aims to create a safe and inclusive environment for women at all levels of the game. A focus of the AFL competition's support for the White Ribbon Campaign is matches between the Greater Western Sydney Giants and Sydney Swans, with the winner of each game receiving the White Ribbon Trophy.

The 2014 Virgin Australia International Rules match played between Australia and Ireland at Patersons Stadium in November was also in support of White Ribbon.

Tom Meagher, husband of the late Jill Meagher, took an oath during the pre-match ceremony to support White Ribbon's anti-violence campaign. Members of both teams also wore white ribbons as a symbol of their support.

TAKING A STAND

Swans stars Lance Franklin, Adam Goodes and Lewis Jetta show their support for the Recognise campaign.
→



Several members of the AFL executive are ambassadors for the White Ribbon Campaign, as is Sydney Swans champion and 2014 Australian of the Year Adam Goodes and several current and former players as well as executives from AFL clubs.

RECOGNISE

The AFL is proud to have an ongoing partnership with the Recognise campaign, which supports and focuses on the push to recognise Aboriginal and Torres Strait Islander peoples in Australia's constitution and to ensure there is no place for racial discrimination in it.

The campaign's R symbol was painted in the middle of each AFL venue during the 2014 AFL Indigenous round, with Sydney Swans star and Australian of the Year Adam Goodes and former Swans champion Michael O'Loughlin among the AFL identities supporting the Recognise campaign.

The AFL's support led to a significant boost in awareness of the campaign, with more than 17,000 Australians signing up as supporters during the week of Indigenous Round.

AFL Chief Executive Officer Gillon McLachlan said the AFL's partnership with Recognise acknowledged and honoured the close links over a long period of time between Aboriginal and Torres Strait Islander communities and the AFL.

"Recognise is a campaign which has multi-party political support and we are

pleased to play our role as a member of the community by supporting this initiative to ensure Aboriginal and Torres Strait Islander Australians are appropriately recognised in our nation's constitution."

Recognise is also officially supported by the Port Adelaide, Adelaide, Richmond and St Kilda Football Clubs.

REACH – JIM STYNES SCHOLARSHIP FUND

The AFL and the Reach Foundation established the Jim Stynes Scholarship Fund in 2011 in honour of former Melbourne Football Club president and Brownlow medallist the late Jim Stynes.

As part of a partnership with the AFL, the Federal Government has provided \$3 million to establish the scholarship fund to help disadvantaged people pursue their sporting dreams and reach their potential.

The scholarships recognise Stynes' contribution as an outstanding footballer, administrator, philanthropist, charity worker and writer.

In 2014, the AFL and Reach awarded 37 scholarships with a value of up to \$20,000. Number 37 was Stynes' original number when he joined Melbourne.

Recipients received funding towards football, travel and education expenses.

 The AFL is proud to have an ongoing partnership with Recognise

MARKETING

In 2014, the AFL launched the Toyota AFL Premiership season with a campaign titled Everything's Possible.

This campaign focused on the unpredictable nature of our game and the excitement and sense of optimism fans experience at the start of the AFL season.

The television commercial for the campaign featured the voiceover of Western Bulldogs fan and Hollywood star Chris Hemsworth.

The concept of Everything's Possible continued across key themes for the year, including Indigenous and Multicultural Rounds, with a focus on the possibilities that can be achieved on and off the field.

The entire campaign for Indigenous Round was developed in partnership with the Indigenous community, with designer Marcus Lee developing the visuals for the campaign and actor Luke Carroll providing the voice for the television commercial.

Multicultural Round focused on the Many Cultures, One Game message with a comedic campaign celebrating multicultural fans' connection with our game.

The campaign included fans from South-East Asian, Indian and Italian backgrounds. Jerry Ng, a young East Timorese boy with an encyclopaedic memory for football stats, starred in the campaign and was heavily featured in match broadcasts – and across other media – calling an AFL game with Channel 7's Bruce McAvaney.

The finals campaign was a highlight of the 2014 season, with a strong retail campaign using triple premiership player Jonathan Brown's voiceover, which helped drive excellent ticket sales.

The Don't Go Quietly campaign focused on the incredible live atmosphere of finals football and featured passionate fans from each of the competing clubs.

The year finished on a high with the Virgin Australia International Rules series featuring a star All-Australian cast in a fantasy football-inspired campaign which drove outstanding ticket sales.

SENDING THE RIGHT MESSAGE

The AFL produced several innovative campaigns that proved successful in 2014. →



**LEGAL,
INTEGRITY &
COMPLIANCE**

NEW BREED

Exciting small forward Luke Dahlhaus is one of the rising young stars of the competition for the Western Bulldogs. ←

LEGAL, INTEGRITY & COMPLIANCE

A new-look Integrity Department started its first year as a standalone operation, dealing with a range of compliance issues.

The AFL competition's Integrity Department completed its first full year of operation in 2014 following decisions taken by the AFL Commission in 2013.

An integrity unit was first established by the AFL Commission in 2008, primarily to monitor betting on AFL matches to protect the integrity of the AFL competition and to ensure compliance with AFL rules including the Anti-Doping Code.

It was originally part of the football operations department, but given the scope of issues identified by the release of the Australian Crime Commission report

in February 2013, the AFL Commission approved the establishment of a standalone integrity department, provided increased resources and included the administration of Total Player Payments and AFL club lists in the responsibilities of the expanded department.

The Australian Crime Commission report focused on new generation performance and image-enhancing drugs (PIEDs) and organised crime involvement in the use of PIEDs in professional sport.

This included the use of peptides and supplements which did not comply with the Anti-Doping Code. →

 An integrity unit was first established by the AFL Commission in 2008

RAISING ISSUES

The Australian Crime Commission report which was released in February 2013. →



CONTROLLED TREATMENTS

A key part of the AFL response to the risks of supplement use was the introduction of an enhanced anti-doping code that included the concept of Controlled Treatments.

Controlled Treatments may be used, but only after the approval of the club doctor and their use must be recorded in a register that is monitored by the AFL.

In 2014, the Integrity Department consulted extensively with the AFL Players' Association, AFL Medical Officers' Association and clubs to produce a defined list of Controlled Treatments and an appropriate process for the recording of those treatments.

Fundamentally, the Controlled Treatments Register is a method for clubs to record their treatment of players and for players to confirm the treatment they receive.

To assist the department, the AFL invested heavily in first-rate technology to ensure the Controlled Treatments Register was secure, efficient and convenient for clubs and players and permitted the department to:

- Protect the health and welfare of players and the integrity of the AFL competition.
- Effectively collate and analyse information to identify issues and trends.

Apart from the wide consultation with the AFLPA, the AFLMOA and clubs, the process for the introduction of the Controlled Treatments Register also included:

- In-season testing of the technology platform via four clubs which used a sample of 4-5 players each over a period of months.
- Further testing of the platform involving every club and a sample of players over 2-3 weeks.
- Face-to-face introduction and roll-out of the system for every club during the 2015 pre-season.

The Controlled Treatments Register roll-out has been successful with excellent buy-in from AFL clubs and players.

This is a significant achievement given the magnitude and nature of the technology being introduced and has been accepted by AFL clubs and players as a necessary response to the issues identified in the Australian Crime Commission report and a review of our key learnings from the investigation into the supplements program conducted by the Essendon Football Club in 2011 and 2012.

INCREASED RESOURCES

AFL investigators Gerard Ryan and Tony Keane started employment with the Integrity Department in March and April 2014.

- Gerard Ryan, APM, was a Detective Superintendent in Victoria Police who oversaw the Purana Taskforce and many complex investigations involving serious and organised crime, terrorism and corruption.
- Tony Keane was a Detective Senior Constable in the Homicide Squad and prior to that was part of the Driver Taskforce.

The aim of the new roles is to:

- Be the visible presence of deterrence and enforcement for the AFL industry.
- Work closely with clubs to strengthen their own internal integrity processes as the first lines of defence on integrity for the industry.
- Develop close relationships within the AFL and with all stakeholders and be seen as trusted leaders in the area of integrity.
- Professionalise AFL investigation processes and conduct investigations in line with best practice.
- Liaise closely and enhance our relationships with law enforcement throughout the country.



MATCH-DAY RESTRICTED AREAS

Before the start of the 2014 season, the department worked closely with clubs to introduce minimum standards for Match-day Restricted Areas to further protect the integrity of the game, particularly in relation to the provision of information which could influence betting on AFL matches.

The key features of the minimum standards include:

- Restricting access to change rooms and coaches boxes before and during each match.
- Only permitted guests having entry to the change rooms if they have been accredited by submitting their names to the AFL.
- Not permitting the use of mobile phones, apart from specified officials, in the restricted areas.

The Match-day Restricted Areas were audited regularly during the season by the AFL investigators which involved 43 inspections in 2014. The list of club guests was also audited weekly.

As an observation, the clubs and players have responded well to the new regime. The approach has been to aim for cultural change in the initial stages rather than take a hard-line enforcement approach.

 **The Match-day Restricted Areas were audited regularly during the season**

OFF LIMITS

Access is restricted to change rooms before and during each match.



COLLECTIVE BARGAINING AGREEMENT MID-TERM REVIEW

During 2014, the AFL and AFLPA completed a mid-term review of the Collective Bargaining Agreement.

As a result, a number of variations were agreed, including:

1. The Total Player Payments Limit for each club will increase by \$150,000 for 2015 and 2016, resulting in:
 - Total Player Payments for 2015 being \$10,071,000.
 - Total Player Payments for 2016 being \$10,369,000.
2. Introduction of a banking mechanism, allowing clubs to spend more than 100 per cent of the TPP and ASA limits if in any of the preceding two years the club spent below 100 per cent of the combined limit.
3. The AFL agreed to contribute an additional \$7 million towards the existing AFL Players' Player Retirement Fund.

4. The AFL will provide \$1 million to be used for the establishment of a Lifetime Health Care Fund over the next two years to provide health care to players after their careers have finished.
5. The Veterans' Allowance will cease on November 1, 2016.
6. A player who terminates his contract for cause must be delisted by his club, therefore becoming a Delisted Free Agent.
7. Years served on a Rookie List will count as years on a Primary List in the event a player is upgraded to the Primary List.

SOFT CAP RULE

During 2014, work was undertaken on the introduction of a soft cap and luxury tax on non-player football department expenditure by AFL clubs. The AFL Commission resolved that for 2015:

1. The soft cap would be set at \$500,000 above the projected industry average spend – given the projected average spend per club was \$8.8 million, the soft cap will be \$9.3 million.
2. The luxury tax in 2015 will be 37.5 per cent for every dollar spent above the soft cap if a club decides to spend above the cap.

The AFL established a working party to work with club Chief Financial Officers to establish guidelines for the implementation of the soft cap and all clubs were consulted during this process.

The rule adopted for 2015 sets up a framework that allows the AFL to establish the soft cap limit, monitor compliance with the soft cap and enforce payment of the luxury tax should a club decide to spend over the soft cap.

The rule is set up in a form similar to the AFL's Total Player Payment Rules. →

FREE AGENCY

Under the rules agreed between the AFL and the AFLPA in February 2010, a total of nine restricted free agents and 48 unrestricted free agents were eligible under the rules during the 2014 season to consider their future career options →

RESTRICTED FREE AGENTS

- Adelaide – David Mackay
- Carlton – Bryce Gibbs
- Collingwood – Ben Reid
- Essendon – Heath Hocking
- Fremantle – David Mundy
- North Melbourne – Todd Goldstein, Lachlan Hansen
- West Coast Eagles – Shannon Hurn
- Western Bulldogs – Shaun Higgins

UNRESTRICTED FREE AGENTS

- Adelaide – Jason Porplyzia, Ben Rutten
- Brisbane Lions – Jonathan Brown, Ashley McGrath
- Carlton – Michael Jamison, Kade Simpson, Jarrad Waite
- Collingwood – Nick Maxwell, Tyson Goldsack
- Essendon – Dustin Fletcher, Leroy Jetta, Jason Winderlich
- Fremantle – Garrick Ibbotson, Luke McPharlin, Matthew Pavlich
- Geelong Cats – Corey Enright, James Kelly
- Hawthorn – Brad Sewell
- Melbourne – James Frawley, Lynden Dunn
- North Melbourne – Leigh Adams, Michael Firrito, Brent Harvey
- Port Adelaide – Dom Cassisi, Kane Cornes, Tom Logan, Paul Stewart
- Richmond – Shane Edwards, Jake King, Chris Newman
- St Kilda – Sam Fisher, Jarryn Geary, James Gwilt, Lenny Hayes, Clinton Jones
- Sydney Swans – Adam Goodes, Nick Malceski, Ryan O'Keefe, Lewis Roberts-Thomson
- West Coast Eagles – Sam Butler, Dean Cox, Darren Glass, Matt Rosa
- Western Bulldogs – Matthew Boyd, Daniel Giansiracusa, Dale Morris, Robert Murphy, Tom Williams

MOVEMENTS OF PLAYERS

	2014/2015	2013/2014	2012/2013	2011/2012
DELISTED/RETIRED	85	99	75	85
TRADES	19	27	28	29
EXCHANGED/TRADED				
PLAYERS	24	28	29	28
SELECTIONS	40	38	41	44
ON-TRADES	12	7	16	15
PROMOTED ROOKIES	22	23	24	13
NATIONAL DRAFT	76/87	62/74	70/83	75/83
FIRST DRAFTED	76	62	68	71
PRE-SEASON DRAFT	1/12	1/12	8/15	5/11
ROOKIE DRAFT	64/76	54/69	44/65	79/96
FIRST DRAFTED	45	39	32	
RETAINED ROOKIES	36	37	50	41

TOTAL PLAYER MOVEMENTS

	2014/2015	2013/2014	2012/2013
FREE AGENCY MOVEMENT			
RESTRICTED	1	4	4
UNRESTRICTED	4	3	6
DELISTED	7	8	4
TOTAL	12	15	14



A total of five players elected to exercise their free agent rights and change clubs for the 2015 season – **James Frawley** (to Hawthorn), James Gwilt (to Essendon), Shaun Higgins (to North Melbourne), Nick Malceski (to Gold Coast Suns) and Jarrad Waite (to North Melbourne) – elected to exercise their free agent rights and change clubs for the 2015 season.

A further seven delisted players took advantage of the Free Agency Rules allowing them to move to the club of their choice – Mitch Robinson (Carlton to Brisbane), Matthew Dick (Sydney to Carlton), Sam Bleasdale (Melbourne to Geelong), Ben Newton (Port Adelaide to Melbourne), Taylor Hunt (Geelong to Richmond), Tim Membrey (Sydney to St Kilda) and Joel Hamling (Geelong to Western Bulldogs).

EXCHANGE PERIOD

A total of 24 players and 40 draft selections (of which 12 were on-traded) were traded during the AFL Exchange Period. The following players were traded:

- **Kyle Cheney** and **Luke Lowden** (Hawthorn) to Adelaide
- **Dayne Beams** (Collingwood) and **Allen Christensen** (Geelong) to Brisbane Lions
- **Kristian Jaksch** (GWS Giants), **Liam Jones** (Western Bulldogs) and **Mark Whaley** (GWS Giants) to Carlton
- **Jack Crisp** (Brisbane Lions), **Levi Greenwood** (North Melbourne) and **Travis Varcoe** (Geelong) to Collingwood
- **Adam Cooney** (Western Bulldogs) and **Jonathan Giles** (GWS Giants) to Essendon
- **Mitch Clark** (Melbourne) and **Rhys Stanley** (St Kilda) to Geelong;
- **Mitch Hallahan** (Hawthorn) to Gold Coast
- **Ryan Griffen** (Western Bulldogs) and **Joel Patfull** (Brisbane Lions) to GWS Giants
- **Jonathan O'Rourke** (GWS Giants) to Hawthorn
- **Sam Frost** (GWS Giants), **Jeff Garlett** (Carlton) and **Heritier Lumumba** (Collingwood) to Melbourne
- **Patrick Ryder** (Essendon) to Port Adelaide
- **Shane Biggs** (Sydney Swans) and **Tom Boyd** (GWS Giants) to Western Bulldogs.

ROOKIES

In addition to 76 first-time drafted players being selected at the NAB AFL Draft, 24 rookies were promoted by clubs to the Primary List.

As well as 64 players being selected at the Rookie Draft (of which 45 were first-time drafted), 36 rookies were retained on the Rookie List by clubs.

WELCOME RETURN

After overcoming health issues, Mitch Clark will have a fresh start with the Cats. ←



TOTAL PLAYER PAYMENTS

A key objective in 2014 was to begin integrating the Total Player Payments and List Management functions with the AFL's investigations and integrity department to take a more pro-active and intelligence-led approach in this area.

The initial step in 2014 provided for the Total Player Payments and List Management team to work closely with the Integrity Department to identify high-risk contracts and player transfers.

The relevant parties were then requested to attend interviews with the AFL investigators and Ken Wood, the AFL's Manager, Total Player Payments, to record a detailed and current account of the relevant circumstances.

The Total Player Payment limit per club increased 5.4 per cent in 2014, from \$164.5 million in 2013 to \$173.4 million, while gross player payments increased at a lower rate to the 5.4 per cent increase in Total Player Payments, up by 4 per cent from \$181.6 million in 2013 to \$188.9 million.

The Additional Services limit per club for the provision of marketing services by players increased by 13 per cent from \$852,000 to \$963,000 and the amount spent on these services by clubs increased by 17 per cent, from \$13.9 million in 2013 to \$16.25 million.

In addition to these amounts, players earned \$1.7 million from employment and marketing arrangements with associates of clubs.

Taking into account the \$188.9 million in gross player payments, \$16.25 million in additional services agreements and \$1.7 million from employment and marketing arrangements with associates of the clubs, the total earned by players in 2014 was \$206.85 million, an increase of 4.7 per cent on the 2013 total of \$197.5 million.

The average payment by clubs for a listed player in 2014 was \$283,029, an increase of 6.7 per cent over 2013.

The average payment by clubs for a listed player in 2014 was \$283,029, an increase of 6.7 per cent over 2013

PLAYER PAYMENTS

The TPP limit per club increased to \$173.4 million in 2014. →



Three clubs were sanctioned during 2014 for breaching the AFL Player List rules:

- Port Adelaide Football Club was sanctioned \$5000 for breaching the List Lodgement Rules by failing to lodge forms relating to list changes. Port Adelaide fully co-operated in the matter and this and other mitigating factors, including that the breach was advised to the AFL as soon as the club became aware of it, it was an administrative error and not intentional and the club's good record were taken into account regarding the sanction.
- Geelong Cats Football Club was sanctioned \$5000 for breaching the List Lodgement Rules by failing to lodge forms relating to list changes. Geelong fully co-operated in the matter and this and other mitigating factors, including that the breach was an administrative error and not intentional and the club's good record were taken into account regarding the sanction.
- Essendon Football Club was sanctioned \$10,000 for breaching the List

Lodgement Rules in relation to unlisted players training at the club before the NAB AFL Rookie Draft in November 2013. The club, through a procedural documentation issue, had failed to lodge the list of Unlisted Players training at the club, before the start of their training activities. The club fully co-operated in the investigation and this and other mitigating factors were taken into account regarding the sanction imposed on the club.

- Essendon Football Club was also sanctioned \$20,000 for breaching the List Lodgement Rules in relation to medical testing of potential draftees. The possible breach was identified by the club during an internal audit of football department policies and procedures and was reported to the AFL for clarification and adjudication. The club fully co-operated in the investigation and this and other mitigating factors were taken into account regarding the sanction imposed on the club.

