

AUSTRALIAN FOOTBALL LEAGUE

ANNUAL REPORT 2013



Hawthorn captain Luke Hodge raises his arms in triumph after the Hawks' victory in the 2013 Grand Final.



CONTENTS

AUSTRALIAN FOOTBALL LEAGUE
117TH ANNUAL REPORT 2013



2013 HIGHLIGHTS.....	4
CHAIRMAN'S REPORT.....	11
CEO'S REPORT.....	21
BROADCASTING, SCHEDULING & INFRASTRUCTURE.....	33
FOOTBALL OPERATIONS.....	45
COMMERCIAL OPERATIONS.....	62
AFL MEDIA.....	76
PEOPLE, CUSTOMER & COMMUNITY.....	80
Game Development.....	85
Around the Regions.....	100
LEGAL, INTEGRITY & COMPLIANCE.....	112
STRATEGY & CLUB SERVICES.....	124
AWARDS, RESULTS & FAREWELLS.....	127
Obituaries.....	142
FINANCIAL REPORT.....	145
Concise Financial Report.....	150

◀ (Cover) Hawthorn coach Alastair Clarkson embraces club legend John Kennedy snr after guiding the Hawks to their 11th AFL/VFL premiership.

100,007

ATTENDANCE AT THE 2013 TOYOTA AFL GRAND FINAL

3,633,764

The average national TV audience for the 2013 Toyota AFL Grand Final between Hawthorn and Fremantle, maintaining the Grand Final's position as the most watched annual sporting event in Australia.

Norm Smith Medallist
Brian Lake celebrates with his
children Cohen (left) and Mylee.





6,368,346

TOTAL ATTENDANCE FOR THE 2013
TOYOTA AFL PREMIERSHIP SEASON

Collingwood's Jamie Elliott flies over Power pair Jasper Pittard and Jackson Trengove to take a spectacular grab in round 14 at AAMI Stadium, adjudged the Lifebroker Mark of the Year.

2013 SEASON

4,729,423

THE TOTAL AVERAGE AGGREGATE TELEVISION AUDIENCE IN EACH WEEK OF THE 2013 TOYOTA AFL PREMIERSHIP SEASON

32,163

The average attendance per game in the 2013 Toyota AFL Premiership Season, the fourth highest average attendance per game in professional sport throughout the world.

756,717

The total number of AFL club members for 2013, a record established by the clubs for the 13th successive season.

\$209.2m

AFL PAYMENTS TO CLUBS

The AFL makes a range of payments and distributions to clubs, which in 2013 totalled \$209.2 million compared with \$200.2 million in 2012. The total of these payments for clubs in 2013 can be found on page 147 of the Financial Report.

MAJOR AWARDS

**Brownlow Medal****Gary Ablett jnr**

Gold Coast Suns

**Norm Smith Medal****Brian Lake**

Hawthorn

**Coleman Medal****Jarryd Roughead**

Hawthorn

**Michael Tuck Medal****Daniel Rich**

Brisbane Lions

**NAB AFL Rising Star****Jaeger O'Meara**

Gold Coast Suns

**Debbie Lee Medal****Courtney Gum**

Fairest and best player at the AFL Women's National Championships. She was also named AFL NSW/ACT's footballer of the year, the first female footballer to win the award.

TOTAL PLAYER EARNINGS

Taking into account \$181.6 million in gross player payments, \$13.9 million in additional services agreements and \$2 million from employment and marketing arrangements with associates of AFL clubs, the total earned by players in 2013 was \$197.5 million, an increase of 6.8 per cent on the 2012 total of \$185.94 million.

\$197.5m

The 2013 NAB AFL Auskicker
of the Year, Skye Ferguson,
shows off her skills.



938,069

TOTAL DOMESTIC PARTICIPATION IN 2013

PARTICIPATION

169,292

THE NUMBER OF FEMALES PARTICIPATING IN THE GAME

2659

The number of community-based clubs throughout Australia which fielded 13,220 teams in 267 leagues.