2004-2014 SUMMARY OF AFL PLAYER EARNINGS

EARNINGS	2004 Played	2005 Played	2006 Played	2007 Played	2008 Played	2009 Played	2010 Played	2011 Played	2011 Listed	2012 Played	2012 Listed	2013 Played	2013 Listed	2014 Played	2014 Listed
\$0 - \$60,000	35	47	34	24	10	9	9	9	31	1	21	0	9	0	2
\$60,001 - \$100,000	111	119	99	92	90	80	67	75	114	71	120	48	109	33	90
\$100,001 - \$200,000	188	183	198	177	168	156	153	180	186	187	199	203	213	177	198
\$200,001 - \$300,000	107	101	109	134	142	151	158	162	166	166	170	148	156	136	147
\$300,001 - \$400,000	57	47	57	60	77	85	91	92	94	103	104	114	115	125	128
\$400,001 - \$500,000	24	21	30	35	39	37	45	53	53	58	60	64	64	75	76
\$500,001 - \$600,000	12	18	10	13	18	16	9	17	20	25	25	22	22	31	32
\$600,001 - \$700,000	4	7	7	5	3	6	8	10	10	11	12	19	19	26	26
\$700,001 - \$800,000	-	1	0	3	5	3	2	3	3	4	4	10	10	10	10
\$800,001 - \$900,000	4	3	4	2	-	2	2	4	4	1	1	7	7	6	6
\$900,001 - \$1,000,000	-	-	1	-	-	2	4	1	1	1	1	0	0	2	2
\$1,000,001 +	-	-	-	1	2	-	-	2	2	8	8	5	5	2	2
TOTAL	542	547	549	546	554	547	548	608	684	636	725	640	729	623	719

2004-2014 AFL TOTAL PLAYER EARNINGS

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Movement % 2013-2014
GROSS PLAYER PAYMENTS ("GPP")	\$ 108,645,462	\$ 110,960,485	\$ 114,215,259	\$ 121,340,818	\$ 128,847,606	\$ 134,146,837	\$ 136,698,418	\$ 153,699,344	\$ 173,717,042	\$ 181,560,623	\$ 188,944,174	4.07%
Deductions:												
Finals/Relocation and Living and other allowances	1,660,839	2,096,184	1,816,889	2,242,291	2,137,838	1,891,522	2,130,159	2,060,463	2,044,477	2,274,355	2,060,850	-9.39%
Retention and Cost of Living Allowances	1,406,450	1,291,500	1,175,574	680,488	728,263	753,988	779,100	804,825	1,722,326	1,791,219	1,847,944	3.17%
Veterans' Allowance	4,870,772	5,326,653	5,014,770	5,137,978	4,843,849	4,814,190	4,614,162	5,361,045	6,239,064	7,886,536	6,560,023	-16.82%
Other deductions	1,098,720	338,705	941,007	2,082,388	2,379,364	2,561,369	2,296,275	3,921,152	4,663,352	4,303,195	5,232,375	21.59%
TOTAL DEDUCTIONS	9,036,781	9,053,042	8,948,240	10,143,145	10,089,314	10,021,069	9,819,696	12,147,485	14,669,219	16,255,304	15,701,193	-3.41%
Gross player payments less deductions	99,608,681	101,907,443	105,267,019	111,197,673	118,758,292	124,125,768	126,878,722	141,686,376	159,047,825	165,305,319	173,242,981	4.80%
Injury Allowance	4,314,200	4,332,000	4,836,000	4,936,629	5,684,600	6,403,200	5,572,800	3,107,594	2,551,693	2,060,007	1,597,906	-22.43%
Gross player payments less deductions & injury allowance	95,294,481	97,575,443	100,431,019	106,261,044	113,073,692	117,722,568	121,305,922	138,578,782	156,496,132	163,245,312	171,645,075	5.15%
TPP LIMIT	97,840,000	100,800,000	103,564,992	111,100,000	118,900,000	123,100,000	127,200,000	139,612,500	158,172,750	164,499,660	173,382,660	5.40%
Gross Player Payments less Deductions and Injury Allowance	95,294,481	97,575,443	100,431,019	106,261,044	113,073,692	117,722,568	121,305,922	138,578,782	156,496,132	163,245,312	171,640,320	5.14%
Margin/(Excess)	2,545,519	3,224,557	3,133,973	4,838,956	5,826,308	5,377,432	5,894,078	1,033,718	1,676,618	1,254,348	1,742,340	38.90%
Additional Services Agreements (ASA's)	5,840,950	6,071,450	6,579,394	6,725,773	7,440,463	7,692,843	8,128,960	9,191,723	10,398,625	13,874,676	16,237,924	17.03%
Average Gross Player Earnings (including ASA's)**	Listed \$184,656	Listed \$187,251	Listed \$192,962	Listed \$203,280	Listed \$213,953	Listed \$221,482	Listed \$226,165	Listed \$237,388	Listed \$251,559	Listed \$265,179	Listed \$283,029	6.73%
	Played \$200,971	Played \$204,271	Played \$208,104	Played \$218,560	Played \$233,281	Played \$241,436	Played \$249,239	Played \$253,795	Played \$272,074	Played \$288,212	Played \$306,841	6.46%

** Average Gross Player Earnings ("AGPE")

The AGPE is a result of the payments (GPP plus ASA's) made to Primary Listed and Pre-Season Nominated Rookies only (grouped as "Primary Listed"). Played figure is the AGPE for those Primary Listed players who played games divided by number of Primary Listed players who played. Listed figure is the AGPE divided by the number of Primary Listed players.

ASADA INVESTIGATION

In February 2013, the Essendon Football Club asked the Australian Sports Anti-Doping Authority (ASADA) and the AFL to investigate supplements administered to its players during late 2011 and 2012.

Details concerning the investigation and a subsequent interim report delivered by ASADA to the AFL Commission in August 2013 were published in the AFL's 2013 Annual Report which is available at AFL.com.au.

Based on the findings of the interim report, the AFL's General Counsel and General Manager, Legal, Integrity and Compliance, Andrew Dillon, charged the Essendon Football Club and several of its employees, including senior coach James Hird, assistant coach Mark Thompson, football manager Danny Corcoran and club doctor Dr Bruce Reid, with conduct unbecoming or likely to prejudice the interests of the AFL or to bring the game into disrepute.

On August 27, 2013, the AFL Commission announced sanctions against Essendon FC, which included a fine of \$2 million imposed on the club and the club being excluded from the 2013 finals series. This was the first time a club had been excluded from the finals after qualifying for the finals.

The details of the sanctions against the club and its employees were also published in the AFL's 2013 Annual Report.

Among other things, Essendon FC agreed with the AFL that it had engaged in practices that exposed players to potential risks to their health and safety, as well as the potential risk of using substances that were prohibited by the AFL Anti-Doping Code and the World Anti-Doping Code.

The investigation by ASADA into the supplements program at Essendon FC continued after August 2013, including 2014.

SHOW CAUSE NOTICES

On June 13, 2014, ASADA announced it had put formal allegations of possible anti-doping rule violations to 34 current and former players of Essendon FC.

ASADA Chief Executive Officer Ben McDevitt indicated his decision to issue show cause notices was based on a considerable body of evidence collected during the 16-month investigation.

On the same day, Essendon FC announced it would take legal action in the Federal Court against ASADA, alleging that ASADA's joint investigation with the AFL was unlawful and in breach of the ASADA Act.

The club's senior coach James Hird took similar legal action against ASADA.

Essendon and Mr Hird sought an urgent hearing and ASADA subsequently agreed to take no further action until the Federal Court had considered the applications by Essendon and Mr Hird.

FEDERAL COURT HEARING

Justice Middleton of the Federal Court sitting in Melbourne heard the applications by Essendon and Mr Hird against ASADA from August 11-13, 2014.

The 34 current and former players and the AFL were not parties to the action.

On September 19, 2014, Justice Middleton announced he had found the investigation by ASADA was lawful and he dismissed the applications by Essendon and Mr Hird.

Essendon FC subsequently decided not to appeal the decision of Justice Middleton but Mr Hird decided to appeal the decision to the full Federal Court.

On January 30, 2015, the Federal Court announced that the appeal by Mr Hird had been rejected.

When announcing the decision, Justice Susan Kenny said ASADA acted lawfully in conducting its joint investigation with the AFL into the Bombers' 2012 supplement program.

Three Federal Court judges heard the appeal by Mr Hird and the decision to reject the appeal was unanimous.

Extracts from the reasons of the Honourable Justice John Middleton – as published by the Federal Court. →

EXTRACTS FROM THE REASONS OF THE HONOURABLE JUSTICE JOHN MIDDLETON

1. In early February 2013, the Chief Executive Officer ('CEO') of the Australian Sports Anti-Doping Authority ('ASADA') and the Australian Football League ('the AFL') agreed to conduct what was referred to by them as a "joint investigation" into the Essendon Football Club ('Essendon') players and personnel involved in a supplements program implemented by Essendon in 2011 and 2012. The investigation may be referred to as a "joint investigation", but whatever label is given to the investigation is of little relevance. The important enquiry is to consider the nature, purpose and conduct of the investigation itself.
2. In these proceedings (which were heard together), Essendon and Mr James Hird essentially allege that the CEO and ASADA had no power to conduct the joint investigation in the way it was conducted (involving the use by ASADA of AFL "compulsory powers" and unauthorised disclosure of information), that the joint investigation was undertaken for improper purposes, and that ASADA breached its confidentiality obligations during the course of the investigation and in the provision to the AFL of an interim report.
3. ASADA has very important national and international functions to perform. The fight against doping requires constant vigilance, upgrading of investigatory techniques, and well-resourced and co-ordinated authorised bodies to educate, monitor, investigate and prosecute in appropriate situations. The adoption of innovative processes and methods of investigation is to be strongly supported. ASADA and a "sporting administration" or "sporting administration body" (such as the AFL) may need to act jointly and co-operate with each other for the purposes of implementing their own responsibilities. However, all statutory authorities (including ASADA) must comply with the rule of law and proceed only in a manner (expressly or impliedly) authorised by law. The essential question in these proceedings is whether ASADA has so complied with the rule of law in conducting, in the manner and for the purposes it did, the investigation.
4. The AFL is also not a party to these proceedings. No relief is sought against the AFL. No Commissioner of the AFL, nor any agent or employee of the AFL has given evidence. No contention has been made that the contractual "compulsory powers" relied upon by the AFL were unenforceable at common law or because of any legislative provision. For instance, it has not been suggested or pleaded

by any party that the "compulsory powers" in the contractual arrangements between the AFL, Mr Hird and the 34 Players are unenforceable on the basis they are contrary to public policy or that they are unconscionable. In fact, the parties, ASADA, the AFL and the 34 Players all regarded the "compulsory powers" of the AFL as being valid and enforceable, and each acted accordingly.

5. The 34 Players are not parties to these proceedings. No party sought to join any of the 34 Players.
6. The 34 Players have a significant interest in these proceedings and the relief sought, particularly in setting aside the Notices which directly impact upon them.
7. I should briefly refer to the witnesses. Mr Hird relied upon his own affidavits and was cross-examined. Essendon relied upon an affidavit filed by Mr Xavier Campbell (the current CEO of Essendon), who was cross-examined. The CEO relied upon the affidavits of Ms Aurora Andruska (the former CEO of ASADA), and Messrs Trevor Burgess (National Manager – Operations at ASADA) and Aaron Walker (an investigator at ASADA), who were cross-examined and an affidavit of Christopher McDermott (a lawyer on behalf of ASADA), who was not cross-examined.
8. The only witness whose credit was impugned was Ms Andruska. It was submitted by Essendon and Mr Hird that Ms Andruska was non-responsive, evasive and partisan. It was observed, as was the fact, that there were long pauses between the questioning of Ms Andruska and her responses.
9. I do not consider these criticisms, to the extent they impact on her veracity, can be sustained. Ms Andruska was a truthful witness. Ms Andruska was careful in all her responses, and in my view wanted to consider properly each question, seeking to provide a truthful answer. Ms Andruska provided convincing and credible explanations for the steps she or her investigators took in undertaking the co-operative arrangement between ASADA and the AFL for the purposes she outlined in her affidavit evidence. Ms Andruska was a very experienced public servant, and explained during the course of detailed cross-examination the approach undertaken by herself and investigators of ASADA and the AFL. The cross-examination traversed many areas of detail relating to various meetings and decisions made in the course of the investigation. I would have expected Ms Andruska to be careful in responding to the interrogation made of her on these matters, as indeed she was.

10. In some instances, Ms Andruska did take the opportunity to explain her position as to the propriety and purpose of ASADA's conduct in the investigation, and her characterisation of the events which occurred. Having regard to the issues in these proceedings, and the challenge to the lawfulness of her own actions as CEO of ASADA, this was to be expected. In many instances, her evidence gave context to her file notes that were in evidence before the Court. Where necessary Ms Andruska took time to refer to her notes, which again was only to be expected. It was apparent from her evidence that she relied upon her staff, including legally qualified staff, and her investigators, in effectively guiding and conducting the investigation. As CEO, Ms Andruska was entitled to delegate certain administrative tasks to her staff, within the limits provided for by the Act, and the NAD Scheme. Obviously, during the course of the investigation, many decisions were properly left to the investigators within ASADA.
11. It is important to recall that these proceedings do not involve a broad and general inquiry (outside the pleaded case) as to the general conduct of the investigation, nor the day to day activities of Ms Andruska or her investigators during the course of the investigation. I have come to the view that Ms Andruska was under some pressure from the then Federal Government and the AFL to bring the investigation to an end as soon as possible, and to assist the AFL so that the AFL could take disciplinary proceedings against Mr Hird and Essendon prior to the 2013 AFL finals season. However, I do not regard such pressure as giving rise to any dereliction by Ms Andruska in respect of her responsibilities, under the Act or the NAD Scheme.
12. For the purposes of these proceedings, I do not need to consider or comment on the propriety of the intervention made by the then Federal Government during the course of the investigation. Section 24 of the Act provides that the relevant minister may, by legislative instrument, give directions to the CEO in relation to the performance of his or her functions and the exercise of his or her powers. However, such a direction must not relate to a particular athlete, or a particular support person, who is subject to the NAD scheme, or relate to the testing of a particular athlete under an anti-doping testing service, or safety checking service, being provided by the CEO under contract on behalf of the Commonwealth.
13. ASADA is to be independent from the influence of government, save for the power of the relevant Minister to give directions, by legislative instrument, as contemplated by s 24 of the Act. The Act does not empower the Minister to override the exercise of the CEO's statutory powers in relation to a specific athlete, and requires any direction to be made by legislative instrument. Ministerial direction outside the specific permission given by the Act would normally be treated as impliedly forbidden.
14. The determination of these proceedings primarily depends upon the correct characterisation of the events which occurred, and the purpose and nature of the investigation by ASADA with the co-operation of the AFL.

15. Based upon the evidence as presented to the Court and from the admissions made by the parties, I conclude as follows:
- a. By 1 February 2013, both ASADA and the AFL had agreed (in general terms) to investigate Essendon.
 - b. By 1 February 2013, ASADA agreed (in general terms) with the AFL, that as ASADA lacked compulsory powers, ASADA would gain the benefit of the AFL's compulsory powers in conducting its investigation.
 - c. ASADA would have commenced an investigation into Essendon, its players and personnel without the invitation of Essendon or Mr Hird, and without their public display of support and co-operation.
 - d. In light of ASADA's statutory responsibilities, upon becoming aware of possible anti-doping violations, ASADA would have investigated Essendon, its players and personnel (and probably other clubs) with or without the co-operation of the AFL.
 - e. ASADA would have decided to investigate Essendon, its players and personnel (and probably other clubs) without recourse to the AFL's contractual powers to compel Mr Hird and the 34 Players to answer questions and provide information as requested by the AFL.
 - f. Although Mr Hird publicly supported the "joint investigation", privately he did not, but was motivated to co-operate with ASADA and the AFL in the best interests of Essendon and its players.
 - g. Nevertheless, Essendon, Mr Hird and the 34 Players all co-operated because of their contractual obligations to do so, which required them to attend interviews, answer questions and provide information to the AFL, and to co-operate with ASADA.
 - h. Mr Hird and the 34 Players, under their contractual obligations were required to answer questions of, and provide information to, the AFL subject to a limited right to claim the privilege against self-incrimination.
 - i. Mr Hird and the 34 Players were legally represented at all relevant times, co-operated with the investigation, did not claim to exercise the privilege against self-incrimination, and provided information:
 - i. In respect of the interviews directly to the AFL and ASADA; and
 - ii. In respect of other information provided at the request of the AFL, directly to the AFL which was then passed on to ASADA.
 - j. The information provided at the interviews by Mr Hird and the 34 Players was simultaneously divulged and communicated to the personnel of both the AFL and ASADA, who were present in the interview room.
 - k. The investigation involved the AFL working co-operatively with ASADA, as the AFL was obliged to do under the NAD Scheme.
 - l. The investigation involved the co-operation of ASADA and the AFL in terms of strategy, the sharing of financial and personnel resources, and in the conduct of interviews. Their co-operation was evident in the day to day conduct of the investigation as it progressed.
 - m. The investigation required co-ordination between ASADA and the AFL as to the conduct of the investigation, including the arrangement of interviews, the collection of physical evidence, and the preparation of documents. These were matters of procedure and machinery, upon which various investigators (either within ASADA or the AFL) took responsibility in the course of the investigation. The fact that either ASADA or the AFL personnel took responsibility for one or other of these matters does not impact upon the conclusion that the investigation was undertaken by ASADA with the co-operation of the AFL.
 - n. ASADA benefited from the co-operation of the AFL in two main ways:
 - i. First, it benefited from the AFL's use of its compulsory powers (whether formally or not) to require production of physical evidence, documents, computers and phones, which were provided to ASADA;
 - ii. Secondly, it benefited from the AFL's use of its compulsory powers to arrange for Mr Hird and the 34 Players to attend interviews and answer questions truthfully.
 - o. ASADA and the AFL had different but related, purposes:
 - i. ASADA's purpose was to investigate allegations of anti-doping violations;
 - ii. The AFL, concerned with anti-doping violations, was interested in the governance of its clubs, such as Essendon, so as to ensure the AFL anti-doping policy was being properly implemented at the club level.
 - p. The investigation undertaken by ASADA in co-operation with the AFL in fact resulted in both ASADA and the AFL each making two separate and distinct decisions within their own areas of responsibility:
 - i. In the case of the CEO of ASADA, to issue the Notices; and
 - ii. In the case of the AFL, to bring disciplinary charges against Essendon and Mr Hird.
 - q. The Interim Report given to the AFL was prepared for, and divulged or communicated to, the AFL for the purposes of ASADA's continuing investigation, as set out in the covering letter dated 2 August 2013, but also in the knowledge that it would also be used by the AFL for the purpose of the AFL considering whether to bring disciplinary action against Essendon and Mr Hird.

16. These proceedings are brought under s 39B of the Judiciary Act 1903 (Cth), involving the judicial review of administrative action.

17. Judicial review can be described broadly as the function of courts to provide remedies to people adversely affected by unlawful government action. Importantly, the purpose of judicial review is to ensure the legality of government action, rather than its correctness: see *Attorney-General (NSW) v Quin* (1990) 170 CLR 1 at 35-36.

18. No statutory power is required enabling a statutory authority merely to request that a person provide information voluntarily. ASADA had the power to request Essendon, Mr Hird and the 34 Players to provide information and answer

questions voluntarily as part of its investigation: see *Clough v Leahy* (1904) 2 CLR 139 at 155-157 per Griffith CJ (Barton and O'Connor JJ concurring).

19. However, express or implied statutory power is required to compel the provision of information, or the answering of questions: see, eg, *McGuinness v Attorney-General (Vic)* (1940) 63 CLR 73 at 101-102, *Day v Commissioner, Australian Federal Police* (2000) 101 FCR 66; [2000] FCA 1272 at [11] and *Williams v Commonwealth* (2012) 248 CLR 156; [2012] HCA 23 at [63].
20. The executive government can procure the enactment of laws requiring the attendance of persons before those persons it designates to conduct an inquiry and requiring them to produce documents and to answer questions. If the requirements to attend, give evidence and produce documents are disobeyed, a sanction can be imposed. It is this element of power which distinguishes the governmental investigation from investigations by other entities. The element of power comes from the ability to compel the giving of evidence, with the imposition of a sanction.
21. The foremost response to the contention of Mr Hird and Essendon that Parliament did not authorise "a joint investigation" is that as a general proposition, this is too wide. Whether any investigation is lawful or not will depend upon the characterisation of its purpose, and the conduct and nature of that investigation. The investigation of ASADA, the subject of these proceedings, I have found was for the purpose of investigating anti-doping violations. In addition, as I will indicate, the nature and conduct of the investigation was lawful.
22. In respect of the nature and conduct of the "joint investigation", Essendon and Mr Hird contend that it involved unlawful disclosure of information by ASADA.
23. Once it is appreciated that the AFL received the information directly from Mr Hird and the 34 Players in the course of the interviews, and not by being given the information by ASADA, then none of the protective provisions referred to by Essendon or Mr Hird applied in their terms to prevent the AFL receiving the information. In other words, in this particular investigation, Mr Hird and the 34 Players voluntarily and directly gave to the AFL the answers to questions and the information without complaint. Based upon my finding that the information provided at the interviews by Mr Hird and the 34 Players was simultaneously divulged and communicated to personnel of the AFL and ASADA, there was no disclosure of any information by ASADA to the AFL in the interviews.
24. In any event, by actually being in the interview room, knowing that AFL personnel were present, being aware that the Player Rules were applicable to the interview process, and by responding to each and every question, it can hardly be said that Mr Hird and the Essendon players and personnel did not knowingly consent to any information being disclosed then and there to all in the interview room.