23,168

The number of inter and intra-school teams participating in AFL competitions.

ADELAIDE OVAL

Work continued on the \$535 million redevelopment of the Adelaide Oval (right), which will host the first Toyota AFL Premiership Season game between the Port Adelaide and Adelaide clubs on Saturday, March 29, 2014.

SIMONDS STADIUM

Stage three of the redevelopment was completed at a cost of \$46 million and opened with the first night game at Simonds Stadium between Geelong and the Gold Coast Suns on June 1, 2013.



COMMUNITY FACILITIES

The AFL continued to partner a number of state and local governments to provide funding for the development of community facilities which benefited 107 clubs and had a total project value of \$62.1 million. One of the major projects was a \$13 million facility developed by the Moreton Bay Regional Council at Burpengary (left).

AFL PARTNERSHIPS

640+

TRAINEES PARTICIPATED
IN AFL SPORTSREADY

AFL SPORTSREADY

More than 640 trainees participated in AFL SportsReady, a national education and employment company established 19 years ago in a partnership between the AFL and the Federal Government. Another 900 students have completed or are continuing study via SportsReady Education following its establishment in 2012. In 2013, 225 traineeship opportunities were provided to young Indigenous people nationally with a variety of partners.

WHITE RIBBON CAMPAIGN

The AFL competition's support for the White Ribbon campaign to eliminate violence against women continued in 2013 with the White Ribbon Trophy being awarded to the winner of matches between the Greater Western Sydney Giants and Sydney Swans (right).

LADDER

The AFL Players' Association and the AFL continued their partnership to support Ladder, which was established in 2007 to tackle youth homelessness. Every player donates part of his match payment to Ladder, the total of which is matched by the AFL.

REACH FOUNDATION

The Jim Stynes Scholarship Fund awarded scholarships to a number of recipients for the second year as a result of a partnership between Reach, the AFL and the Federal Government in memory of former Melbourne Football Club President and Brownlow medallist Jim Stynes.

BREAST CANCER NETWORK AUSTRALIA

Planning started in 2013 to stage the 'Field of Women' promotion in 2014 before a game at the MCG between Melbourne and the Western Bulldogs. The promotion, which involves more than 12,000 people forming the 'pink lady' symbol of Breast Cancer Network, has been staged three times since 2005. In 2010 the event raised \$850,000 to support the work of Breast Cancer Network Australia.





BROWNLOW MEDAL



GARY ABLETT JNR
GOLD COAST SUNS

Gary Ablett proved an inspiration to his Gold Coast teammates, becoming the first Sun to win the Brownlow Medal.

CHAIRMAN'S REPORT

MIKE FITZPATRICK
CHAIRMAN

CEO'S REPORT

ANDREW DEMETRIOU
CHIEF EXECUTIVE OFFICER



◀ Fremantle star Nat Fyfe is one of the most exciting midfielders in the competition and played a key role in the Dockers' rise to their first Grand Final appearance in 2013.

The AFL's expansion and improving the balance of the competition were among the key strategic areas that were addressed in 2013.

Key strategic issues fundamental to the game's long-term future dominated the AFL Commission's agenda in 2013 despite the headlines being consumed by off field events which challenged the integrity of the AFL competition.

The key areas of focus included:

- ▶ Competition expansion through the continued growth of the Gold Coast Suns and Greater Western Sydney Giants.
- ▶ Reviewing the factors which influence competitive balance between AFL clubs and identifying potential initiatives to improve that balance.
- ▶ The second year of AFL Media providing content for the AFL Telstra network, which includes all AFL club websites and applications for mobile devices.
- ▶ The redevelopment of Adelaide Oval, which was on track for completion for the first game between Port Adelaide and Adelaide on March 29, 2014. This \$535 million project funded by the South Australian Government will be followed by a new \$700 million stadium in Perth at Burswood for the 2018 season, completing world-class national stadium facilities for club members, supporters, players, media and corporate partners. The next stage of the SCG redevelopment will be completed for Sydney Swans matches in 2014.
- ▶ The renewal of our executive team led by Chief Executive Officer Andrew Demetriou following several changes in 2012 and a new structure to meet the current and future needs of our organisation.