25. Mr Hird and Essendon submit that ASADA's decision to proceed to investigate Essendon in the way that it did was driven by ASADA's desire to harness the AFL's compulsory powers in aid of the investigation.
26. In relation to this submission, I make the following response.
27. The "desire" to use or "harness" the AFL's compulsory powers can immediately be accepted as one consideration that was relevant to ASADA's interest in seeking the co-operation of the AFL. It was not ASADA's purpose for conducting of the investigation.
28. ASADA's purpose was as I have already described; that is, to investigate possible anti-doping violations. The "harnessing" of the "compulsory powers" of the AFL needs to be put in context. ASADA was not using any power of coercion or compulsion or any power of sanction under the Act or NAD Scheme. Mr Hird and the 34 Players could refuse to produce documents to, and to answer questions put to them by, ASADA or the AFL, but in doing so would breach their contractual obligations with Essendon and the AFL. Whether or not the 34 Players (or even Mr Hird) felt they had no choice to answer questions in front of ASADA and the AFL is not to the point. The legal consequences of Mr Hird and the 34 Players voluntarily entering into the contractual regime with Essendon and the AFL, and subjecting themselves to the Player Rules and AFL Code, included undertaking certain obligations and relinquishing certain rights. One such right was the right to claim the privilege against self-incrimination before the AFL subject to the carve out in r1.9 of the Player Rules. Similarly, obligations were imposed on Mr Hird and the 34 Players to co-operate with the AFL and ASADA in investigations. There is no suggestion in these proceedings that Mr Hird or any of the 34 Players did not understand the nature of the contractual obligations undertaken, or the rights they were giving up, in return for the right or privilege to play or coach AFL football for Essendon in the AFL competition.
29. The use of the compulsory powers by the AFL (and not by ASADA) did not thwart or frustrate the purpose of the Act or the NAD Scheme. ASADA did not use any compulsory power of its own, and Mr Hird and the 34 Players did not answer questions or provide any information arising from any requirement to do so under or pursuant to the Act or NAD Scheme. No power of the State has been utilised by ASADA to compel Mr Hird or the 34 Players to act in the way they did during the investigation.
30. I now turn to the contentions relating to the Interim Report.
31. In my view, the Interim Report was given to the AFL for both "the purposes of" the continuing ASADA investigation, and "in connection with" the ASADA investigation.
32. As to being used for "the purposes of" the investigation, as I have already mentioned the ASADA letter of 2 August 2013 made it clear that ASADA was requesting information from the AFL for ASADA's continuing work on its investigation.

33. As to the question of whether the Interim Report was given "in connection with" the ASADA investigation, the following can be concluded.
34. On the evidence before the Court, the investigation disclosed a strong link between deficient governance and management practices at Essendon and the possibility of Essendon players being involved in anti-doping violations. This can be seen from the Statement of Grounds brought by the AFL against Essendon and Mr Hird, and by reference to the Deeds entered into by Essendon and Mr Hird in the settlement of the disciplinary charges brought against them by the AFL.
35. The Interim Report itself identified a connection between deficient governance and management practices on the part of Essendon personnel and the possibility of players being involved in anti-doping violations.
36. Therefore, the poor governance and management practices at Essendon were related to possible anti-doping violations by Essendon players, to the extent that such violations may have been systemic, or may have occurred because proper governance and management practices were not in place. This seems to have been the very situation that existed at Essendon. The disclosure of investigative information to enable the AFL to consider and, if thought appropriate, take disciplinary action against Essendon and its officials in this way was connected with the ASADA investigation.
37. For the reasons I will publish, I will order the dismissal of the applications brought by Essendon and Mr Hird.
38. However, if I had found the investigation to be unlawful or the provision of the Interim Report to be unauthorised or done for an improper purpose, issues would have arisen as to the exercise of the Court's discretion in granting relief.
39. The courts have a responsibility to vindicate rights and ensure that public bodies act within the law. I do not consider that the discretion to refuse relief should be described as exceptional or rare in circumstances where a public body has acted unlawfully. However, there is a basic presumption that appropriate relief should follow upon a finding of unlawfulness.
40. In these proceedings, I would not have declined to set aside the Notices or grant injunctive orders on the basis of public policy, delay, acquiescence or the conduct of either Essendon or Mr Hird.
41. The only grounds in my view which would have precluded relief are the grounds of inevitable outcome and utility.
42. The AFL could itself have separately and lawfully (pursuant to the contractual regime) compelled the 34 Players and Mr Hird to provide the very information in fact provided by them in the course of the investigation.
43. ASADA could then have requested the provision of information from the AFL, or the AFL could have volunteered the information. The privileges against self-incrimination would not have been claimed in relation to the AFL due to the

contractual obligations of Mr Hird and the 34 Players. In such a scenario, there would have been no question of unauthorised information being divulged or communicated by ASADA, as the AFL would have divulged or communicated the information to ASADA.

44. As to the future, no useful purpose would be served by setting aside the Notices or the grant of injunctive relief sought by Mr Hird and Essendon, because the process set out above could then be undertaken by the AFL and ASADA. I am not suggesting that this could be done by the simple expedient of obtaining the transcripts of the interviews in the possession and control of the AFL. This may not be permissible if the information contained in such transcripts was obtained unlawfully by ASADA.
45. However, the Court would not frame an order which prevents ASADA from being able to carry out its statutory functions in accordance with the law, even if that involves the derivative use of information sourced from the unlawfully conducted interviews. Nor does the power of the Court extend to removing from the memory of ASADA the material it has gathered in the joint investigation, some of which was lawfully obtained in any event.
46. If ASADA had made an unlawful decision, itself a nullity as contended for by Mr Hird and Essendon, this would not prevent a decision-maker making another lawful decision: see *Minister for Immigration and Multicultural Affairs v Bhardwaj* (2002) 209 CLR 597.
47. The CEO or ASADA could in the future lawfully obtain effectively the same information by further interviews conducted independently by the AFL, which information would be given to ASADA. Mr Hird and the 34 Players can hardly be heard to contend before this Court in these proceedings that they would break their current contracts with Essendon and the AFL, and fail to provide requested information to the AFL.
48. The CEO would then need to consciously re-consider whether to issue new notices based upon that information and any additional material before him.
49. I make a final observation relating to the declaration sought concerning the Interim Report. If I had come to the view that the provision of the Interim Report to the AFL was unlawful, I would have been disinclined to make the declaration sought.
50. The Interim Report was provided to the AFL on 2 August 2013, with the knowledge of Mr Hird, Essendon and the 34 Players. No proceedings were brought to challenge the provision of the Interim Report to the AFL until the commencement of these proceedings.
51. More significantly, the AFL (not a party to these proceedings) has acted upon that Interim Report, bringing disciplinary charges against Essendon and Mr Hird. Both Essendon and Mr Hird entered into settlements with the AFL in relation to those disciplinary charges.

52. By way of conclusion, in my view, ASADA complied with the rule of law in establishing and conducting, in the manner and for the purposes it did, the investigation.
53. In addition, ASADA lawfully provided the Interim Report to the AFL, which has subsequently been acted upon by the AFL in bringing disciplinary charges against Essendon and Mr Hird.
54. On the basis of the reasons I now publish, the applications of Mr Hird and Essendon are dismissed.
55. In each application the Court orders the following:
- The application is dismissed.
 - Unless a party notifies in writing the Court by 4:00pm on Wednesday 1 October 2014, indicating opposition to this order as to costs, the Applicant pay the Respondent's costs of and in connection with the proceeding to be taxed in default of agreement.

CONVENOR

AFL General Counsel Andrew Dillon established the AFL Anti-Doping Tribunal. →

**AMENDED SHOW CAUSE NOTICES**

On October 17, 2014, ASADA announced it had issued amended show cause notices to 34 current and former Essendon players for the use of a prohibited substance, Thymosin Beta 4, during the 2012 season.

The resumption of action against the players followed the Federal Court's dismissal of the applications by Essendon FC and Mr Hird on September 19.

ASADA indicated that each amended notice was individually tailored and included about 350 pages of evidence in support of ASADA's case against each player.

On October 23, 2014, the AFL Players' Association, acting on behalf of the 34 players, announced the players did not intend to respond to the show cause notices.

ASADA'S ANTI-DOPING RULE VIOLATION PANEL

On November 13, 2014, the AFL announced it had received notification from ASADA that the names of current and former Essendon players had been placed on the Register of Findings by ASADA's Anti-Doping Rule Violation Panel.

After that advice, AFL General Counsel Andrew Dillon considered whether or not to issue infraction notices to the players concerned and to convene hearings of the AFL Anti-Doping Tribunal.

Based on the information contained in the amended show cause notices from October 17 and the notification from ASADA on November 13, infraction notices were issued by Mr Dillon on November 14, 2014, to current and former Essendon players and a former employee of the club.

AFL ANTI-DOPING TRIBUNAL

In his capacity as General Counsel, Mr Dillon established the AFL Anti-Doping Tribunal with the following members to consider the infraction notices:

- David Jones, Chair
- John Nixon
- Wayne Henwood

Mr Jones chairs the AFL Tribunal and is a retired County Court judge, as is Mr Nixon.

Mr Henwood is a barrister practising in Victoria and is a former player with the Sydney Swans and Melbourne Football Clubs. He is also a member of the AFL Tribunal.

The AFL also engaged barrister Justin Hooper to act as Counsel assisting the Anti-Doping Tribunal.

Mr Hooper's role includes being instructed directly by the Tribunal panel as required and receiving submissions and liaising with the parties involved in the hearing.

After a directions hearing involving legal representatives for ASADA and the players and a former employee, Mr Jones announced the Anti-Doping Tribunal hearing would be held in private.

The AFL had proposed the hearing be public, which was opposed by representatives of ASADA and the players.

Essendon FC applied to be represented during the Anti-Doping Tribunal hearing, but given the hearing was to be private, the Tribunal did not approve Essendon's application.

The Anti-Doping Tribunal hearing opened on December 15, 2014, at the County Court in Melbourne and continued on December 18 and 19.

It resumed on January 12, 2015.

After a directions hearing involving legal representatives for ASADA and the players and a former employee, Mr Jones announced the Anti-Doping Tribunal hearing would be held in private

GROUNDED

Gary Ablett was enjoying a stellar 2014 season for Gold Coast until he injured his shoulder in round 16.



STRATEGY & CLUB SERVICES

SAM GRAHAM
GENERAL MANAGER

STRATEGY & CLUB SERVICES

The AFL has adopted several policies which will allow all clubs to participate in a well-managed and balanced competition.

SAM GRAHAM
GENERAL MANAGER

Developing the AFL Commission's updated competitive balance policy was the major focus of the strategy and club services department in 2014.

The final policy was the result of more than 18 months' work involving the AFL Commission, the 18 AFL clubs and AFL executive.

An industry working group formed to make recommendations which consisted of three AFL club presidents – Peter Gordon (Western Bulldogs), Eddie McGuire (Collingwood) and Andrew Newbold (Hawthorn) – plus three AFL club Chief Executive Officers – Brendon Gale (Richmond), Trevor Nisbett (West Coast Eagles) and Keith Thomas (Port Adelaide).

Then AFL Players' Association Chief Executive Matt Finnis was also a member of the working group while the AFL was represented by Chief Executive Officer Gillon McLachlan, former Chief Executive Officer Andrew Demetriou and General Manager, Strategy and Club Services Sam Graham.

While the policy adopted by the AFL Commission in June 2014 has some new elements – notably a 'soft cap' on non-player football department spending – it was a refinement of how the competition has been managed by the AFL Commission since the 1980s.

Since that time, the AFL has been a 'managed' competition with the following components:

- The National Draft for the distribution of player talent.
- A salary cap to ensure clubs all pay their players a similar amount.
- Revenue sharing via the distribution of central AFL funds across the 18 clubs generated by competition broadcast rights, sponsorship, finals and licensing.
- A gate levy on adult match-day attendees.
- Club Future Fund – discretionary distributions to clubs from central AFL revenue.



Developing the AFL Commission's updated competitive balance policy was the major focus of 2014

'Managed' competitions aim to deliver competitiveness on the field and uncertainty of outcomes. This is critical to ensuring members and supporters believe their club has a legitimate chance of winning from week to week, regardless of their financial strength.

The National Football League in the United States is arguably the best example of a managed competition. This underpins our ability to maintain and grow interest in, and support for, the game.

Competitions which are left to market forces usually result in a few strong teams dominating and on-field success becoming a foregone conclusion primarily due to a significant financial gap between clubs.

Since 1990, every AFL club except the Gold Coast Suns and Greater Western Sydney Giants has reached a preliminary

final and 14 clubs have reached the Grand Final with 11 different clubs winning premierships.

In the 20 years before 1990, only seven different clubs played in the Grand Final and five won premierships.

A review of competition finances over recent years showed the financial gap between clubs was significant and growing, which has meant some clubs have had greater resources to invest in their football department and to grow their supporter bases.

It therefore became apparent that policy amendments were required to ensure the competitive balance we have experienced since 1990 is maintained and continued into the future to maximise public interest in the AFL competition. →

Since 1990, every AFL club except the Gold Coast Suns and Greater Western Sydney Giants has reached a preliminary final

CHASING GLORY

A managed competition means all teams have a shot at winning a premiership. →



COMPETITIVE BALANCE POLICY

The AFL's revised competitive balance policy was based on the following principles which were agreed to at a meeting in March 2014 between the AFL Commission and the Presidents and Chief Executive Officers of the 18 AFL clubs:

1. All clubs to have the capacity to pay 100 per cent of TPP and ASA limits.
2. All clubs to have the capacity to fund a level of non-player expenditure to be competitive on-field while maintaining overall profitability.
3. To deliver financial viability and on-field competitiveness, an enhanced revenue-sharing system including central and local revenue was required.
4. A mechanism to control growth in non-player football spend was required.
5. An aspiration to move towards a pure draft and salary cap.
6. An aspiration to pay the players more, if affordable for the industry.
7. Supplementary funds were required in addition to increased revenue sharing to address structural inequities – for example, fixture cycle, stadia deal, supporter base size and non-football businesses.
8. Revenue-sharing recipients must remain incentivised to grow and actively address causes of disadvantage.
9. AFL to provide more central support and enforce stronger penalties for non-compliance.
10. No club to be unfairly disadvantaged by the new competitive balance policy.

In June 2014, the AFL Commission announced its new competitive balance policy which took into account the following factors:

- The financial advantages and disadvantages of the AFL fixture.
- The relative strength of each club's supporter base and the widely varying markets in which each club is based.
- The financial advantages and disadvantages of stadium agreements held by AFL clubs.
- Recommendations from a group which included representatives of various AFL clubs who were given the task of establishing a level of non-player football department expenditure that would allow all clubs to be competitive.

The new competitive balance policy consisted of the following key changes:

1. Introduction of a soft cap and luxury tax on non-player football expenditure to curb football cost inflation. Clubs will have the choice of keeping within the soft cap or spending above the soft cap. If clubs exceed the soft cap, a luxury tax will apply. Club contributions will be capped at \$1 million per club per year for 2015 and 2016.
2. Move toward a more 'pure' salary cap through the phased reform of the veterans allowance, and phased reform of cost of living allowances for the Sydney Swans and GWS Giants.
3. Increase in total player payments by \$150,000 per club per annum for 2015 and 2016, and the introduction of a new total player payments banking mechanism that provides clubs the ability to catch up on player payments if underspent in the previous two years.
4. Enhanced revenue sharing which includes retention of the existing gate levy for larger clubs and incremental adjustments to club distributions based on relative club income for 2015 and 2016. Clubs generating above average income will have distributions reduced and clubs generating below average income will have distributions increased. Reductions in AFL distributions to larger clubs will be capped at \$500,000 per year.
5. Increase in discretionary allocations from the Club Future Fund for smaller clubs.
6. Strengthening existing and introducing new accountability and performance measures for clubs receiving additional distributions from the AFL.

The policy's implementation in 2015 will involve a number of AFL departments including integrity and compliance, finance and football operations as well as strategy and club services.



In June 2014, the AFL Commission announced its new competitive balance policy

Other major projects in which the department was involved included:

STADIA

- Review of the financial model for the first year of operation of Adelaide Oval.
- Supporting the planning for the new Perth Stadium in conjunction with the Fremantle and West Coast Eagles Football Clubs and West Australian Football Commission.

CLUBS

- Ongoing support for the two expansion clubs, the Gold Coast Suns and Greater Western Sydney Giants.
- Working with AFL clubs to support strategic and operational planning processes, delivery of key projects and development of best practice industry initiatives.

STRATEGY

- Building industry data strategy to simplify the way fans, members, subscribers and participants engage with our game.
- Managing annual strategy development and planning with the AFL Commission, executive and senior managers.
- Providing strategic planning support to key AFL departments, state bodies and other industry groups.

YOUNG AND OLD

Lachie Whitfield and Heath Shaw are a key part of expansion club GWS Giants. →



HIGHLY RESPECTED

St Kilda champion Lenny Hayes leaves the field for the last time after his 297th and final AFL game.



AWARDS, RESULTS & FAREWELLS



AWARDS, RESULTS & FAREWELLS

Hawthorn capped off a remarkable season on the field, winning its 12th premiership, while the AFL farewelled some of the game's greats.

The 2014 season produced some breathtaking football with Hawthorn confirming its status as one of the greatest clubs in League history by successfully defending its 2013 title.

The Hawks did not join the AFL/VFL until 1925 and had to wait until 1961 to win their first flag. But the results since 1961 have been staggering with Hawthorn collecting 12 premierships, four more than its nearest rival Carlton (eight).

In the end, the Hawks wiped pre-match favourite Sydney off the floor in the Grand Final to end a season that created plenty of interest.

Three coaches lost their positions, some of the game's greatest players called it a day and the football world mourned the passing of several of its finest.

Senior coaches Brenton Sanderson (Adelaide), Guy McKenna (Gold Coast) and Brendan McCartney (Western Bulldogs) all departed while champion players Jonathan Brown, Lenny Hayes and Dean Cox were among a host of players to hang up their boots.

The year started on a sombre note when former Melbourne coach and popular Adelaide assistant coach Dean Bailey lost his short battle with cancer.

Several months later four-time Richmond premiership coach Tom Hafey was farewelled by the wider community. The Tiger immortal had an impact on people from all walks of life, preaching his four 'Ds' – desire, dedication, determination and discipline.

And later in the year came the sad news of the sudden passing of Melbourne champion Robert Flower at the age of 59. →

DOUBLE DELIGHT

Skipper Luke Hodge joins his teammates to celebrate after the Hawks won back-to-back premierships for only the second time in their history. →





THE PREMIERS



Hawthorn laid claims to being the greatest team in the past decade after thrashing Sydney by 63 points. The win in front of a crowd of 99,454 gave the Hawks their third premiership since 2008. It was only the second time since entering the AFL/VFL in 1925 they have won back-to-back flags – the other occasion was in 1988-89.

Their great modern-day rival Geelong has also won three premierships in the past decade (2007, 2009, 2011), but as great as they have been, the Cats did not go back-to-back.

In the build-up to the Grand Final, all the talk was about Lance Franklin taking on his former club. Although Franklin finished with four goals and was the Swans' best player, he had no influence on the result as Hawthorn romped away.

After Sydney kicked two of the first three goals, the Hawks were dominant, kicking the final four of the quarter to lead by 20 points at the first change.

The statistics in the opening term were telling, with two of the most significant being the tackle and uncontested-possession counts.

During the season, the Swans had been the leading tackling team in the competition, but by quarter-time the Hawks had applied 15 more (22-7).

They also had 21 more uncontested possessions (69-48) and, as the game progressed, the gap widened as they buried Sydney with their sublime foot skills.

Will Langford's goal of the game late in the third quarter was a classic example of Hawthorn's fierce, relentless pressure. The inside midfielder won possession on the boundary after pressure applied to Josh Kennedy and Luke Parker forced them to turn the ball over, enabling the young Hawk to dribble through a remarkable goal.

While Langford kicked three goals and polled one vote in the Norm Smith Medal, it was a three-way battle for best afield, with skipper Luke Hodge edging out Sam Mitchell and Jordan Lewis.