On field, the Hawthorn Football Club completed a wonderful season by winning the Toyota AFL Grand Final and the club's 11th premiership since 1960, more than any other club in that time.

While Hawthorn was appearing in its 17th Grand Final since 1960, the Fremantle Football Club played in its first Grand Final and has laid the foundation for a period of sustained success.

Based on our key measures of attendances, club memberships, television audiences and traffic generated by the AFL Telstra digital media network, the football public continued to support the 18 AFL clubs and maintained their extraordinary enthusiasm for the game despite being annoyed and frustrated by the off field events of 2013 and the time it took to resolve them.

This level of public support and passion for Australia's game is something we will never take for granted.



■ Hawthorn star Cyril Rioli took the 2013 premiership cup to the Bulman Community, 400km south-east of Darwin in the Northern Territory, as part of the Hawks' celebrations.

COMPETITION INTEGRITY

The AFL Commission came into existence in 1984 by virtue of a vote by the then Presidents of the 12 clubs of the mainly Victorian-based competition.

The 2014 season will see us entering the 30th year of the management of our sport by an independent and centralised administration.

The story of the past 30 years is one of achievement. Our game has grown from being state-based to a national competition whose membership, attendances and broadcasting footprint is the envy of all other codes.

But 2013 held challenges for our sport, and for all Australian sports that would have been unthinkable 30 years ago.

The principle of maintaining the integrity of the AFL competition drove our consideration of three major but quite different breaches of our rules involving the Adelaide, Melbourne and Essendon Football Clubs, which were dealt with by the AFL Commission between late 2012 and August 2013.

The sanctions imposed on Adelaide and Melbourne were published in the 2012 Annual Report.

On February 7, 2013, the Australian Crime Commission released a report which revealed the trade in performance-enhancing drugs, peptides and illicit drugs was linking established sports to organised crime.

The key findings of the Australian Crime Commission are outlined in the Integrity section of this report.

The AFL Commission responded immediately to the release of the Australian Crime Commission by meeting that afternoon and ordering an immediate audit of all AFL club supplements programs. We also restored each club's medical doctor to having the final say on every substance or treatment provided to each player in the AFL competition.

Various rule changes were approved by the AFL Commission, including amendments to our Anti-Doping Code and Illicit Drugs Policy in response to the ACC report which are detailed on page 113 of this report.

Essendon's decision to self-report and request an investigation by the AFL and the Australian Sports Anti-Doping Authority into its supplements program in late 2011 and 2012 was helpful in establishing the facts of what had happened at the club, as was its cooperation during the investigation.



Our approach was to work with the authorities to uncover what had happened

When considering the interim report by ASADA into the supplements program at Essendon, the AFL Commission's strong preference was for all parties to abide by the rules of the competition and for the matters to be resolved within football.

Clearly, that was not the view of some of the parties, but as a result of our experience in 2013, the AFL Commission will not hesitate in future to go to court to protect the health and safety of players and the integrity of the game.

Our intention when considering subsequent charges laid by AFL General Counsel Andrew Dillon based on the ASADA report was guided by two factors:

1. To ensure the health and safety of AFL players.
While it is the role of ASADA and WADA to establish the status of performance-enhancing substances, it is the role of the AFL to ensure our players are not subject to experimental or unprofessional standards of care relating to performance, injury management or training.

2. To safeguard the integrity of the 2013 finals.

Despite the challenges, as we go into the 30th year of its existence, the AFL Commission and AFL clubs finished 2013 united and firm on the issues which faced us this year. We will continue to be on the side of the people fighting to keep drug cheats and 'pseudo scientists' out of sport.

The events of the past year reinforced the importance of the AFL Commission decision to establish an integrity unit in 2008 to monitor betting on AFL matches and to ensure full compliance with AFL rules and regulations including the Anti-Doping Code.

✓ Dr Peter Harcourt outlined the AFL's Illicit Drugs Policy and the investigation into peptide use in the AFL at an Anti-Doping in Sports Consensus Conference in Zurich in late 2013.

Details of the Essendon investigation and subsequent sanctions determined by the AFL Commission are detailed in the Integrity section of this report.

We must never allow the pursuit of on-field success to obscure a commitment to the principle that no individual or club comes ahead of the duty of care owed to players, or above the integrity of our competition or our game.

It has been a difficult and testing year, and one which has seen many AFL Commission decisions and processes questioned.

However, as Chairman of the AFL Commission, I am proud that when history is written about doping in sport in Australia, our competition can say we stood up and reported voluntarily, and we opened ourselves to investigation. We did not put our head in the sand, we did not blame others, and we did not attack the credibility of the officers of the Australian Crime Commission or the anti-doping authorities.

Our approach was to work with the authorities to uncover what had happened.

As an aside, AFL Medical Director Dr Peter Harcourt was invited to present two papers at an Anti-Doping in Sports Consensus Conference in Zurich in late 2013, attended by representatives of the International Olympic Committee and major Olympic international sports federations.

Dr Harcourt outlined the AFL's Illicit Drugs Policy and the investigation into peptide use in the AFL as the conference considered key themes of the WADA code for 2015, which include:

- Enhancement of investigations that lead to doping violations.
- Improved targeting by anti-doping organisations using intelligence and shared information.
- Greater accountability of coaches and athlete support staff.

Dr Harcourt's presentation highlighted the growing risk of organised crime, the emergence of 'peptides' as a Performance Enhancing Drug risk, the significant resources required for investigations and integrity units, the issue of poor governance practices in team sports and the need for timely sanction responses in professional team sports.

Conference delegates complimented Dr Harcourt on the robust nature of the AFL's response and the joint investigation with ASADA.

Key changes to the AFL's Anti-Doping Code are aligned with the WADA 2015 Code which includes enhancements to doping violation investigations and greater accountability of athlete/team support staff.



Excited Brisbane Lions teammates embrace after Ashley McGrath kicked a goal after the siren to defeat Geelong in round 13 at the Gabba.





■ Sydney Swans veteran Ryan O'Keefe takes possession to send his team forward against Richmond under lights in round 18 at the SCG.

COMPETITIVE BALANCE

Maintaining competitive balance in the AFL competition was a topic which dominated the thinking of the AFL Commission and AFL clubs in 2013.

We unashamedly want supporters to attend a game or watch or listen to the broadcasting of a game with a genuine belief their club has a good chance of winning on any given day or night regardless of the club's financial strength.

Pleasingly, all AFL clubs support this philosophy.

Since 1999, 11 different AFL clubs have won premierships and every club except our expansion clubs – the Gold Coast Suns and Greater Western Sydney Giants – have reached a preliminary final.

Before the VFL competition expanded nationally in 1987, five clubs won premierships in 20 seasons.

To support competitive balance, the AFL Commission has three key components:

- 1 The NAB AFL Draft, which gives the worst-performing clubs first access to young talent entering the competition.
- 2 Salary cap which is designed to give clubs the same amount of money to spend on players.
- 3 Revenue sharing – how the AFL distributes competition revenue to clubs.

Major professional sports competitions in the United States, particularly the NFL and NBA, have similar strategies and it is no secret we have historically based these major strategies on the NFL, which is the world's most successful sports competition.

All the major sports in the US review their competitive balance strategies from time to time as circumstances change and the work we have undertaken in the past year has been based on the same principle.

The revenue gap between AFL clubs is growing, which in turn means some clubs have far greater resources to allocate to their football departments than others.

We do not want to stifle innovation and I am confident we will reach a collective outcome with our 18 AFL clubs in 2014 which will ultimately create an environment in which all clubs can compete more effectively.