The 2013 Norm Smith medallist Brian Lake was outstanding at full-back on Swans spearhead Kurt Tippett and fellow defender Josh Gibson, who had the tough task of standing his great mate Franklin for most of the afternoon, collected 32 possessions as the Hawks avenged their Grand Final loss to the Swans in 2012.

2014 TOYOTA AFL GRAND FINAL

TEAM	1ST Q	2ND Q	3RD Q	TOTAL (GOALS)
HAWTHORN	5.5	11.9	16.11	21.11 (137)
SYDNEY	2.3	5.3	8.5	11.8 (74)

Best: Hawthorn – Hodge, Lewis, Mitchell, Roughead, Hill, Lake, Langford, Burgoyne.
Sydney – Franklin, Malceski, Kennedy, Shaw, Goodes.

Goals: Hawthorn – Roughead 5, Breust 3, Langford 3, Gunston 2, Hodge 2, Burgoyne 2, Hale, Hill, Puopolo, Suckling.
Sydney – Franklin 4, Goodes 2, K.Jack 2, Kennedy, McGlynn, Tippett.

Umpires: M. Stevic, M. Nicholls, S. Meredith

Crowd: 99,460 at the MCG

TEAMS AS SELECTED

HAWTHORN v SYDNEY

F B	B. McEvoy N. Smith	J. Roughead T. Richards	P. Puopolo N. Malceski
HF HB	L. Breust G. Rohan	J. Gunston H. Grundy	C. Rioli D. Rampe
C C	J. Lewis K. Jack (c)	S. Mitchell J. Kennedy	I. Smith B. McGlynn
HB HF	M. Spangher D. Hannebery	B. Stratton L. Franklin	L. Hodge (c) H. Cunningham
B F	J. Gibson A. Goodes	B. Lake K. Tippett	G. Birchall S. Reid
Foll Foll	D. Hale M. Pyke	L. Shiels L. Parker	S. Burgoyne J. McVeigh (c)

I/C M. Suckling, B. Hill, W. Langford, T. Duryea (s)
Em J. Simpkin, J. Ceglar, B. Sewell
Coach Alastair Clarkson

I/C R. Shaw, L. Jetta, J. Lloyd, C. Bird (s)
Em T. Mitchell, D. Towers, J. Laidler
Coach John Longmire



NORM SMITH MEDAL



Luke Hodge's 250th game could not have been scripted better. The Hawthorn captain led his team to an emphatic victory in the Grand Final, providing him with his third premiership medal and second flag as skipper.

Capping off the perfect afternoon was being adjudged the Norm Smith medallist. Hodge, who won his first Norm Smith Medal in 2008, became just the third player to win a second, joining former Hawk Gary Ayres and Adelaide great Andrew McLeod.

Although Hodge did not receive a vote from Norm Smith Medal chairman and Collingwood coach Nathan Buckley, the other four judges thought he was either the best or second best player on the ground.

Before the Grand Final, he had been regarded as a highly respected leader and this performance merely enhanced his reputation.

Hodge had 35 possessions and took 12 marks, but his influence was even more pronounced than those impressive statistics indicate.

He typified the Hawks' frenzied pressure in the first quarter that eventually broke the Swans' spirit, laying three bone-jarring tackles.

In the second term, Hodge displayed all his guile, drifting forward to kick successive goals.

With one hand on the premiership cup, Hodge went wherever his team needed him in the second half. He spent time in the midfield, occasionally pushed forward and drifted back to control the tempo when required.

NORM SMITH MEDAL VOTING

PLAYER	CLUB	VOTES
L. Hodge	Hawthorn	10 (3, 3, 2, 2)
J. Lewis	Hawthorn	9 (3, 2, 1, 3)
S. Mitchell	Hawthorn	9 (2, 2, 1, 3, 1)
W. Langford	Hawthorn	1 (1)
J. Gibson	Hawthorn	1 (1)

Judges: Nathan Buckley (chairman), Chris Johnson (NIRS), Cameron Ling (Channel 7), Anthony Hudson (SEN 1116), Craig O'Donoghue (*The West Australian*)



JOCK McHALE MEDAL



Three premierships in seven seasons confirms Alastair Clarkson's place as one of the all-time great coaches, not only at Hawthorn but in the game's history.

Clarkson sits comfortably alongside club legends John Kennedy and Allan Jeans as triple premiership coaches and is the only man to coach the Hawks to back-to-back flags.

Before last year's triumph, Hawthorn had achieved this feat only once in its history, in 1988-89. Alan Joyce was the coach in 1988, filling in for an ill Jeans, who returned to guide the Hawks to their memorable win over Geelong in 1989.

Appropriately, Joyce presented Clarkson with the McHale Medal after the thumping victory over Sydney last season.

Just as significant was Jason Dunstall's appearance on the victory dais in 2014 to present the coach and captain Luke Hodge with the premiership cup.

As acting CEO and board member, Dunstall pushed strongly for Clarkson's appointment as coach at the end of 2004.

That Clarkson was even coaching in the Grand Final was remarkable, given his health problems during the season.

He was forced to stand down after being diagnosed with Guillain-Barré syndrome and was replaced between rounds 11-15 by assistant Brendon Bolton.

While Clarkson's health was a serious issue, it was only one of several setbacks that threatened to derail the Hawks' quest for successive flags. The coach had to contend with losing his No. 1 forward Lance Franklin to the Swans at the end of 2013 and was without the services of several stars, most notably Sam Mitchell, Josh Gibson, Cyril Rioli and Brian Lake, for long periods.

Throughout his 10-season tenure at Hawthorn, Clarkson has not been afraid to make tough calls and last year he was forced to make plenty.

He preferred experienced ruckman Ben McEvoy for the Grand Final at the expense of Jonathon Ceglar and put his faith in youngster Will Langford, leaving the experienced Brad Sewell on the sidelines. Langford vindicated Clarkson's decision by playing a key role in the finals, culminating in his three-goal effort in the Grand Final.



MARK & GOAL OF THE YEAR

Port Adelaide has produced some spectacular football under Ken Hinkley over the past two seasons so it was no surprise to see the Power dominate the Mark and Goal of the Year awards in 2014.

Classy young forward Chad Wingard was announced as the winner of the Lifebroker Mark of the Year award, while teammate Matt White claimed the Hungry Jack's Goal of the Year award.

The players were presented with their prizes – \$10,000 thanks to Lifebroker and Hungry Jack's – during the Brownlow Medal ceremony.

Wingard took the Mark of the Year in the round 12 match against St Kilda at Adelaide Oval.

Midway through the third quarter, the 21-year-old soared high over the back of Saints defender Sean Dempster to pull in a screamer, which he casually converted for a goal.

White scored the Goal of the Year in the round 17 match against his old side Richmond at Etihad Stadium.

Late in the final term, White gathered the ball in his defensive half and then scorched around the outer wing, taking three bounces and slotting a goal from just inside the 50m line.

The winners were selected by public voting after the All-Australian selection committee selected the three finalists for marks and goals from the 23 weekly selections.

CLASSIC MARK
Port Adelaide's Chad Wingard flies high over St Kilda's Sean Dempster for the award-winning mark in round 12 last season at Adelaide Oval. ➤



BROWNLOW MEDAL



Midfielder Matt Priddis was humble in victory after becoming an upset winner of the Brownlow Medal.

While he led the AFL for handballs and disposals, was second in clearances and third for tackles, few outside Western Australia gave Priddis a chance of winning.

The West Coast star, who missed selection in the All-Australian team, polled in 13 games to finish with 26 votes.

Priddis had the medal in his possession after the Eagles' final home and away game against the Gold Coast Suns in round 22, when he polled two votes to overtake ineligible Docker Nat Fyfe.

Fyfe, who was suspended twice during the season, polled 25 votes.

Given Fyfe's ineligibility, Sydney forward Lance Franklin and Gold Coast skipper Gary Ablett finished equal second on 22 votes. Franklin missed the final round with a knee injury and Ablett was sidelined with a shoulder injury after round 16.

As he accepted his medal from 2013 winner Ablett, Priddis was stunned. "I don't see myself with the likes of some of the Brownlow medallists of the past, so it's a little bit daunting, but something I'm obviously very proud of," he said.

Priddis, who won the Sandover Medal playing with WAFL club Subiaco in 2006, was taken on as a mature-age rookie by the Eagles after being overlooked in four national drafts.

He joined Fitzroy legend Haydn Bunton snr as the only player to win the Brownlow and Sandover medals.

Priddis became the third Eagle to win the Brownlow, joining Chris Judd (2004) and Ben Cousins (2005).

BROWNLOW MEDAL

Matt Priddis (WCE)	26	Joel Selwood (Geel)	21
Nat Fyfe* (Frem)	25	Travis Boak (PA)	21
Gary Ablett (GCS)	22	Josh Kennedy (Syd)	21
Lance Franklin (Syd)	22	Steve Johnson* (Geel)	19
Patrick Dangerfield (Adel)	21	Trent Cotchin (Rich)	18

*ineligible



COLEMAN MEDAL



In his first season with Sydney, Lance Franklin had his third Coleman Medal firmly in his grasp by the end of round 22. Franklin, who won the medal in 2008 and 2011 with Hawthorn, was a late withdrawal from the Swans' final home and away game against Richmond because of a knee problem.

By that stage he had kicked 67 goals in 19 games, with his closest rival being former teammate Jarryd Roughead, who won last year's medal. Although the Hawk booted four against Collingwood, he finished five short of his great mate Franklin.

Franklin became the first Swan to win the award since Tony Lockett (pictured above with Franklin) took out his fourth medal in 1998. His early form was reflective of Sydney's stuttering start to the season as he adjusted to his new club and teammates, kicking only seven goals in his first four games.

His biggest tally was against St Kilda in round 21 at the SCG, kicking 9.4, and he followed that up the next week with a six-goal haul against the Western Bulldogs at Etihad Stadium. He also booted six against Carlton at the SCG in round 17.

LEADING GOALKICKERS 2014

	HOME AND AWAY			INCLUDING FINALS				
	G	B	Gms	G	B	%	Av.	Gms
Lance Franklin (Syd)	67	44	19	79	51	60.8	3.6	22
Tom Hawkins (Geel)	62	35	22	68	40	63	2.8	24
Jarryd Roughead (Haw)	62	37	20	75	43	63.6	3.3	23
Jay Schulz (PA)	62	22	22	66	26	71.7	2.6	25
Josh Kennedy (WCE)	61	33	20	61	33	64.9	3.1	20
Jack Riewoldt (Rich)	58	36	22	61	38	61.6	2.7	23
Luke Breust (Haw)	53	10	22	57	12	82.6	2.3	25
Eddie Betts (Adel)	51	22	22	51	22	69.9	2.3	22
Jack Gunston (Haw)	51	23	20	58	27	68.2	2.5	23
Hayden Ballantyne (Frem)	49	25	19	49	26	65.3	2.5	19



VIRGIN AUSTRALIA ALL-AUSTRALIAN TEAM

Despite missing the final seven rounds of 2014 with a shoulder injury, Gary Ablett became the first player to be selected as an All-Australian in eight consecutive seasons.

Only five players retained their positions from the 2013 team, including Ablett and Geelong skipper Joel Selwood, who was named captain for the second consecutive season.

Collingwood captain Scott Pendlebury, selected for the fifth straight season, Port Adelaide skipper Travis Boak and Hawthorn spearhead Jarryd Roughead were the others.



VIRGIN AUSTRALIA ALL-AUSTRALIAN TEAM 2014

B	Nick Smith Sydney Swans	Daniel Talia Adelaide Crows	Cale Hooker Essendon
HB	Brodie Smith Adelaide Crows	Alex Rance Richmond	Nick Malceski Sydney Swans
C	Nat Fyfe Fremantle	Josh Kennedy Sydney Swans	Dyson Heppell Essendon
HF	Robbie Gray Port Adelaide	Nick Riewoldt (vc) St Kilda	Luke Breust Hawthorn
F	Hayden Ballantyne Fremantle	Lance Franklin Sydney Swans	Jarryd Roughead Hawthorn
R	Aaron Sandilands Fremantle	Joel Selwood (c) Geelong Cats	Gary Ablett Gold Coast Suns
IC	Travis Boak Port Adelaide	Jordan Lewis Hawthorn	Scott Pendlebury Collingwood
			Tom Rockliff Brisbane Lions
Coach	Alastair Clarkson Hawthorn		

Umpire Matt Stevic

The team had 13 newcomers – Brodie Smith and Daniel Talia (Adelaide Crows), Tom Rockliff (Brisbane Lions), Dyson Heppell and Cale Hooker (Essendon), Hayden Ballantyne and Nat Fyfe (Fremantle), Luke Breust and Jordan Lewis (Hawthorn), Robbie Gray (Port Adelaide), Alex Rance (Richmond) and Nick Malceski and Nick Smith (Sydney Swans).

Sydney had the most representatives with four, followed by Fremantle and Hawthorn with three each. Players were selected from 12 clubs, with Carlton, Greater Western Sydney, Melbourne, North Melbourne, West Coast and Western Bulldogs not represented.

Two Crows and two Swans filled four of the back six positions. Talia was named at full-back, with teammate Brodie Smith on a half-back flank. Malceski was on the other flank and teammate Nick Smith was in a back pocket.

Rance and Hooker were in the other two slots in the backline. St Kilda skipper Nick Riewoldt was rewarded for another fine season with his fifth All-Australian selection and first since 2009 when he was captain. He was named vice-captain at centre half-forward, with Gray and Breust alongside him on the flanks.

In his first season with the Swans, Coleman medallist Lance Franklin was also selected for the fifth time, with former teammate Roughead next to him in a pocket. Ballantyne was in the other pocket.

Ablett's partners in the following division, Fremantle's Aaron Sandilands and Selwood, earned their fourth All-Australian selections.

Sydney's Josh Kennedy was named in the centre, flanked by Fyfe and Heppell on the wings.

On the interchange were four midfielders – Boak, Pendlebury, Lewis and Rockliff.

The All-Australian selection panel was Gillon McLachlan (chairman), Kevin Bartlett, Luke Darcy, Mark Evans, Danny Frawley, Glen Jakovich, Cameron Ling, Matthew Richardson and Warren Tredrea.



Nick Riewoldt was rewarded for another fine season with his fifth All-Australian selection and his first since 2009



VIRGIN AUSTRALIA INTERNATIONAL RULES

International Rules is alive and well after Australia won a thrilling contest in the Virgin Australia International Rules Test against Ireland at Patersons Stadium in November.

After being easily defeated in the past two series, the Australians chose the best possible team for the one-off Test and their determination was evident from the start.

Australia set up the victory, its first since 2010 after four consecutive defeats and first on home soil since 2005, with a blistering first quarter.

Skipper Joel Selwood and Geelong teammate Steve Johnson were dominant as the home team took an 18-point lead at the first break.

Australia dominated possession in the opening term (93 disposals to 47), applying enormous pressure to the Irish and forcing them to miss many targets.

The talent-laden Australian team adapted quickly to the round ball, kicking with precision around the ground and shooting accurately for goal. Australia booted the first seven overs of the match, which proved decisive in the final outcome.

The Australians led by 33 points early in the third quarter, but had to withstand a determined Irish challenge.

Inspired by GAA medallist Conor McManus, Ireland came out with renewed passion and energy after the main break and cut the deficit with improved pressure and ball movement.

Darren Hughes sparked his team with the game's first under, followed quickly by five overs as the Irish drew within 13 points before the Australians steadied to run out winners 0.17.5 (56) to 2.9.7 (46) in front of a crowd of 38,262 to regain the Cormac McAnallen Trophy.

Johnson finished the match with 24 possessions and four overs to be runner-up for the Jim Stynes Medal as Australia's best player behind Hawthorn captain Luke Hodge.

St Kilda skipper Nick Riewoldt kicked the round ball superbly to finish with three overs. Port Adelaide forward Chad Wingard also booted three overs.

Goalkeeper Dustin Fletcher had several nervous moments late in the game, but the Essendon veteran made an excellent save in the final minute to snuff out Ireland's hopes.

Australian coach Alastair Clarkson was pleased how quickly his team adapted to the round ball.

"We thought it would be difficult early in the game but we got away to a flyer," Clarkson said.

His Irish counterpart Paul Earley was disappointed with his team's start and sloppy kicking.

"We didn't hit our targets up front," Earley said. "Outside of that first quarter, we won the game."



The talent-laden Australian team adapted quickly to the round ball, kicking with precision around the ground

TEST AT PATERSONS STADIUM, PERTH

AUSTRALIA	0.7.1 (22)	0.11.2 (35)	0.14.4 (46)	0.17.5 (56)
IRELAND	0.1.1 (4)	0.1.4 (7)	1.6.6 (30)	2.9.7 (46)

Australia: Joel Selwood (capt), Dustin Fletcher (goalkeeper), Travis Boak, Grant Birchall, Jarrad McVeigh, Jobe Watson, Sam Mitchell, Harry Taylor, Nic Naitanui, Brendon Goddard, Robbie Gray, Leigh Montagna, Nick Riewoldt, Luke Hodge, Kieren Jack, Steve Johnson, Chad Wingard, Luke Breust, Brent Harvey, Patrick Dangerfield, Brodie Smith, Tom Rockliff, Nick Smith.

Ireland: Michael Murphy (capt), Colm Begley, Colm Boyle, Sean Cavanagh, Cathal Cregg, Mattie Donnelly, Finian Hanley, Pearce Hanley, Darren Hughes, Lee Keegan, James McCarthy, Ciaran McDonald, Neil McGee, Chrissy McKaigue, Kevin McKernan, Kevin McLoughlin, Conor McManus, David Moran, Ross Munnely, Colm O'Neill, Paddy O'Rourke (goalkeeper), Aidan O'Shea, Aidan Walsh.

Best: Australia – Hodge, Johnson, Mitchell, McVeigh, Wingard, Fletcher.
Ireland – McManus, Begley, Moran, Murphy, Donnelly.

Goals (6 points): Ireland – Hughes, team score.

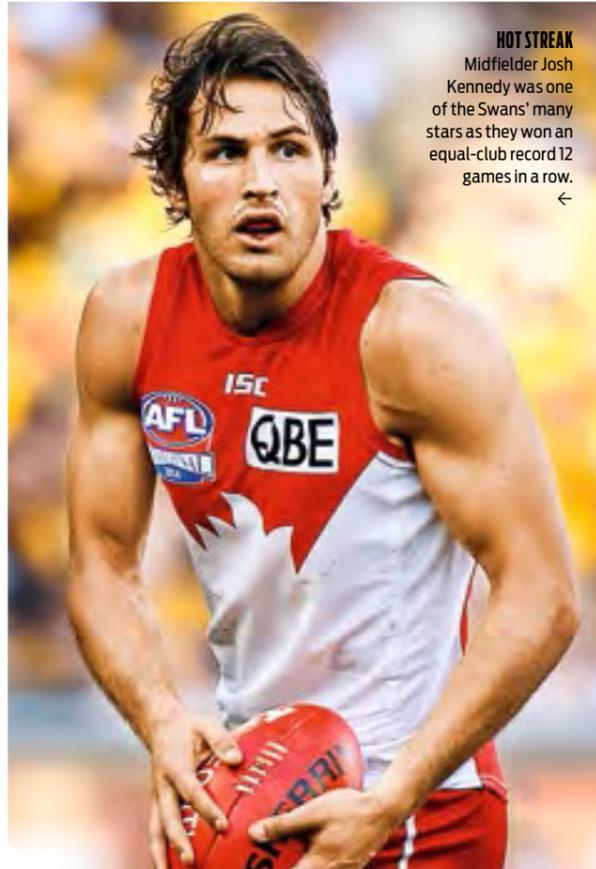
Overs (3 points): Australia – Johnson 4, Riewoldt 3, Wingard 3, McVeigh 2, Breust, Gray, Harvey, Jack, Selwood.

Ireland – McManus 4, Begley 2, Donnelly, McKernan, Murphy.

Jim Stynes Medal: Luke Hodge

Umpires: Simon Meredith (Aus), Marty Duffy (Ire).

Crowd: 38,262



HOT STREAK
Midfielder Josh Kennedy was one of the Swans' many stars as they won an equal-club record 12 games in a row. ←

McCLELLAND TROPHY

At the end of the first month of the 2014 season, the Sydney Swans appeared headed for a tough year.