This will not reduce the onus on each club to continue to attract high-quality people and make consistently good decisions which allows all clubs to compete.

Further information on this topic is included in this report by our Chief Executive Officer Andrew Demetriou, who led a delegation of AFL club Presidents and Chief Executive Officers to the US in August, 2013, to meet with the major sporting codes to better understand how they approach competitive balance and how we might be able to apply their experiences to the AFL.



No matter where any supporter is located, they can watch or listen to the broadcast of an AFL game live

COMPETITION EXPANSION

Led by another extraordinary season from their captain Gary Ablett jnr, the Gold Coast Suns made significant progress on-field during 2013.

The Suns won eight games and finished with a percentage of 92 per cent, which was better than expected.

The club's membership increased by 11.5 per cent to 12,502 compared to 11,204 in 2012 while the average home game attendance at Metricon Stadium was 13,907 a game, up two per cent on 2012.

Suns players were also prominent in our major competition awards:

- ▶ Gary Ablett won his second Brownlow Medal.
- ▶ Jaeger O'Meara won the NAB AFL Rising Star Award.
- ▶ Zac Smith won the Jim Stynes Community Leadership Award in recognition of his outstanding work in the Gold Coast community.

Clearly, the Greater Western Sydney Giants struggled on-field, winning one game, but given the age of their list and the time it takes for young players to be able to compete at AFL level, the result was not really surprising.

Like the Suns, off-field the Giants have laid some important foundations on which to build the future of the club.

The Giants' membership base increased by 23 per cent on 2012, from 10,241 to 12,704 members, which is a base similar to many clubs in other codes in Sydney.

Average attendances per game decreased from 10,808 in 2012 to 9701.

Greater Western Sydney midfielder Mark Whiley greets fans after the Giants' win over Melbourne in round 19.



In terms of corporate support, the Giants were ranked ninth in the AFL in 2013 which was an encouraging outcome. Pleasingly, the club secured a five-year agreement with Virgin Australia as its co-major partner, replacing Skoda.

The Giants are due to move into a new permanent training and administration facility at Sydney Olympic Park in early 2014.

While the AFL competition has a major focus on weekly results, we need to keep reminding ourselves establishing the Gold Coast Suns and Greater Western Sydney Giants were generational decisions taken by the AFL Commission with the unanimous support of all other clubs.

More than four million people are expected to live in south-east Queensland within the next 10-15 years, a population behind only metropolitan Sydney and Melbourne. We must continue to build the presence of our game in both regions and appreciate the time it will take to build both clubs on and off the field.

BROADCAST AND CORPORATE PARTNERS

The AFL Commission greatly appreciates the investment in Australia's game by our broadcast and corporate partners.

Our television broadcasters, the Seven Network, Foxtel and Fox Sports, digital media partner Telstra and our radio broadcasters provide club members and supporters with an exceptional level of coverage via match broadcasts and other related programming.

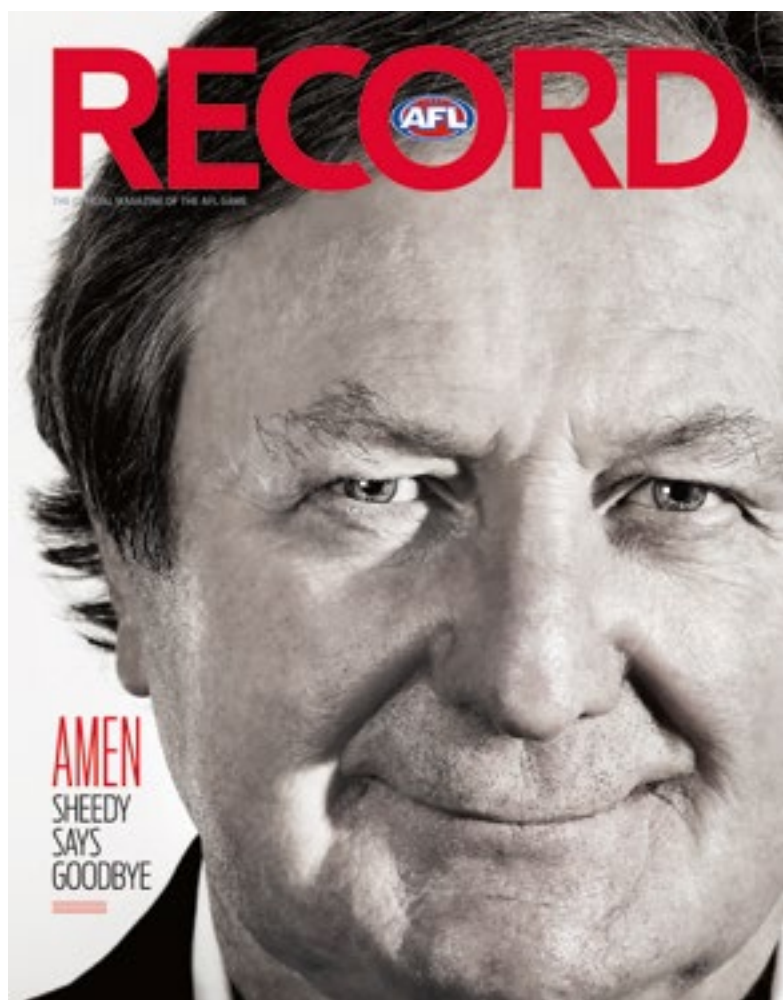
No matter where any supporter is located, they can watch or listen to the broadcast of an AFL game live, a level of exposure which is invaluable to our 18 AFL clubs and the game itself.

Toyota Australia completed its 10th season as the AFL's Premier Partner, which includes the Toyota AFL Premiership Season, Toyota AFL Finals Series, Toyota AFL Grand Final Parade and Toyota AFL Grand Final.

I wish to thank Toyota most sincerely for its continued partnership with the AFL and for its investment in community football through the 'Good For Footy Program' which has seen Toyota and its dealer network contribute more than \$2.3 million to community football during the past 10 years.

I also wish to place on record the AFL Commission's appreciation of the support our game continues to receive through our other major partners, which include the National Australia Bank, Carlton and United Brewers, Coca-Cola and Virgin Australia.

In 2013, we extended our agreement with Virgin Australia as the AFL's official airline for a further five years. Virgin Australia has provided a very high level of service to each of the AFL clubs and their supporters and members.



■ The cover of the AFL Record in round 22 which paid tribute to the career of retiring coaching great Kevin Sheedy.

AFL MEDIA

AFL club members and supporters continued to be attracted in record numbers to AFL Media, our in-house digital media business which launched in 2012.

AFL Media was established to supply the AFL and each club website with content while also consolidating the operations of AFL Films, AFL Publishing and AFL Photographs into one business unit.

Our digital audience grew again in 2013 and maintained our position as the leading sports website in Australia.

For the period January 1 to November 30, 2013, the aggregate weekly unique visitors to afl.com.au, the club websites, the AFL live application and the 18 official AFL club applications totalled more than 105 million, an increase of more than 21 per cent on 2012.

FINANCIAL RESULT

The AFL's financial result for 2013 included an increase in revenue of \$18 million with major components including commercial operations revenue increasing by \$10 million and broadcasting and media increasing by \$7 million in the second year of our broadcast rights agreements with the Seven Network, Foxtel, Fox Sports, Telstra and various radio broadcasters.

Financial highlights included:

- Revenue increased by \$18 million or four per cent to \$446 million.
- Expenditure increased by three per cent to \$137 million due to revenue-related increases and legal fees.
- The operating surplus before grants and distributions increased by five per cent to \$310 million.
- The AFL provided \$209 million to AFL clubs compared to \$200 million in 2012.
- The AFL allocated \$20.2 million to the Gold Coast Suns and Greater Western Sydney Giants consistent with our competition expansion arrangements.
- Following these grants and distributions, the AFL's net profit increased by \$10 million in 2013 to \$16.6 million. This profit will be reinvested in the AFL's Future Fund.