They were sitting in 13th place on the ladder with a 1-3 record, having lost to crosstown rival Greater Western Sydney in round one as well as Collingwood (ANZ Stadium) and North Melbourne (SCG).

The Swans kick-started their season with a fighting victory over Fremantle in round five and never looked back, winning the next 11 games to equal the all-time club mark of 12 consecutive victories.

The streak included wins over the Brisbane Lions (by 79 points at the Gabba in round seven), Hawthorn (by 19 points at ANZ Stadium in round eight), Essendon (by 50 points at Etihad Stadium in round nine), Geelong Cats (by 110 points at the SCG in round 11), Port Adelaide (by four points at the SCG in round 13), GWS Giants (by 46 points at the SCG in round 15) and Carlton (by 71 points at the SCG in round 17).

Hawthorn broke the Swans' run with a 10-point victory at the MCG in round 18.

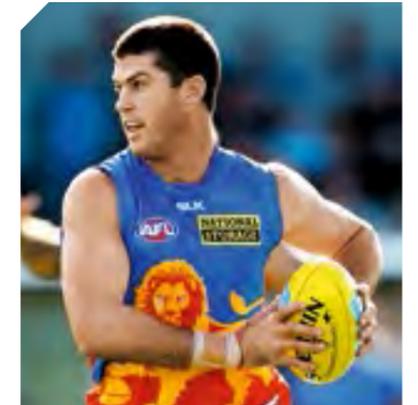
Sydney won four of its final five games in the home and away season, losing in the last round to Richmond in the absence of Coleman medallist Lance Franklin by three points at ANZ Stadium.

The Swans finished with a 17-5 record, giving them their first McClelland Trophy since 1996 when they also made the Grand Final. In that season, they had a 16-5-1 record.

In 2014, the Hawks and the Cats had the same win-loss record as the Swans, but had inferior percentages – Hawthorn's was 140.8 and Geelong's 113.8 compared with Sydney's 142.9.

2014 TOYOTA AFL PREMIERSHIP SEASON LADDER

	P	W	L	D	G	FOR B	PTS	AGAINST B	PTS	%	MATCH POINTS	HOME W	HOME L	AWAY W	AWAY L	FORM W/L	SCORES High	SCORES Low	AV MARGIN W	AV MARGIN L	W< 7PTS	L> 7PTS	PLS USED	RD23 2013	1 ST YR PLS	QTRS WON	4 TH QTR WON
1 Sydney Swans	22	17	5	0	308	278	2126	207	246	148.8	68	8	3	9	2	1L	148	48	43	21	1	1	33	4	5	59	14
2 Hawthorn	22	17	5	0	367	256	2458	254	222	174.6	68	11	0	6	5	2W	175	86	47	18	1	0	35	1	7	55	13
3 Geelong Cats	22	17	5	0	292	281	2033	255	257	178.7	68	11	0	6	5	1W	143	38	28	49	4	0	35	2	4	56	13
4 Fremantle	22	16	6	0	297	247	2029	217	254	155.6	64	10	1	6	5	3W	136	60	39	27	1	1	35	3	2	51	14
5 Port Adelaide	22	14	8	0	314	296	2180	243	220	167.8	56	9	2	5	6	1L	159	56	42	12	1	3	33	7	4	54	16
6 North Melbourne	22	14	8	0	291	280	2026	248	243	173.1	56	8	3	6	5	4W	126	58	37	29	0	1	36	10	6	50	15
7 Essendon	22	12	9	1	262	256	1828	250	219	171.9	50	7	4	5	5	1D	138	57	25	21	2	2	35	9	7	41	8
8 Richmond	22	12	10	0	274	243	1887	256	248	178.4	48	6	5	6	5	9W	154	51	29	25	1	2	36	5	2	46	13
9 West Coast Eagles	22	11	11	0	300	245	2045	259	196	175.0	44	6	5	5	6	2W	188	32	50	23	1	2	36	13	3	46	10
10 Adelaide Crows	22	11	11	0	315	285	2175	273	269	190.7	44	6	5	5	6	1W	168	50	49	24	0	2	36	11	3	52	13
11 Collingwood	22	11	11	0	252	254	1766	270	256	187.6	44	5	6	6	5	1L	140	39	27	37	1	1	36	6	4	39	8
12 Gold Coast Suns	22	10	12	0	278	249	1917	296	269	204.5	40	7	4	3	8	4L	134	39	34	39	1	1	36	14	6	37	11
13 Carlton	22	7	14	1	276	235	1891	304	283	210.7	30	5	5	2	9	1D	151	37	30	30	2	3	38	8	4	41	11
14 Western Bulldogs	22	7	15	0	257	242	1784	325	227	217.7	28	3	8	4	7	3L	122	45	15	33	2	1	40	15	3	37	10
15 Brisbane Lions	22	7	15	0	221	206	1532	320	292	221.2	28	3	8	4	7	2L	123	22	23	56	2	0	40	12	10	21	4
16 GWS Giants	22	6	16	0	256	244	1780	344	256	232.0	24	3	8	3	8	1W	125	41	31	45	1	0	44	18	4	28	9
17 Melbourne	22	4	18	0	190	196	1336	278	286	195.4	16	0	11	4	7	10L	93	28	11	36	2	2	37	17	4	30	7
18 St Kilda	22	4	18	0	212	208	1480	363	258	243.6	16	3	8	1	10	5L	118	30	24	58	0	1	42	16	5	24	4



HANGING UP THE BOOTS Premiership players Luke Ball, Darren Glass, Dean Cox and Jonathan Brown were among the group of stars who retired from the game in 2014. →

RETIRES

The AFL farewelled a number of retiring champions in 2014, including several who had contributed to recent premierships. Several of the game's greats pulled on the boots for the final time. Twenty-nine players boasting more than 100 games' experience finished up before, during or after the season.

Jonathan Brown personified courage in his 256-game career, but another concussion convinced him his body had taken enough punishment. He retired as one of the Lions' greatest players after a long, distinguished career which included three premierships, three best and fairests and a Coleman Medal (2007).

Former teammates Lenny Hayes and Luke Ball were fierce warriors on the field, but terrific ambassadors for the code off it. Hayes, one of St Kilda's most popular players, retired three games shy of the magical 300, having won three best and fairests, three All-Australian selections and the Norm Smith Medal in the 2010 Grand Final draw.

Ball played 142 games for the Saints between 2003-09, winning a best and fairest in 2005 before crossing to Collingwood and playing a key role in the Magpies' 2010 premiership victory. Off the field, he made a significant contribution as president of the AFL Players' Association.

Ball's premiership captain in 2010, Nick Maxwell, retired after sustaining a season-ending ankle injury in July. Maxwell was the general of the Magpies' defence for several seasons and will be remembered for his bravery, versatility and leadership.

Dean Cox, Darren Glass and Quinten Lynch were teammates in West Coast Coast's premiership triumph in 2006. Six-time All-Australian ruckman Cox finished on 290 games and Glass, the All-Australian captain in 2012, was forced to quit mid-season with hip and ankle problems. Lynch finished his career at Collingwood after playing 11 seasons with the Eagles.

Brad Sewell played a key role in Hawthorn's premiership victories in 2008 and 2013 before being overlooked for the 2014 Grand Final.

Lewis Roberts-Thomson, a member of the Sydney Swans' flag-winning teams in 2005 and 2012, succumbed to a poor run with injuries in the past two seasons and was joined in retirement by premiership teammate Ryan O'Keefe.

Other retirees included Nathan Bock, Shannon Byrnes, Dom Cassisi, Daniel Giansiracusa, Josh Hunt, Jake King, Ashley McGrath, Ben Rutten and Heath Scotland. →

DEPARTING PLAYERS (MORE THAN 100 GAMES)

PLAYER	CLUB	Games	Goals
Luke Ball	St Kilda/Collingwood	223	91
Nathan Bock	Adelaide Crows/Gold Coast Suns	140	63
Kepler Bradley	Essendon/Fremantle	117	87
Campbell Brown	Hawthorn/Gold Coast Suns	205	109
Jonathan Brown	Brisbane Lions	256	594
Shannon Byrnes	Geelong Cats/Melbourne	131	117
Dom Cassisi	Port Adelaide	228	74
Dean Cox	West Coast Eagles	290	169
Daniel Giansiracusa	Western Bulldogs	265	331
Stephen Gilham	Port Adelaide/Hawthorn/GWS Giants	114	4
Darren Glass	West Coast Eagles	270	8
Lenny Hayes	St Kilda	297	95
Ben Hudson	Adelaide Crows/Western Bulldogs/Brisbane Lions/Collingwood	168	19
Josh Hunt	Geelong Cats/GWS Giants	212	33
Dan Jackson	Richmond	156	61
Clinton Jones	St Kilda	149	40
Jake King	Richmond	107	79
Quinten Lynch	West Coast Eagles/Collingwood	227	290
Nick Maxwell	Collingwood	208	29
Ashley McGrath	Brisbane Lions	214	170
Brock McLean	Melbourne/Carlton	157	76
Brent Moloney	Geelong/Melbourne/Brisbane Lions	166	46
Tom Murphy	Hawthorn/Gold Coast Suns	113	5
Ryan O'Keefe	Sydney Swans	286	261
Jason Porpyzia	Adelaide Crows	130	181
Lewis Roberts-Thomson	Sydney Swans	179	54
Ben Rutten	Adelaide Crows	229	9
Heath Scotland	Collingwood/Carlton	268	81
Brad Sewell	Hawthorn	200	32

AUSTRALIAN FOOTBALL HALL OF FAME



HONOURED

Hall of Fame inductees in 2014 (back row from left) Anthony Koutoufides, Matthew Richardson, Warren Tredrea and Brad Johnson; (front row) Ken Henfry (son of Ern Henfry), Andrew McLeod. →



ERN HENFRY

Born: July 24, 1921
Died: January 13, 2007
Played: 169 games, 106 goals (Perth 1937-41, 1945, 1953-54: 85 games, 86 goals; Carlton 1944, 1947-52: 84 games, 20 goals)
Coached: Perth 1953-59, 1962-64) (242 games, 139 wins, 103 losses)

In a decorated career spanning two states, Henfry was widely hailed as the game's best leader and centremen. He made his debut for his WAFL club Perth at 16 and represented Western Australia at 17. The popular midfielder won Perth's best and fairest in 1941 and finished runner-up to Haydn Bunton snr in that year's Sandover Medal. In 1944, Henfry played two games for Carlton while on leave from the RAAF and sought a clearance to the Blues after World War II. After standing out of football in 1946 because of a clearance dispute with his WAFL club, he joined Carlton in 1947, took over the captaincy and made an immediate impact. Henfry led the Blues to a premiership with a thrilling victory over Essendon, winning the first of his two club best and fairests (the other was in another Grand Final year, in 1949). He captained Carlton until 1952 before returning to WA to captain-coach Perth. He coached Perth to its first flag in 48 years in 1955 and coached WA in six games. He was admitted to the Carlton and West Australian halls of fame.



BRAD JOHNSON

Born: July 18, 1976
Played: 364 games, 558 goals (Western Bulldogs 1994-2010)

Johnson's irrepressible smile belied an inner toughness and determination. Possessing a strong work ethic, marking ability and combination of speed and endurance, he became a terrific club leader and role model. Johnson hailed from Melbourne's western suburbs and played a club-record 364 games between 1994-2010, including a League record of at least 21 games in 15 consecutive seasons. He started his career as a wingman before moving into attack to become one of the League's best small forwards. Johnson was the Bulldogs' leading goalkicker on five occasions and was a six-time All-Australian. In a career-best season in 2006, he was named All-Australian captain and won the best and fairest award for a third time. He was selected on the bench of the Bulldogs' Team of the Century in 2002 and captained the club for five seasons. He finished in the top three of the best and fairest award on four other occasions. He represented Victoria in three games and kicked five goals, and played six International Rules games for Australia. Johnson remains involved in the game as a coach in the NAB AFL Academy system, mentoring some of the game's most promising junior players.



ANTHONY KOUTOUFIDES

Born: January 18, 1973
Played: 278 games, 226 goals (Carlton 1992-2007)

Koutoufides changed the game, with his supreme ability proving so influential clubs began searching for players of similar size and athletic prowess to play in the midfield. As a teenager, he had to choose between athletics and football before eventually concentrating on AFL because he believed it afforded him a brighter future. Koutoufides first came to prominence when he made the All-Australian team at the national under-17 championships (Teal Cup) in 1990 and made his AFL debut in 1992. His spectacular rise to stardom began in the second half of the 1994 season when coach David Parkin played him on a wing. While Carlton's 1995 premiership triumph was a career highlight, his stunning performance in the Blues' upset win over arch rival Essendon in the 1999 preliminary final has lived long in the memory. Koutoufides started in the back pocket, but when a desperate Parkin threw him into the midfield in the last quarter, he almost single-handedly lifted Carlton to a remarkable victory. Team success eluded him for the remainder of his career, but he was still a substantial contributor, winning two best and fairests (2001, 2005) and captaining the Blues from 2004-06.



PROUD TIGER
 Matthew Richardson addresses the crowd after being inducted into the Hall of Fame. →



ANDREW McLEOD

Born: August 4, 1976
Played: 363 games, 310 goals (Port Adelaide – SANFL 1994-96: 23 games, 35 goals; Adelaide 1995-2010: 340 games, 275 goals)

McLeod thrived on the big stage and played a key role in Adelaide's successive premierships in 1997-98, winning the Norm Smith Medal in both Grand Finals. He is one of only three players to win two Norm Smith Medals, the others being Gary Ayres and Luke Hodge. McLeod was runner-up to Jason Akermanis in the 2001 Brownlow Medal and was third in 2000. He was tough, quick and skilful, providing the Crows with run and rebound over 16 years and winning the best and fairest on three occasions. He finished in the top three of the best and fairest four other times. He finished his career as the club's games record-holder and was remarkably durable, undergoing knee surgery at the end of most seasons. McLeod represented Australia six times in International Rules and won the Jim Stynes Medal in 2005. He captained the Indigenous All-Stars team and was selected in the Indigenous Team of the Century in 2005. He made the All-Australian team five times and was named captain in 2007. Since retiring as a player, the proud Northern Territorian has managed several Indigenous education and football programs and coached in the SANFL.



MATTHEW RICHARDSON

Born: March 19, 1975
Played: 282 games, 800 goals (Richmond 1993-2009)

In his 17 seasons at Punt Rd, Richardson could send the Tiger Army into a frenzy or leave them frustrated, often on the same day. But he was an entertainer and talented footballer capable of remarkable feats. He was an incredible athlete who could run his opponents ragged with his endurance. Richardson grew up in Devonport, Tasmania, and was recruited via the father-son rule (his father, Alan 'Bull' Richardson, played 103 games for the Tigers during the 1960s). He made a big impact soon after his debut in 1993, being the club's leading goalkicker the following year. He led Richmond's goalkicking in another 12 seasons, a record for the Tigers. After a knee reconstruction in 1995, he made a successful return to boot 91 goals and earn his first All-Australian selection. He was also an All-Australian in 1999 and 2008, when he enjoyed perhaps his best season in the twilight of his career. Playing on a wing, he finished equal third in the Brownlow Medal with 22 votes. He won the best and fairest once (in 2007), was second four times and third once. He played two International Rules games. Since retiring, he has become a popular commentator on television and radio.



WARREN TREDREA

Born: December 24, 1978
Played: 281 games, 582 goals (Port Adelaide – SANFL 1994-96: 26 games, 33 goals; Port Adelaide – AFL 1997-2010: 255 games, 549 goals)

Tredrea was a late bloomer who played most of his junior football as a midfielder before developing into a talented key forward. He provided plenty of headaches for defenders with his athleticism, aerial strength, elite disposal skills on both sides of his body and the ability to kick freakish goals. Tredrea, who always wanted to play for Port Adelaide, was one of the Power's biggest stars at a time when they were consistently one of the best teams in the AFL. In the absence of injured captain Matthew Primus, he was acting skipper of Port Adelaide's first AFL premiership team in 2004. He won the Power's best and fairest on four occasions and finished second three times. Tredrea, whose father Gary was a star for Port Adelaide in the SANFL and played for Collingwood in the early 1970s, was the Power's leading goalkicker for eight seasons and won All-Australian selection four times, being vice-captain in 2004. He represented South Australia twice and played three International Rules games. Tredrea is heavily involved in the game through his media roles in SA on television and radio and in print.

LIFE MEMBERS



GRAEME ALLAN

Allan has given 40 years of continuous service as a player and administrator. After starting with VFA club Sunshine in 1974, he joined Fitzroy the following year. He played 87 games for the Lions before transferring to Collingwood where he played 54 games. After retiring as a player, the Magpies appointed him as football manager. In 1999, he reunited with coach Leigh Matthews in a successful era at the Brisbane Lions as general manager, football. Since 2010, Allan has played a pivotal role in the GWS Giants' development as general manager (football).



JIMMY BARTEL

Bartel has been a key figure in Geelong's golden era in the past decade. The solidly built midfielder-cum-forward has a well-deserved reputation of being a big-game player, built around his tremendous finals record. He was a member of the Cats' premiership teams in 2007, 2009 and 2011. A two-time All-Australian, he won the Brownlow Medal in 2007 and the Norm Smith Medal in 2011 for a sublime display against Collingwood. In the opening round of 2014, Bartel played his 250th match, kicking four goals against Adelaide.



LEON CAMERON

Cameron had a distinguished playing career after being recruited from VCFL club South Warrnambool in the 1988 National Draft. As a skilful, long-kicking wingman/defender, he played 172 games with the Western Bulldogs between 1990-99 and 84 with Richmond between 2000-03. After his retirement, he went into coaching, first as an assistant with the Bulldogs (2004-10) and then Hawthorn (2011-12). Cameron joined Greater Western Sydney for the 2013 season as senior assistant coach to Kevin Sheedy in his final year and took over as senior coach in 2014.



KANE CORNES

The two-time All-Australian has become one of the game's most durable and consistent midfielders in the past 14 seasons. As a run-with player, he has beaten several of the AFL's elite midfielders, averaging at least 20 possessions a game in the past 11 seasons. The son of SA legend Graham Cornes has won an equal club-record four best and fairests for Port Adelaide. A member of the Power's first AFL premiership team in 2004, he is Port Adelaide's games record-holder and is due to play his 300th match in 2015.



DEAN COX

Cox is regarded as one of West Coast's all-time greats. Recruited as a rookie in 2000, he won All-Australian selection six times. He won the club's best fairest award in 2008 and was a member of the 2006 premiership team. In 2014, he was in transition as he prepared for the next phase of his career, involved in match committee and match-day coaching when not playing. The champion ruckman retired as the club's games record-holder (290) and in 2015 will be the Eagles' ruck coach.



NICK DAL SANTO

Recruited from Bendigo under-18s in the 2001 National Draft, Dal Santo has become one of the most creative and damaging midfielders in the AFL. Possessing exquisite skills, particularly by foot, he has won All-Australian selection on three occasions. As a key component of a talented St Kilda midfield, he was runner-up in the Brownlow Medal in 2011 and third in 2005. At the end of 2013, he left the Saints after 260 games in 12 seasons to join North Melbourne as a restricted free agent.

JACK TITUS AWARD



SHANE O'SULLIVAN

O'Sullivan has been a hard-working servant of three clubs over a 35-year association with the AFL/VFL. He joined Carlton as a promotions officer in 1979 and was appointed assistant general manager in 1980. Between 1982-86, he was Footscray's general manager, football, playing a significant role in securing Mick Malthouse as senior coach. In 1987, he joined the fledgling Brisbane Bears as general manager (football). He returned to Melbourne at the end of 1992 and coached VFA club Oakleigh in 1993. In 1994, he returned to Carlton as recruiting manager, a position he held until 2004 when he was appointed to his current position as football administration manager.



ANDREW DEMETRIOU

As the AFL's CEO for more than 10 years, Demetriou presided over a period of great change. The highlights of his tenure included the addition of two new clubs, the Gold Coast Suns and GWS Giants, major stadium projects valued at more than \$1.5 billion and three broadcast rights agreements. Demetriou played 103 games for North Melbourne and three for Hawthorn between 1981-88 after being recruited from Pascoe Vale. In 1998, he was appointed AFL Players' Association CEO and in May 2000 joined the AFL as general manager of football operations.