AFL CLUBS

As I have indicated, 2013 was a very challenging year for the AFL Commission but we received very strong support from the AFL clubs when dealing with the issues we faced. This level of support was greatly appreciated.

I wish to thank each club board, staff member, player and coach for their contribution to the AFL competition in 2013 which drives the overall success and popularity of the game.

Six AFL club Presidents or Chairmen retired in 2013:

- Brisbane Lions – Angus Johnson, after three years as Chairman of the club (he was appointed to the board in 1999).
- Essendon – David Evans resigned after four years as Chairman (he was appointed to the board in 2006).
- Melbourne – Don McLardy resigned after two years as Chairman (he was appointed to the board in 2008).
- Richmond – Gary March resigned after eight years as President (he was appointed to the board in 2002).
- St Kilda – Greg Westaway resigned after six years as President.
- Sydney Swans – Richard Colless resigned after 20 years as Chairman (he was appointed to the board in 1993).

Being the President or Chairman of an AFL club is a very demanding and time-consuming role and I would like to sincerely thank Angus, David, Don, Gary, Greg and Richard for their service to their respective clubs in particular and the game in general.



■ The AFL Commission in 2013: (back from left) Paul Bassat, Sam Mostyn, Mike Fitzpatrick, Chris Langford, Chris Lynch and Richard Goyder; (front) Bill Kelty, Andrew Demetriou and the Hon. Linda Dessau AD.

I wish to make particular reference to Richard Colless, who was our longest-serving club Chairman and has led the transformation of the Swans from a club with 3000 members and average crowds of less than 10,000 to the largest single professional sporting club in Sydney in terms of membership, attendances per game, national television audiences and revenue.

The Swans have been at the forefront of our growth in New South Wales and have appeared in four AFL Grand Finals and won two premierships during Richard's tenure – a period of remarkable consistency with the club having played in 15 finals series in 20 seasons.

On and off the field, the Swans are first-class ambassadors for our game in Australia's most competitive market.

I also wish to welcome to the AFL the new appointees – Bob Sharpless, Brisbane Lions; Paul Little, Essendon; Glen Bartlett, Melbourne; Peggy O'Neal, Richmond; Peter Summers, St Kilda and Andrew Pridham, Sydney Swans.

■ Richard Colless presided over a most successful 20-year stint as Sydney Swans chairman before resigning in 2013, with the 2012 premiership one of his biggest highlights.



We look forward to working with each of them as the President or Chairman of their respective clubs and I wish to acknowledge Peggy O'Neal for her achievement in being the first woman to be appointed as president of an AFL club.

AFL COMMISSION, EXECUTIVE

I would like to sincerely thank each member of the AFL Commission for their continued support and counsel during 2013 as we dealt with a wide variety of issues involving every level of the game.

Given the integrity issues we faced, the demands on the time of the AFL Commission were far greater than normal and, as Chairman, I could not have asked for anything further from my fellow Commissioners Linda Dessau, Sam Mostyn, Paul Bassat, Richard Goyder, Bill Kelty, Chris Langford, Chris Lynch, Chief Executive Officer Andrew Demetriou and their respective partners during 2013.

Our executive team led by Andrew Demetriou oversaw a year in which attendances, membership, television audiences and participation maintained the game's position at the forefront of Australian sport.

Finally, I would like to thank all AFL staff for their continued positive contribution to Australia's Game.

Mike Fitzpatrick
Chairman
AFL Commission



Western Bulldogs star Adam Cooney gives the crowd the thumbs-up while being chaired off Etihad Stadium by teammates Daniel Giansiracusa and Ryan Griffen after his 200th AFL game in round 21 against Adelaide.

CEO'S REPORT

ANDREW DEMETRIOU
CHIEF EXECUTIVE OFFICER

Hawthorn confirmed it is one of the strongest clubs on and off the field, winning its 11th premiership in the 2013 Toyota AFL Grand Final.