BIG-GAME PLAYER

Jimmy Bartel is chaired off by teammates Steve Johnson and Joel Selwood after his 250th match against Adelaide at Simonds Stadium. →



COREY ENRIGHT

A good decision-maker who is cool in a crisis, Enright has been one of the best rebounding defenders in the AFL for many years, being an important component of an imposing Geelong backline. The five-time All-Australian won the club best and fairest award in 2009 (equal) and 2011 and was a key member of the Cats' premiership teams in 2007, 2009 and 2011. In his 15th season in 2015, Enright is set to become only the third Cat behind Ian Nankervis and John 'Sam' Newman to play 300 games.



GREG MILLER

Between 1971 and 2008, Miller had 38 years of continuous service in the AFL/VFL as a player and administrator. After playing reserves and under-19s at Richmond, he played 52 games with South Melbourne between 1972-76. In 1979, he became South's recruiting manager and was with the club when it relocated to Sydney. He joined North Melbourne in 1985, first as football manager and later as CEO in a successful era for the club. After leaving the Roos in 2001, he was football manager at Richmond for seven seasons.



NICK RIEWOLDT

Riewoldt is an all-time great at St Kilda and is still going strong. He has won the Saints' best and fairest award a record six times and has been selected in the All-Australian team on five occasions, once as captain (2009) and another as vice-captain (2014). He was the NAB AFL Rising Star in 2002, has been St Kilda's leading goalkicker four times and in 2014 surpassed Danny Frawley as the club's longest-serving captain. In 2015, he is set to become the fifth Saint to reach the 300-game milestone.



BRENTON SANDERSON

Recruited from SANFL club Sturt, Sanderson established himself as a solid running defender with Geelong after short stints with Adelaide and Collingwood. He retired in 2005 after 209 games, of which 199 were with the Cats. Sanderson was an assistant coach at Port Adelaide (2006) and Geelong (2007-11) before taking over as the Crows' senior coach at the start of the 2012 season. He was Adelaide's coach until the end of 2014, taking the Crows to a preliminary final in 2012. In 2015, he took over as the NAB AFL Academy head coach.



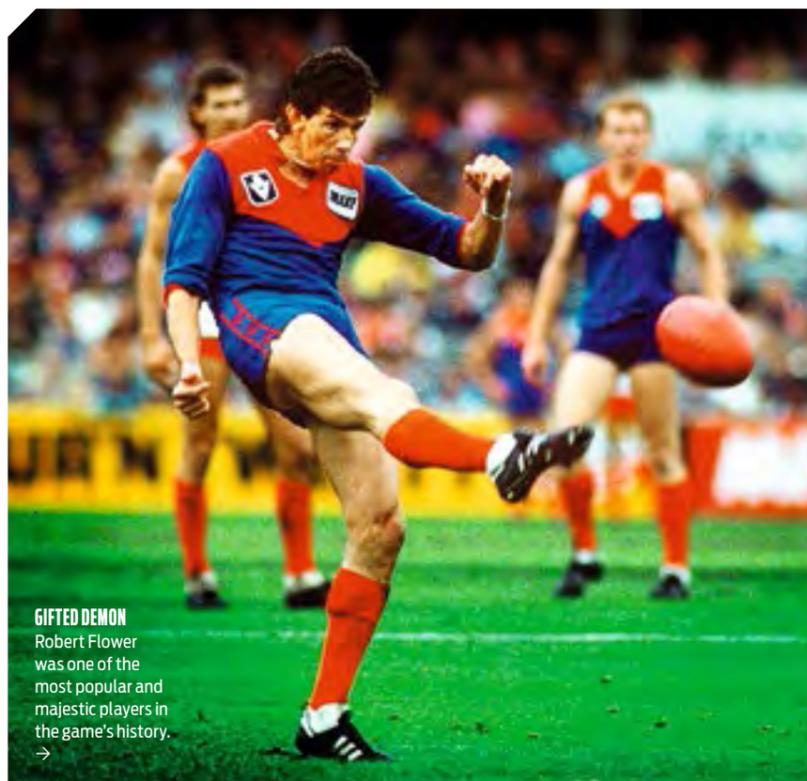
JUSTIN SCHMITT

Schmitt started with the South Australian Combined Southern Umpires in 1992. Recruited to the SANFL senior squad in 1994, he officiated in the 1996 under-18 championships and the SANFL finals in 1996 and 1998. A lawyer, Schmitt was promoted to the AFL list in 1997. He has umpired nine AFL finals and officiated in 20 games in 2014. In all, he has officiated in 283 premiership matches and 29 pre-season matches.



BRAD SCOTT

Scott started his career at Hawthorn in 1997 before joining twin brother Chris at the Brisbane Lions in 1998. A tough, uncompromising defender, he played 146 games with the Lions, including premierships in 2001 and 2002. Scott served his coaching apprenticeship at Collingwood under Mick Malthouse as a development and assistant coach. At the end of 2009, he replaced Dean Laidley as North Melbourne's senior coach and is entering his sixth season at the helm after guiding the Kangaroos to two finals wins in 2014.



GIFTED DEMON
Robert Flower was one of the most popular and majestic players in the game's history.
→

OBITUARIES

ROBERT FLOWER

Robert Flower, the brilliantly gifted Melbourne wingman, died suddenly of heart failure on October 2, 2014, leaving an indelible mark on our game. Flower was one of the most popular and majestic players in the game's history, earning his respect for not only his dazzling on-field feats, but also for his conduct off the playing arena. Flower, nicknamed 'Tulip', was a crowd favourite, not just with the Melbourne fans, but those who followed opposition clubs. Flower was recruited from the Melbourne suburb of Murrumbeena, played 272 games (the second most by a Demon) and kicked 315 goals from 1973-87. He won the best and fairest award in 1977, was an All-Australian in 1980, 1982, 1983 and 1984, and played 15 games for Victoria. Flower was third in the 1979 and 1984 Brownlow Medal counts and was Melbourne captain from 1981-87. He also played for Australia against Ireland in the 1984 International Rules Series, was one of the inaugural 136 inductees into the Australian Football Hall of Fame in 1996 and was named on the wing in Melbourne's Team of the Century. He did not play in the finals until his final year in 1987.

Melbourne has had several champions over the generations, but none braver than Flower. Another club icon, Ron Barassi, said on Flower's passing: "I was just very lucky to both know him and coach him. As a person, he was impossible to fault; as a player he was so balanced, just somebody everybody would have loved to coach." The tributes flowed from all corners of football, all with the same theme, all so shocked at his death at such an early age. He was humble in the purest sense and Mike Sheahan, a long-time football writer and close friend of Flower, said: "I have a lifetime habit of finding fault with people; I never could find fault with the beautiful Robbie Flower." On October 13, about 2000 mourners attended the MCG for a final farewell to Flower, among them some of his toughest on-field opponents including Wayne Schimmelbusch, Robert DiPierdomenico and Doug Hawkins.



As a person, he was impossible to fault
RON BARASSI ON ROBERT FLOWER

RON HOVEY

One of Geelong Football Club's greatest servants, Ron Hovey, passed away aged 82, on January 6, 2015.

A former captain, committee member and president, Hovey gave more than 50 years' service to the Cats.

Recruited from Shepparton, Hovey made his debut in a 52-point loss to Collingwood in round three, 1951, at Victoria Park.

But the Cats won the premiership that year and in 1952, with Hovey playing in both triumphs over Essendon and Collingwood respectively.

He was elevated to the captaincy in 1960, but retired just five games into the season due to an ongoing knee injury. In total, he played 141 games.

Hovey immediately turned his attention to administration, serving on Geelong's committee and various sub-committees.

In 1988, he took over the presidency and held the position for a decade before he handed over the reins to Frank Costa.

Hovey was a life member of the Geelong Football Club, the social club, the past players, the Pivots – Geelong's longest-standing football corporate group – and the AFL.



LOYAL CAT
Ron Hovey gave more than 50 years' service to Geelong.
→

GEORGE COATES

George Coates, a Fitzroy and Brisbane Lions stalwart, died on February 16, 2014. Coates, who served in the RAAF in World War II, played 128 games from 1947-54, was a finals player in 1947 and 1952 and a Victorian representative in 1949. Coates devoted much of his life to the Lions as a player, chairman of selectors and vice-chairman and his behind-the-scenes input was unsurpassed. He was a Lions man through and through and a proud inductee in the Lions Hall of Fame and a co-founder of the Fitzroy-Brisbane Lions Historical Society.

ALICE WILLS

Alice Wills, described by Richmond CEO Brendon Gale as the 'matriach' of the Tigers, died on April 7, 2014, aged 94. For more than 50 years she was involved with the club in a voluntary capacity and among her achievements were the establishment of the Richmond cheer squad in 1959 and a few years later she helped launch the Supporters' Group. Wills was awarded life membership of Richmond and was one of the inaugural inductees into the club's Hall of Fame. She was the only female inductee in those two groups in the club's history.

DEAN BAILEY

As the AFL was in the final stages of launching the 2014 season, it was saddened by the death of one of its most respected servants, Dean Bailey. Bailey died of lung cancer aged 47 at the prime of his working life. Bailey made his name as a player and coach. He hailed from North Ringwood, joined Essendon in 1986 and played 53 games. After the Bombers, he played three seasons in South Australia with Glenelg and coached for three years at Mt Gravatt in Queensland before returning to Victoria. He found his calling as a coach and worked as an assistant in Essendon and Port Adelaide's premiership seasons in 2000 and 2004.

His biggest challenge came in 2008 when appointed senior coach of Melbourne, a position he held for four seasons. He returned to SA and took up a senior assistant coaching role with Adelaide before falling ill.



A mentor, leader and inspiration to many of the game's greatest figures

TOM HAFEY

Tom Hafey, a giant among the great coaches back through the decades of Australian Football, died aged 82 on May 12, 2014. Hafey was a legendary figure in football and, in particular, at Richmond where he had his start as a player with only modest ability. It was his hard-nosed coaching that threw him under football's brightest spotlights and, in a fabulous era for Hafey-driven Richmond, the club climbed the highest mountains with premierships in 1967, 1969, 1973 and 1974, and finished runner-up in 1972 and third in 1971 and 1975. This was a drought-breaking era for the Tigers, who hadn't won a flag or played in a Grand Final since 1944. In his playing days from 1953-58, Hafey made 67 appearances mainly in the back pocket, and then played with Richmond Amateurs and in the Victorian country town of Shepparton, where he was a premiership coach from 1963-65. His Richmond coaching stint started in 1966 and he stayed until 1976 for a total of 248 games (173 wins, 73 losses and two draws), which included 20 finals. In 1977, Hafey took over as coach of Collingwood, which had finished on the bottom of the ladder the previous year. In his first season, Hafey took the Magpies to the Grand Final – for a draw against North Melbourne and a loss in the replay.

Hafey also guided Collingwood to Grand Finals in 1979, 1980 and 1981, but all were losses. He left Collingwood in 1982 after 138 games and in 1983 was the new coach of Geelong, where he had three seasons (66 games). Then came his move to Sydney as coach of the Swans, his fourth League coaching stint. In three seasons there, he added 70 games to his total, which included four finals. Overall, Hafey coached 522 games (fourth most) for 336 wins, 182 losses and four draws. Hafey was named coach in Richmond's Team of the Century, was inducted into the Tigers' Hall of Fame, named a Richmond Immortal in 2003, inducted into the Australian Football Hall of Fame in 1996 and was the All-Australian coach in 1980. Hafey had been a mentor, a leader and an inspiration to many of the game's greatest figures. He guided a generation of young men across four League clubs to achieve beyond what many could have imagined they could do within football, but, more importantly, he had guided their lives off the field. Hafey was farewelled at a funeral service in the MCC Members' area and watched on the huge screen outside by members of the general public sitting in the Ponsford Stand. A hearse carrying Hafey did a lap of honour at the MCG and later at Punt Rd Oval.

OBITUARIES cont.

Laurie Hill

Laurie Hill, a top half-back for Collingwood who died on May 22, 2014, aged 71, almost played in two VFL premiership teams, but had to settle for two close defeats. He was in the Magpies team that lost to Melbourne by four points in 1964 and was part of the one-point loss to St Kilda in 1966. Hill, recruited from Thornbury, represented Victoria in 1964-65. After Collingwood, he had an outstanding career in the VFA with Preston where he won two Liston Trophies.

Wes Lofts

Wes Lofts died on May 22, 2014, aged 71, after a lengthy illness. Lofts first made his name at Carlton as a long-standing full-back and later became an influential official at the club as a vice-president and chairman of selectors. He played 167 games from 1960-70, was a member of the 1968 premiership side and represented Victoria. Off-field his input into the premiership sides of 1979, 1981, 1982, 1987 and 1995 was considerable. Blues great Stephen Kernahan said: "I don't know if he was the original powerbroker, but he performed that role as well as anyone ever has." Many of Carlton's biggest names gathered to say goodbye at a memorial service for Lofts a week after a private family funeral.

Ralph Lane

Ralph Lane, who played in a premiership with Melbourne and later reached high-ranking positions in the VFL administration, died at his Melbourne home on May 29, 2014, aged 84. Lane's League career spanned from 1951-56 under Norm Smith and comprised 72 games. He was a quick wingman who played in the losing 1954 Grand Final side and was on the bench in the 1956 team that beat Collingwood for the flag. From 1966-83, he was the VFL company secretary and during that period spent several years alongside Eric McCutchan and Jack Hamilton in shaping the direction of the League. He controlled the day-to-day running of the League's then new stadium, VFL Park at Waverley, and was also the VFL's finance manager and player payments director. Lane was a life member of the AFL.

Graeme McMahon

Graeme McMahon, an Essendon premiership chairman and airlines industry leader, died after a battle with pancreatic cancer on July 1, 2014, aged 74. McMahon was a key figure behind the Bombers' 2000 premiership. Coach Kevin Sheedy described McMahon as: "A remarkable man who led the football club through a very difficult period. If it hadn't been for him I wouldn't have stayed with Essendon and I've got no doubt we would not have won the 2000 premiership without him." He was chairman from 1996-2003 and in younger days played with Prahran in the Victorian Football Association. He spent 40 years with Ansett Airlines where he served as general manager and chief executive.

Bert Gaudion

Well-respected AFL/VFL Players' Advocate Bert Gaudion died on July 25, 2014, aged 80. Gaudion was a popular figure at Tribunal hearings for more than two decades and is remembered for his honesty, punchy one-liners and quick wit.

Brian Buckley

Brian Buckley, who played 10 seasons for Carlton and saw his sons Mark and Stephen play for the Blues, died on August 2, 2014 – a day before his 79th birthday. Buckley, a strong-marking defender/ruckman, played 116 games from 1956-65, then crossed to VFA club Port Melbourne as captain-coach. The son of Fitzroy player Jack Buckley, he played in two finals series – in 1957 and 1962. He missed the '62 losing Grand Final because of injury. He took Port Melbourne to the VFA premiership in 1966.

Doug Williams

Doug Williams, a member of Carlton's team which won the infamous 1945 'Bloodbath' Grand Final against South Melbourne, died on August 18, 2014, aged 91. His death left only two survivors from the team – Ken Hands and Alec Way (who later died on November 7, 2014). Williams hailed from the Gippsland town of Yallourn and played 121 games from 1944-51.

Jack Edwards

Jack 'Bones' Edwards, a fine full-back for North Melbourne in the 1950s, died on August 23, 2014, aged 83. Despite his light frame, Edwards took on and beat many of the best taller and heavier forwards. He played 114 games from 1951-59, won the best and fairest award in 1956 and represented Victoria in 1959. Edwards coached Coburg and Brunswick in the VFA and was a well-known football commentator on Channel 7 for many years.

Norm Sharp

Norm Sharp, a powerhouse ruckman for Geelong in the 1950s, died on October 8, 2014, aged 80. Sharp, who played 88 games from 1952-57 – his career was cut short because of a knee injury – was a member of the Cats' 1952 premiership team. He was recruited from Camperdown and quickly made a name for himself, winning Geelong's best and fairest award in 1954.

Bruce Phillips

Bruce Phillips, a full-back for St Kilda, died on October 18, 2014, aged 85. Phillips played 115 games from 1947-55 and was another leading player to have his career shortened because of a serious knee injury. He joined St Kilda from metropolitan club Camden and his standout season was 1950 when he won the best and fairest award, was selected for Victoria and was equal third in the Brownlow Medal. He played for Victoria again in 1953 and in 1955 was club vice-captain.

Ted Leehane

Essendon lost the last surviving member of its 1942 premiership team with the death of key forward Ted Leehane on November 18, 2014, aged 91. Leehane was full-forward in the 1942 premiership side, at centre half-forward in the 1949 premiership team and returned from a ruptured kidney to be on the bench in the 1950 premiership side. Leehane, whose career spanned from 1942-50 for 83 games and 140 goals, played in the 1948 drawn Grand Final and the replay loss against Melbourne. His father Steve played for Carlton and brother Tom with Essendon.

FINANCIAL REPORT

IAN ANDERSON
CHIEF FINANCIAL OFFICER



POWER PLAY
Port Adelaide's
Robbie Gray
was one of the
stars of 2014.

FINANCIAL REPORT

The AFL's net surplus of \$12.5 million was ahead of the budget that was set at the start of the financial year.

IAN ANDERSON
CHIEF FINANCIAL OFFICER



The AFL has announced two new financial equalisation measures that will be introduced in 2015

AFL CONSOLIDATED FINANCIAL RESULTS

The AFL recorded a net surplus of \$12.5 million for the 2014 financial year. This result, while down on last year, was ahead of the budget that was set at the start of the year. Most revenue streams, except the finals series, were up on last year. As well, there were a number of new expenditure initiatives budgeted during the year, particularly in the areas of Marketing and Human Resources. These factors combined with increased distributions to clubs and stadia, contributed to the overall result being down on last year.

Finally, the consolidated result, which includes all the AFL's controlled state subsidiaries, was a net surplus of \$13.3 million. All states produced an operating surplus, which was a pleasing result.

AFL CLUBS' FINANCIAL RESULTS

The AFL clubs continued to report mixed financial results in 2014. Ten clubs reported an operating profit, with most of these clubs in the finals. However, eight clubs reported an operating loss, which is a continuing trend from the past few years.

The AFL has announced two new financial equalisation measures that will be introduced in 2015 to try to improve the financial equality between all clubs. The first measure is a Revenue Sharing formula which results in revenues from the top 10 clubs being redistributed to the bottom clubs. The amount is fixed for the next two years and will be reviewed after this date. The second measure is a soft cap on non-player football department expenditure. Any club that exceeds the cap amount will have to pay a tax on this excess amount, the proceeds of which will be distributed to the bottom clubs. The cap has been set for the next two years and will be reviewed after this date.

INFORMATION TECHNOLOGY

The AFL's IT department, as well as managing all the day-to-day needs of the AFL and its state operations, also undertook a number of new initiatives in 2014 including:

- Continued development of the Player Database system including adding a List Management module and Player Movement report.
- Implemented a player sanctions database.
- Implemented a supplements reporting system for use by all clubs and players in the AFL.
- Implemented an AFL Club Officials registration database, which allows the AFL clubs to register all club staff directly with the AFL.
- Implemented a new ticketing system for use in the 2014 season that automated the distribution of tickets to AFL sponsors.
- Implemented the first modules of a new Human Resources Information System.

INSURANCE AND RISK MANAGEMENT

The AFL's Risk Management and Insurance programs continue to provide a valuable service to the whole AFL industry. These services are supported by the AFL's insurance broker, JLT.

At the AFL level, a Business Risk Assessment is prepared annually and specific actions are undertaken to help minimise these risks eventuating.

At the AFL club level, all AFL clubs are monitored on a yearly basis to ensure they meet the AFL's minimum standards, as well as being assessed against the annual Key Performance Indicators that are put in place to target specific improvements in Risk Management behaviours.

At the AFL Community level, the main focus has been on improving the insurance cover for all community clubs and their participants. In particular, over the past three years, the AFL has been increasing the level of cover for serious injuries such as quadriplegia and paraplegia. The standard level of this cover was increased from \$250,000 in 2013 to \$500,000 in 2014. In 2015, this cover will increase again to \$1 million. Pleasingly, this increase has been negotiated at no extra cost to the football community.

PAYMENTS TO CLUBS

CLUB	BASE	FUTURE FUND	OTHER	TOTAL
ADELAIDE CROWS	7,514,004	500,000	2,105,064	10,119,068
BRISBANE LIONS	7,514,004	1,414,431	2,676,149	11,604,584
CARLTON	7,514,004	750,000	3,239,505	11,503,509
COLLINGWOOD	7,514,004	-	3,587,330	11,101,334
ESSENDON	7,514,004	-	4,268,543	11,782,547
FREMANTLE	7,514,004	600,000	2,137,045	10,251,049
GEELONG CATS	7,514,004	-	2,968,509	10,482,513
GOLD COAST SUNS	7,514,004	2,400,000	3,412,603	13,326,607
GREATER WESTERN SYDNEY GIANTS	7,514,004	2,693,973	3,340,340	13,548,317
HAWTHORN	7,514,004	650,000	4,147,931	12,311,935
MELBOURNE	7,514,004	2,270,000	2,596,582	12,380,586
NORTH MELBOURNE	7,514,004	2,810,000	3,170,960	13,494,964
PORT ADELAIDE	7,514,004	1,075,000	2,552,421	11,141,425
RICHMOND	7,514,004	1,650,000	3,202,086	12,366,090
ST KILDA	7,514,004	3,034,498	3,591,270	14,139,772
SYDNEY SWANS	7,514,004	2,263,000	2,797,405	12,574,409
WEST COAST EAGLES	7,514,004	-	1,970,439	9,484,443
WESTERN BULLDOGS	7,514,004	3,468,000	3,341,869	14,323,873
TOTAL	135,252,072	25,578,902	55,106,051	215,937,025

PROCUREMENT

The AFL has continued to develop its centralised procurement programs. These procurement activities are focused on managing the purchasing activities of the AFL, the state football bodies and the AFL clubs. In 2014, a number of new initiatives were undertaken and implemented including:

- A new accommodation agreement with Accor for use throughout the AFL industry.
- Negotiating new apparel agreements with BLK and ISC for a variety of apparel needs throughout the AFL and state football, including umpires' apparel.

PAYMENTS TO AFL CLUBS

The AFL makes a number of distributions and payments to AFL Clubs. These payments included the following in 2014:

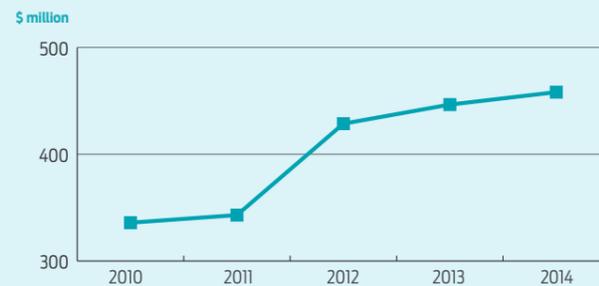
- A base distribution to all clubs which totalled \$135.3 million, an increase of \$5.7 million.
- A bonus distribution of \$1.2 million to all clubs from the broadcast rights proceeds.
- Equal and disequal payments totalling \$25.6 million to all clubs in 2014 from the Club Future Fund.
- Other payments to clubs including prize money, distribution of the AFL's signage rights at Etihad Stadium and promotional funding to help clubs develop the game around Australia.

At the AFL club level, all AFL clubs are monitored on a yearly basis to ensure they meet the AFL's minimum standards, as well as being assessed against the annual Key Performance Indicators

KEY FINANCIAL INDICATORS

REVENUE

↑ 3%
to \$458 million

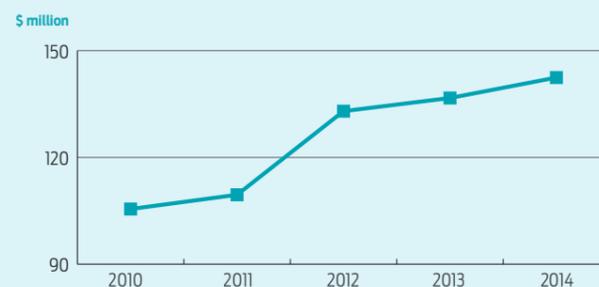


Revenue increased by \$12 million with the major movements comprising:

- Broadcasting and Media Revenues up \$9 million.
- Commercial Operations Revenues up \$3 million.

EXPENDITURE

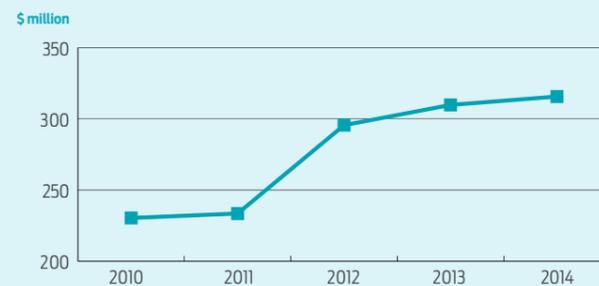
↑ 4%
to \$142 million



Expenditure increased by \$6 million due primarily to revenue-related increases.

OPERATING PROFIT

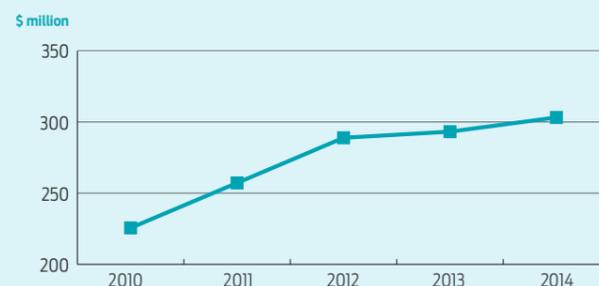
↑ 2%
to \$316 million



The AFL's Operating Surplus increased by \$6 million to \$316 million. This increase enabled greater distributions to all stakeholders.

DISTRIBUTIONS

↑ 3%
to \$303 million

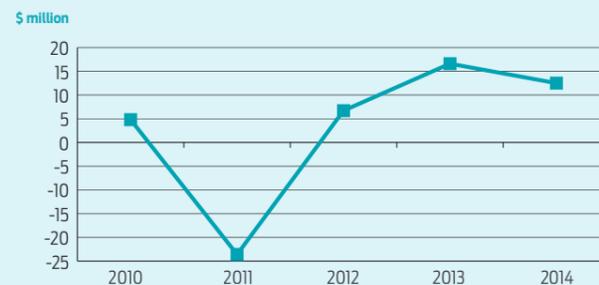


Distributions increased by \$10 million in the following areas:

- Payments to Clubs up \$7 million.
- Grants to AFL State Football bodies up \$1.6 million.
- Facilities Development up \$1.4 million.

NET PROFIT

\$12.5M



The AFL's Net Profit decreased by \$4 million in 2014. This profit is being invested in the AFL's Future Fund.

THE AFL 2005-14

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Profit & Loss (\$ mill)										
Revenue	203.695	215.220	284.794	302.139	303.450	335.862	343.017	428.623	446.505	458.157
Operating Expenses	69.430	72.141	81.047	94.666	89.885	105.479	109.479	132.988	136.682	142.447
Interest Expense	3.861	2.982	1.272	0.028	0.022	-	-			
Operating Surplus	130.404	140.097	202.475	207.445	213.543	230.383	233.538	295.635	309.823	315.710
Payments to Clubs	91.964	96.559	125.488	131.752	135.808	141.978	158.866	200.251	209.152	215.937
Payments to AFLPA	7.767	8.701	12.131	12.518	13.897	14.491	21.992	21.986	21.692	22.680
Game Development Grants	18.997	21.495	25.852	25.871	27.305	29.129	30.750	36.520	37.292	38.904
Ground Improvements	5.148	5.591	4.951	5.095	5.014	4.547	5.065	6.025	6.071	6.389
AFL Foundation	-	0.200	0.231	0.255	0.300	0.300	0.161	0.150	0.329	0.842
Facilities Development			4.665	8.655	13.735	9.524	6.720	7.731	5.890	7.306
Strategic Partnership			1.198	0.877	1.502	1.848	1.915	1.645	1.237	1.228
New Markets			1.618	2.967	13.349	23.738	31.683	14.594	11.553	9.887
Net Profit/(Loss) before Transfers (to)/from Reserves	6.528	7.551	26.341	19.455	2.633	4.828	(23.614)	6.733	16.607	12.537
Facilities Development Reserve	(3.000)	(3.600)	(4.535)	0.314	6.333	2.123	(0.682)	1.731	0.190	0.990
Strategic Partnership Reserve	(1.800)	(1.800)	0.198	(0.123)	0.502	0.848	0.915	-	-	-
New Markets Reserve	-	-	(0.382)	(0.033)	0.415	-	-	-	-	-
Future Fund Reserve	-	-	(16.400)	(17.245)	(17.409)	(18.431)	(19.874)	-	-	-
Net Surplus/(Deficit)	1.728	2.151	5.222	2.368	(7.526)	(10.632)	(43.255)	8.464	16.797	13.527
Balance Sheet (\$ mill)										
Total Assets	142.353	110.094	124.581	152.073	151.640	155.967	185.294	138.331	151.003	161.654
Total Liabilities	89.617	52.179	40.325	48.361	45.295	44.798	97.741	44.044	40.109	38.223
Net Assets	52.736	57.915	84.256	103.712	106.345	111.169	87.553	94.287	110.894	123.431
TPP & Club Distribution Statistics (\$ mill)										
Total Player Payments (TPP)	100.813	103.565	111.100	118.900	123.100	127.200	139.613	158.173	164.500	173.383
TPP per Club	6.301	6.473	6.944	7.431	7.694	7.950	8.213	8.787	9.139	9.632
Base Distribution per Club	4.270	4.442	4.913	5.411	5.673	5.930	6.182	6.757	7.196	7.514
Base Distribution as a % of TPP	67.8%	68.6%	70.8%	72.8%	73.7%	74.6%	75.3%	76.9%	78.7%	78.0%
Attendance Statistics (mill)										
Home & Away Season Attendance	6.284	6.204	6.476	6.511	6.371	6.496	6.525	6.239	6.368	6.385
Finals Series Attendance	0.480	0.532	0.574	0.572	0.615	0.651	0.615	0.540	0.558	0.570
Total Premiership Season Attendance	6.764	6.736	7.050	7.083	6.986	7.147	7.140	6.779	6.926	6.955
Pre-Season Attendance	0.307	0.235	0.244	0.240	0.283	0.227	0.256	0.298	0.267	0.136
Total Attendance	7.071	6.971	7.294	7.323	7.269	7.375	7.396	7.077	7.193	7.090
Membership Statistics										
Total of Club Members	506,509	519,126	532,697	574,091	586,748	614,251	699,684	707,621	756,717	804,480
No. of Clubs in the AFL	16	16	16	16	16	16	17	18	18	18
Average No. of Members per Club	31,657	32,445	33,294	35,881	36,672	38,391	41,158	39,312	42,040	44,693
Total AFL Members	44,866	44,726	46,871	49,150	51,013	53,959	55,216	56,595	56,513	56,510

CONCISE FINANCIAL REPORT

Australian Football League
and its controlled entities.

YEAR ENDING
31 October 2014

DIRECTORS' REPORT

The Directors present their report together with the concise financial report of the Australian Football League ("the Company") and Consolidated Entity, being the Company and its controlled entities, for the year ended 31 October 2014 and the auditor's report thereon.

DIRECTORS

The Directors of the Company at any time during or since the end of the financial year are:

Mr M C Fitzpatrick — Chairman

Appointed Commissioner 2003, Chairman from March 2007; Chairman of Remuneration Committee; Member of Audit Committee

Qualifications: Bachelor of Engineering (Hons.) (University of Western Australia) Bachelor of Arts (Hons.) (Oxford University, UK)
Experience: Director, The Walter and Eliza Hall Institute of Medical Research; Chairman, Treasury Group Limited; Director, Rio Tinto Limited/Plc; Director, Infrastructure Capital Group Pty Ltd; Director, Carnegie Ltd; Director, Creswick Ltd; Director, Latam Autos Ltd; Player, Carlton Football Club 1975-1983; Director, Carlton Football Club 1989-1995; Chairman, Australian Sports Commission 1995-1998; Player, Subiaco Football Club 1970-1974; Founder and Managing Director, Hastings Fund Management Ltd, 1994-2005

Mr G A McLachlan — Chief Executive Officer

Appointed June 2014

Qualifications: Bachelor of Commerce (University of Adelaide); Bachelor of Law (Hons.) (University of Melbourne)
Experience: AFL General Manager Commercial Operations 2003-2006; AFL General Manager Broadcasting & Major Projects 2006-2008; AFL Chief Operating Officer 2008-2012; AFL Deputy CEO 2012-2014

Mr A Demetriou — Chief Executive Officer

Appointed 2003 – Resigned 5 June 2014

Qualifications: Bachelor of Arts (LaTrobe University); Diploma of Education (LaTrobe University)
Experience: Player, North Melbourne (Kangaroos) Football Club 1981-1987; Player, Hawthorn Football Club 1988-1989; Director, Ruthinium Group; Chief Executive Officer, AFL Players' Association 1998-2000; Board Member, Robert Rose Foundation; Public Appeal Chairman, Olivia Newton-John Cancer Centre; Director, AFL (NSW/ACT) Commission; Director, NAB Community Advisory Council; Director, Australian Multicultural Advisory Council

Mr C Lynch — Non-Executive Commissioner

Appointed 2008 – Resigned 4 March 2014

Qualifications: Bachelor of Commerce (Deakin University); Master of Business Administration (Deakin University)
Experience: Finance Director, Rio Tinto Ltd/Plc; Former CEO and Executive Director, Transurban Group; Former Executive Director, BHP Billiton Ltd/Plc

Mr W J Kelty — Non-Executive Commissioner

Appointed 1998

Qualifications: Bachelor of Economics (La Trobe University)
Experience: Director, Linfox Group; Chairman, Virtual Communities Pty Ltd; Member, McGuire Media Advisory Board;

Former Secretary, ACTU; Former Director, Reserve Bank of Australia; Chairman, Evans & Partners Advisory Committee; Council Member, La Trobe University; Member, Foundation for Regional Renewal

Mr C D Langford — Non-Executive Commissioner

Appointed 1999, Chairman of Audit Committee

Qualifications: Bachelor of Architecture (University of Melbourne)
Experience: Director, Newmark Capital Pty Ltd; Former CEO Retail Projects, Mirvac Group; Player, Hawthorn Football Club 1980-1997; Member, AFL (NSW/ACT) Commission 1998-2004

Ms S J Mostyn — Non-Executive Commissioner

Appointed 2005, Member of Remuneration Committee

Qualifications: Bachelor of Arts (Australian University); Bachelor of Law (Australian University)
Experience: Director, Virgin Australia Holdings Ltd; Director, Australian Volunteer International; Director, Transurban Holdings Ltd; Director, Citi Australia Ltd; Director, Covermore Insurance

The Honourable L Dessau, AM — Non-Executive Commissioner

Appointed 2008

Qualifications: Bachelor of Law (Hons.) (University of Melbourne)
Experience: Former Justice of the Family Court of Australia; Children's Court Magistrate, Coroner and Magistrate 1978-1995; Director, Winston Churchill Memorial Trust; Director, AFL Sportsready; Chair, Melbourne Festival; Trustee, National Gallery of Victoria; Director, Unicorn Foundation; Director, Bangeta Pty Ltd

Mr R Goyder — Non-Executive Commissioner

Appointed November 2011, Member of Audit Committee

Qualifications: Bachelor of Commerce (University of Western Australia)
Experience: Director, Wesfarmers Limited; Director, Gresham Partners Holdings Limited; Director, Business Council of Australia; Director, UWA Business School Advisory Board; Former Director, Fremantle Football Club; Chairman, Australian B20

Mr P Bassat — Non-Executive Commissioner

Appointed February 2012, Member of Remuneration Committee

Qualifications: Bachelor of Law, Bachelor of Commerce (University of Melbourne)
Experience: Co-founder and former CEO, SEEK Limited 1997-2011; Director, Square Peg Capital Pty Ltd; Director, Peter MacCallum Cancer Foundation; Advisory Board, Faculty of Business and Economics, The University of Melbourne; Member, Mount Scopus College Foundation; Director, Wesfarmers Ltd; Director, Wego Pte Ltd; Director, The Prince's Charities Australia

Mr K Williams — Non-Executive Commissioner

Appointed February 2014

Qualifications: Bachelor of Music (The University of Sydney); Honorary Doctorate of Letters (Macquarie University).
Experience: Board Member, University of Western Sydney Foundation; Board Member, Myer Foundation; Board Member, NSW State Library Foundation; Board Member, Australian Music Foundation; Board Member, Australian Grape and Wine Authority; Director, Executive Channel International

DIRECTORS' MEETINGS

The number of Directors' meetings (including meetings of committees of Directors) and number of meetings attended by each of the Directors of the Company during the financial year were:

Director	Directors' Meetings		Audit Committee Meetings		Remuneration Committee Meetings	
	No. of Meetings attended	No. of Meetings held*	No. of Meetings attended	No. of Meetings held*	No. of Meetings attended	No. of Meetings held*
Mr M C Fitzpatrick	11	11	2	2	2	2
Mr G McLachlan	5	5	-	-	-	-
Mr A Demetriou	6	6	-	-	-	-
Mr W J Kelty	10	11	-	-	-	-
Mr C D Langford	10	11	2	2	-	-
Ms S J Mostyn	10	11	-	-	2	2
Mr C Lynch	3	3	-	-	-	-
Ms L Dessau	11	11	-	-	-	-
Mr P Bassat	10	11	-	-	2	2
Mr R Goyder	10	11	2	2	-	-
Mr K Williams	7	8	-	-	-	-

* Reflects the number of meetings held during the time the director held office during the year.

The role of the Audit Committee is to give the Board of Directors additional assurance regarding the quality and reliability of financial information prepared for use by the Board in determining policies or determining items for inclusion in the financial statements.

The role of the Remuneration Committee is to review the remuneration packages and policies applicable to senior executives of the Company.

As well as the above meetings, the Directors also attended numerous other meetings including meetings with the Presidents of all AFL Clubs.

PRINCIPAL ACTIVITIES

The principal activities of the Consolidated Entity during the course of the financial year have been to promote, control, manage and encourage Australian Rules Football.

There were no significant changes in the nature of the activities of the Consolidated Entity during the year.

OBJECTIVES

The major objectives of the Company include the following:

- To manage the AFL competition to ensure that it remains the most exciting in Australian Sport.
- To build a stronger relationship with the supporters at all levels of the game.
- To help ensure that AFL Clubs are financially secure and competitive.
- To provide the best possible benefits for AFL players and to drive the next generation of elite athletes to choose our game.

STRATEGY AND PERFORMANCE

The Company's strategy is to promote the AFL brand throughout Australia and to a limited extent outside Australia. This includes the introduction of new AFL teams on the Gold Coast and Greater Western Sydney. Key Performance Indicators such as attendances at AFL games, television ratings and participant numbers are used to measure the Company's performance against this strategy.

REVIEW AND RESULTS OF OPERATIONS

The operating profit of the AFL and its controlled entities was \$13.3 million, compared with an operating profit of \$18.2 million in 2013.

STATE OF AFFAIRS

In the opinion of the Directors there were no significant changes in the state of affairs of the Consolidated Entity that occurred during the financial year under review not otherwise disclosed in this report or the consolidated financial statements.

EVENTS SUBSEQUENT TO BALANCE DATE

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction, or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Consolidated Entity, the results of those operations, or the state of affairs of the Consolidated Entity in future financial years.

LIKELY DEVELOPMENTS

The Directors do not anticipate any major changes in the basis of operations of the Consolidated Entity and the future results of those operations in subsequent financial years.

INSURANCE PREMIUMS

Since the end of the previous financial year the Company has paid insurance premiums in respect of Directors' and Officers' liability and legal expenses, insurance contracts, which include cover for current officers, including executive officers of the Company. The insurance premiums in respect of the officers of the Company relate to:

- Costs and expenses that may be incurred by the relevant officers in defending proceedings, whether civil or criminal and whatever their outcome.
- Other liabilities that may arise from their position, with the exception of conduct involving a wilful breach of duty or improper use of information or position to gain a personal advantage.

DIRECTORS' BENEFITS

Since the end of the previous financial year no Director of the Company has received or become entitled to receive any benefit (other than the fixed salary of a full-time employee of the Company or of a related body corporate) by reason of a contract made by the Company, its controlled entities, or a related body corporate with a Director or with a firm of which a Director is a member, or with an entity in which a Director has a substantial interest other than as disclosed in notes 20 and 21 of the annual financial report.

LEAD AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 307C OF THE CORPORATIONS ACT 2001

The Lead Auditor's Independence Declaration is set out on this page and forms part of the Directors' report for the year ended 31 October 2014.

PARENT ENTITY FINANCIAL STATEMENTS

A concise set of Parent Entity Financial Statements has been included alongside the Concise Consolidated Financial Statements in accordance with the option available to the Company under the Australian Securities and Investments Commission (ASIC) Class Order 10/654 issued on 26 July 2010.

ROUNDING OFF

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July 1998 and in accordance with that Class Order, amounts in the financial report and Directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

Dated at Melbourne this 15th day of December 2014.

Signed in accordance with a resolution of the Directors:

Mr M C Fitzpatrick
Chairman

Mr G A McLachlan
Director

LEAD AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 307C OF THE CORPORATIONS ACT 2001

To the directors of Australian Football League.

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 31 October 2014 there have been:

- No contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- No contravention of any applicable code of professional conduct in relation to the audit.

KPMG

Maurice Bisetto
Partner

Melbourne

15 December 2014

STATEMENTS OF PROFIT & LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 October 2014

	Note	CONSOLIDATED		THE COMPANY	
		2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Revenue	3	524,431	502,699	468,940	459,495
Net financing income/(expense)		596	(42)	471	(137)
Expenses from operating activities		(511,707)	(484,428)	(456,874)	(442,751)
Profit from operating activities before related income tax expense		13,320	18,229	12,537	16,607
Income tax expense relating to operating activities		-	-	-	-
Profit for the year		13,320	18,229	12,537	16,607
Other comprehensive income for the year		-	-	-	-
Total comprehensive income for the year		13,320	18,229	12,537	16,607
Profit attributable to:					
Owners of the Company		12,831	17,405	12,537	16,607
Non-controlling interests		489	824	-	-
Profit for the year		13,320	18,229	12,537	16,607
Total comprehensive income attributable to:					
Owners of the Company		12,831	17,405	12,537	16,607
Non-controlling interests		489	824	-	-
Total comprehensive income for the year		13,320	18,229	12,537	16,607

The Statements of Profit & Loss and other comprehensive income are to be read in conjunction with the notes to the concise financial statements set out on pages 168 to 169.

Discussion and analysis of the Statements of Profit & Loss and Other Comprehensive Income

The consolidated operating profit in 2014 was \$13.3 million which compared with an operating profit of \$18.2 million in 2013.

Consolidated revenue increased by \$21.7 million to \$524.4 million. There were five main areas of revenue which contributed to this movement:

- An increase in media revenues totalling \$7.7 million.
- An increase in commercial operations revenue totalling \$2.8 million.
- An increase in equalisation revenue totalling \$1.1 million.
- A decrease in AFL club-related fine revenue totalling \$3.5 million.
- An increase in subsidiaries' consolidated revenue totalling \$12.3 million.

Consolidated expenditure increased by \$27.3 million to \$511.7 million. There were nine main areas of expenditure which contributed to this movement:

- An increase in distributions to clubs totalling \$6.8 million.
- An increase in distributions to the AFL Players Association totalling \$1.0 million.
- An increase in facility development expenditure totalling \$1.4 million.
- An increase in strategy and marketing expenditure totalling \$1.6 million.
- An increase in media expenditure totalling \$0.9 million.
- An increase in commercial operations expenditure totalling \$3.0 million.
- An increase in football operations expenditure totalling \$1.5 million.
- An increase in subsidiaries' consolidated expenditure totalling \$13.2 million.
- A decrease in new markets expenditure totalling \$1.7 million.

STATEMENTS OF CHANGES IN EQUITY

For the year ended 31 October 2014

	CONSOLIDATED		THE COMPANY	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Total equity at the beginning of the year	123,238	105,009	110,894	94,287
Other member contributions	-	-	-	-
Total comprehensive income for the year	13,320	18,229	12,537	16,607
Total equity at the end of the year	136,558	123,238	123,431	110,894
Equity attributable to:				
Owners of the Company	134,434	121,603	123,431	110,894
Non-controlling interests	2,124	1,635	-	-
Total equity at the end of the year	136,558	123,238	123,431	110,894

The Statements of Changes in Equity are to be read in conjunction with the notes to the concise financial statements set out on pages 168 to 169.

STATEMENTS OF FINANCIAL POSITION

As at 31 October 2014

	CONSOLIDATED		THE COMPANY	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Assets				
Cash and cash equivalents	60,912	59,235	52,306	51,958
Trade and other receivables	45,271	34,976	41,153	28,555
Inventories	96	168	-	-
Other	26,288	18,966	19,672	14,490
Total current assets	132,567	113,345	113,131	95,003
Trade and other receivables	2,350	8,000	2,350	8,000
Property, plant and equipment	21,275	23,243	16,173	17,940
Other	30,000	30,060	30,000	30,060
Total non-current assets	53,625	61,303	48,523	56,000
Total assets	186,192	174,648	161,654	151,003
Liabilities				
Trade and other payables	35,471	32,682	32,203	33,072
Deferred income	3,838	9,114	1,216	2,854
Interest-bearing loans and borrowings	10	10	-	-
Provisions	8,916	8,343	3,981	3,411
Total current liabilities	48,235	50,149	37,400	39,337
Interest-bearing loans and borrowings	47	1	-	-
Provisions	1,352	1,260	823	772
Total non-current liabilities	1,399	1,261	823	772
Total liabilities	49,634	51,410	38,223	40,109
Net assets	136,558	123,238	123,431	110,894
Equity				
Member Contributions	21	44	-	-
Reserves	89,884	90,874	89,884	90,874
Retained earnings	44,529	30,685	33,547	20,020
Total equity attributable to equity holders of the Company	134,434	121,603	123,431	110,894
Non-controlling interest	2,124	1,635	-	-
Total equity	136,558	123,238	123,431	110,894

The Statements of Financial Position are to be read in conjunction with the notes to the concise financial statements set out on pages 168 to 169.

Discussion and analysis of the Statements of Financial Position

The consolidated entity's total assets increased by \$11.5 million to \$186.2 million.

The movement in total assets principally comprised:

- An increase in cash and cash equivalents of \$1.7 million.
- An increase in current trade and other receivables totalling \$10.3 million.
- A decrease in property, plant and equipment totalling \$2.0 million.
- A decrease in non-current trade and other receivables totalling \$5.7 million.
- An increase in other current and non-current assets totalling \$7.3 million.

The consolidated entity's total liabilities decreased by \$1.8 million to \$49.6 million over the year.

The movement in total liabilities principally comprised:

- An increase in trade and other payables totalling \$2.8 million.
- An increase in provisions totalling \$0.7 million.
- A decrease in deferred income totalling \$5.3 million.

STATEMENTS OF CASH FLOWS

For the year ended 31 October 2014

	CONSOLIDATED		THE COMPANY	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Cash flows from operating activities				
Cash receipts in the course of operations	536,883	518,371	477,208	475,874
Cash payments in the course of operations	(522,741)	(501,841)	(475,765)	(468,376)
Net cash from operating activities	14,142	16,530	1,443	7,498
Cash flows from investing activities				
Interest received	1,519	612	1,390	513
Payments for property, plant and equipment	(13,107)	(5,823)	(1,566)	(1,970)
Net cash used in investing activities	(11,588)	(5,211)	(176)	(1,457)
Cash flows from financing activities				
Interest paid	(923)	(654)	(919)	(650)
Payment of finance lease liabilities	46	(27)	-	-
Segregated cash (invested)/re-assigned	-	3,000	-	3,000
Net cash from/(used in) financing activities	(877)	2,319	(919)	2,350
Net increase/(decrease) in cash and cash equivalents	1,677	13,638	348	8,391
Cash and cash equivalents at the beginning of the financial year	59,235	45,597	51,958	43,567
Cash and cash equivalents at the end of the financial year	60,912	59,235	52,306	51,958

The Statements of Cash Flows are to be read in conjunction with the notes to the concise financial statements set out on pages 168 to 169.

Discussion and analysis of the Statements of Cash Flows

There was a net increase in cash holdings of the consolidated entity during the year totalling \$1.7 million.

The major movements in cash during the year included the following:

- Funds provided by the operating activities for the year totalling \$14.1 million.
- Purchases of property, plant and equipment totalling \$13.1 million.
- Net interest received totalling \$0.6 million.

NOTES TO THE CONCISE FINANCIAL STATEMENTS

For the year ended 31 October 2014

1. Basis of Preparation of the Concise Financial Report

The concise financial report has been prepared in accordance with the Corporations Act 2001 and Accounting Standard AASB 1039 Concise Financial Reports. The financial statements and specific disclosures required by AASB 1039 have been derived from the consolidated entity's full financial report for the financial year. Other information included in the concise financial report is consistent with the consolidated entity's full financial report. The concise financial report does not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the consolidated entity as the full financial report, which is available upon request.

It has been prepared on the basis of historical costs and except where stated, does not take into account changing money values or fair values of non-current assets.

The accounting policies have been consistently applied by each entity in the consolidated entity and, except where there is a change in accounting policy, are consistent with those of the previous year.

Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current financial year amounts and other disclosures.

A full description of the accounting policies adopted by the consolidated entity may be found in the consolidated entity's full financial report.

The concise financial report is presented in Australian dollars.

2. Segment Reporting

The Company's activities are entirely the administration and promotion of Australian Rules Football and are confined to Australia except for the sale of television rights to various overseas countries and conduct of exhibition matches overseas from time to time, in support of television rights in overseas countries.

3. Revenue

REVENUE

	CONSOLIDATED		THE COMPANY	
	2014 \$'000	2013 \$'000	2014 \$'000	2013 \$'000
Revenue from Operating Activities				
Broadcasting & AFL Media	248,396	240,674	248,396	240,674
Commercial Operations	164,818	161,985	164,818	161,985
Football Operations	454	314	454	314
Game Development	9,650	9,442	9,650	9,442
Other Revenue	75,113	64,284	19,622	21,080
Contra Advertising Revenue	26,000	26,000	26,000	26,000
	524,431	502,699	468,940	459,495

4. Contingent Liabilities

- i. The Company has entered into an agreement with the AFL Players' Association Inc. for a period of five years commencing on 1 November 2011 whereby the Company has an obligation to assume liability for all amounts due to players of a Club where the Club has lost its licence to compete in the AFL Competition and is suspended from or loses its right to representation in the League. The amounts payable in these circumstances will be offset by any amounts payable to the players in respect of future employment as a player.
- ii. The Company has entered into an agreement with Australia and New Zealand Banking Group Limited ("ANZ Bank") where the Company guarantees the obligations of Sports Facilities Management Limited ("Sports") to the ANZ Bank with respect to Sports borrowings of \$5.0 million in relation to the reconfiguration of Stadium Australia.
- iii. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Carlton Football Club Limited to Westpac to a maximum of \$4.9 million. The guarantee expired on 31 October 2014. A new guarantee has commenced on 1 November 2014 for \$4.3 million. This guarantee expires on 31 October 2016.
- iv. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Melbourne Football Club Limited to Westpac to a maximum of \$5.5 million. The guarantee expired on 31 October 2014. A new guarantee has commenced on 1 November 2014 for \$5.1 million. This guarantee expires on 31 October 2016.
- v. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the North Melbourne Football Club Limited to Westpac to a maximum of \$4.2 million. The guarantee expired on 31 October 2014. A new guarantee has commenced on 1 November 2014 for \$3.8 million. This guarantee expires on 31 October 2016.
- vi. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the St Kilda Football Club Limited to Westpac to a maximum of \$6.75 million. The guarantee expired on 31 October 2014. A new guarantee has commenced on 1 November 2014 for \$6.75 million. This guarantee expires on 31 October 2016.
- vii. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Richmond Football Club Limited to Westpac to a maximum of \$1.5 million. The guarantee expired on 31 October 2014.
- viii. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Footscray Football Club Limited to Westpac to a maximum of \$4.55 million. The guarantee expired on 31 October 2014. A new guarantee has commenced on 1 November 2014 for \$4.55 million. This guarantee expires on 31 October 2016.

- ix. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Brisbane Bears-Fitzroy Football Club Limited to Westpac to a maximum of \$8.0 million. The guarantee expired on 31 October 2014. A new guarantee has commenced on 1 November 2014 for \$8.0 million. This guarantee expires on 31 October 2016.
- x. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Essendon Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2014. A new guarantee has commenced on 1 November 2014 for \$5.0 million. This guarantee expires on 31 October 2016.
- xi. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the Australian Football League (Victoria) Limited to National Australia Bank to a maximum of \$0.35 million. This guarantee expires on 31 May 2015.
- xii. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the Western Sydney Football Club Limited to National Australia Bank to a maximum of \$0.66 million. This guarantee expires on 31 May 2015.
- xiii. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of GCFC Limited to National Australia Bank to a maximum of \$0.98 million. This guarantee expires on 31 May 2015.
- xiv. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligation of AFL Queensland Limited to National Australia Bank to a maximum of \$0.1 million. This guarantee expires on 31 May 2015.
- xv. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of AFL (NSW/ACT) Commission Limited to National Australia Bank to a maximum of \$0.15 million. This guarantee expires on 31 May 2015.
- xvi. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the Port Adelaide Football Club Limited to National Australia Bank to a maximum of \$2.41 million. This guarantee expires on 31 March 2015.
- xvii. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of Ladder Project Limited to National Australia Bank to a maximum of \$0.01 million. This guarantee expires on 31 March 2015.

5. Events Subsequent to Balance Date

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction, or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Consolidated Entity, the results of those operations, or the state of affairs of the Consolidated Entity in future financial years.

DIRECTOR'S DECLARATION

In the opinion of the directors of the Australian Football League, the accompanying concise financial report of the Consolidated Entity, comprising the Australian Football League and its controlled entities for the year ended 31 October 2014, set out on pages 166 to 169:

- a. Has been derived from or is consistent with the full financial report for the financial year; and
- b. Complies with Accounting Standard AASB 1039 Concise Financial Reports.

Dated at Melbourne this 15th day of December 2014.

Signed in accordance with a resolution of the Directors:

Mr M C Fitzpatrick
Chairman

Mr G A McLachlan
Director

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE AUSTRALIAN FOOTBALL LEAGUE

Report on the concise financial report

We have audited the accompanying concise financial report of the Consolidated Entity comprising the Australian Football League ("the Company") and the entities it controlled at the year's end or from time to time during the financial year which comprises the statements of financial position as at 31 October 2014, the statements of profit and loss and other comprehensive income, statements of changes in equity and statements of cash flows for the year then ended and related notes 1 to 5 derived from the audited financial report of the Consolidated Entity for the year ended 31 October 2014 and the discussion and analysis. The concise financial report does not contain all the disclosures required by Australian Accounting Standards and accordingly, reading the concise financial report is not a substitute for reading the audited financial report.

Directors' responsibility for the concise financial report

The directors of the Company are responsible for the preparation of the concise financial report in accordance with Australian Accounting Standard AASB 1039 Concise Financial Reports, and the Corporations Act 2001, and for such internal control as the directors determine are necessary to enable the preparation of the concise financial report.

Auditor's responsibility

Our responsibility is to express an opinion on the concise financial report based on our audit procedures which were conducted in accordance with Auditing Standards ASA 810 Engagements to Report on Summary Financial Standards. We have conducted an independent audit, in accordance with the Australian Auditing Standards, of the financial report of the Australian Football League for the year ended 31 October 2014. We expressed an unmodified audit opinion on the financial report in our report dated 15 December 2014. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgement, including the risk of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the concise financial report in order to design procedures, that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Our procedures included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Australian Accounting Standard AASB 1039 Concise Financial Reports and whether the discussion and analysis complies with the requirements laid down in Australian Accounting Standard AASB 1039 Concise Financial Reports.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001.

Auditor's opinion

In our opinion, the concise financial report, including the discussion and analysis, of the Australian Football League and its controlled entities for the year ended 31 October 2014 complies with Australian Accounting Standard AASB 1039 Concise Financial Reports.

KPMG

Maurice Bisetto
Partner

Melbourne

15 December 2014



BRILLIANT BOMBER

Dyson Heppell took his game to the elite level in 2014, winning his first best and fairest and earning All-Australian selection. ↗

COMMITTEES AND ADVISORS

AFL Audit Committee

Chris Langford (Chair), Mike Fitzpatrick, Richard Goyder

AFL Remuneration Committee

Mike Fitzpatrick (Chair), Sam Mostyn, Paul Bassat

AFL Nominations Committee

Mike Fitzpatrick (Chair), The Hon Linda Dessau AO, Alan Cransberg, Eddie McGuire, Steve Harris, Peter Gordon

AFL Community Committee (Management Committee)

The Hon Linda Dessau (Chair), Chris Langford, Andrew Dillon, Jason Mifsud, Tony Peek

AFL Executive Committee

Gillon McLachlan (Chair), Ian Anderson, Travis Auld, Darren Birch, Peter Campbell, Andrew Dillon, Mark Evans, Sam Graham, Dorothy Hisgrove, Simon Lethlean, Tony Peek

AFL Football Operations Sub-Committee

General Manager Football Operations Mark Evans (Chair), Tony Abate, Joel Bowden, Wayne Campbell Patrick Clifton, Simon Gorr, Patrick Keane, Jennie Loughnan, Tom McCoy, Tessie McManus, Michael Poulton, Kevin Sheehan, Emma Taylor, Scott Taylor, Ken Wood, Vicki Lloyd (secretary)

AFL Tribunal

David Jones (Chair), Ross Howie (deputy chair), Emmett Dunne, Stewart Loewe, David Neitz, David Pittman, Wayne Schimmelbusch, Richard Loveridge, Wayne Henwood, Patrick Clifton (secretary).

AFL Laws Of The Game Committee

General Manager Football Operations Mark Evans (Chair), Joel Bowden, Brett Burton, Wayne Campbell, Michael Christian, Rodney Eade, Tom Harley, Hayden Kennedy, Leigh Matthews, Michael Sexton, Michael Poulton, Jack Trengove, Beau Waters, Patrick Clifton (secretary).

Virgin Australia All-Australian & NAB AFL Rising Star Selectors

Gillon McLachlan (Chair), Kevin Bartlett, Luke Darcy, Mark Evans, Danny Frawley, Glen Jakovich, Cameron Ling, Matthew Richardson, Kevin Sheehan (NAB AFL Rising Star only), Warren Tredrea, Tom McCoy (secretary).

Australian Football Hall Of Fame Selection Committee

Mike Fitzpatrick (Chair), Dennis Cometti, Matt Finnis, Jim Main, Bruce McAvaney, David Parkin, Stephen Phillips, Michelangelo Rucci, Col Hutchinson (statistics & history consultant), Patrick Clifton (secretary)

Appeals Board

Peter O'Callaghan QC (Chair), Brian Collis QC (Deputy Chair), Brian Bourke, John Schultz, Michael Green, John Winneke, Patrick Clifton (secretary).

Match Review Panel

Mark Fraser (Chair), Rod Austin, Joel Bowden, Des Gleeson

AFL Grievance Tribunal

Murray Kellam (Chair), Professor Geoffrey Giudice AO (Deputy Chair) David Maddocks, Michael Moncrieff, Kevin Power

AFL Legal Counsel

Jeff Gleeson QC, Nick Paine, Andrew Woods

AFL Research Board

Dr Ross Smith (chairman), Dr David Buttifant, Neale Daniher, Brendon Gale, Brett Johnson, Dr Peter Harcourt, Assoc Prof Colin McLeod, David Parkin, Michael Poulton, Dr Anthony Schache, Dr Hugh Seward, Lawrie Woodman, Patrick Clifton (secretary).

AFL Concussion Working Group

Dr Peter Harcourt (chairman), Simon Clarke, Dr Andrew Daff, Assoc Prof Gavin Davis, Mark Evans, Matt Finnis, Clay Mackinnon, Dr David Maddocks, Dr Michael Makdissi, Prof Paul McCrory, Ian Prendergast, Dr Hugh Seward, Dr Anik Shawdon, Dr Ross Smith, James Tonkin, Dr Harry Unglik, Lawrie Woodman, Patrick Clifton (secretary).

Legal Advisors

Hall and Wilcox, K and L Gates

AFL Medical Directors

Dr Peter Harcourt, Dr Harry Unglik

AFL SportsReady Ltd Board

The Hon Steve Bracks AC (Chair) The Hon Linda Dessau AM, James Montgomery (Chief Executive Officer), Jenny Samms, Graeme Billings, Paul Marsh, Andrew Blair AM, Marilyn Morgan, Andrew Dillon, David Huggins



END OF AN ERA

Brisbane Lions triple premiership star Jonathan Brown was one of several big names to hang up the boots in 2014.





AUSTRALIAN
FOOTBALL LEAGUE