It is fitting the cover of our 2013 Annual Report features John Kennedy snr and Hawthorn coach Alastair Clarkson after John presented Alastair with the 2013 Premiership Cup following Hawthorn's victory over Fremantle in the 2013 Toyota AFL Grand Final.

Both now have their own places in the history of the Hawthorn Football Club.

No individual has had more influence than John Kennedy on the success of the Hawthorn Football Club.

He played 164 games for Hawthorn from 1950-59, won four best and fairest awards and was club captain from 1955-59 before being appointed club coach for the 1960 season.

Since 1960, no club has played in more Grand Finals and won more AFL/VFL premierships than Hawthorn, which has appeared in 17 Grand Finals for 11 premierships, including the club's first flag in 1961 with John Kennedy as coach.

With John (299 games) and the late Allan Jeans (229 games), Alastair Clarkson is one of only three people to coach Hawthorn in more than 200 games.

John coached Hawthorn to three premierships while Alastair joins Allan Jeans and Alan Joyce as a two-time premiership coach at Hawthorn.

The connection between John and Alastair started when John was senior coach of North Melbourne and Alastair was embarking on his playing career with the club in 1987.

I would like to congratulate Hawthorn President Andrew Newbold, Chief Executive Officer Stuart Fox, the club board, staff and players for not only winning the 2013 Toyota AFL Grand Final but for maintaining a consistently high level of performance by reaching successive Grand Finals and being preliminary finalists for the third consecutive year.

With a membership of more than 60,000 and a broad supporter base, the club is now one of our strongest on and off the field.

For the Fremantle Football Club, the 2013 Grand Final was its first since it made its debut in the AFL competition in 1995.

Club President Steve Harris, Chief Executive Officer Steve Rosich, senior coach Ross Lyon and the club's board, staff and players are to be commended for the continued growth of Fremantle as an AFL club and, like Hawthorn, we expect the Dockers will remain highly competitive during the coming seasons.

The 2013 Toyota AFL Grand Final attracted an average national audience on the Seven Network of 3,663,423, maintaining the Grand Final as the most watched annual sports event in Australia.

With a crowd of 100,007 people, the Grand Final was the most attended professional sports team event in Australia in 2013 and one of the largest in the world.

GRAND FINALISTS 1960-2013

CLUB	TOTAL GRAND FINALS	PREMIERSHIPS	RUNNERS-UP	DRAWN
Hawthorn	17	11	6	-
Collingwood	15	2	11	2
Carlton	14	8	6	-
Essendon	10	6	4	-
Geelong	10	4	6	-
North Melbourne	9	4	4	1
Richmond	7	5	2	-
St Kilda	7	1	5	1
West Coast Eagles	5	3	2	-
Brisbane Lions	4	3	1	-
Sydney Swans	4	2	2	-
Melbourne	4	2	2	-
Adelaide	2	2	-	-
Port Adelaide	2	1	1	-
Western Bulldogs	1	-	1	-
Fremantle	1	-	1	-



Collingwood has the largest membership base of any club in the AFL and the its players such as Jamie Elliott appreciate the massive support they receive each week from the 'Magpie Army'.

KEY MEASURES

The AFL greatly appreciates the level of public support for each of the 18 clubs in particular and the game in general as indicated by our key measures in 2013.

Total attendance for the 2013 Toyota AFL Premiership Season was 6,368,346, an increase of 2.1 per cent or 129,000 on 2012.

The average attendance per game during the premiership season was 32,163, the fourth highest average attendance per game in professional sport throughout the world behind America's NFL (67,358 per game), Bundesliga soccer in Germany (42,609) and Premier League soccer in the United Kingdom (35,931).

For the 13th successive season, AFL clubs established a record for membership with the total of club members reaching 756,717, up 6.94 per cent on the 2012 total of 707,621.

AFL clubs have grown the total membership base every year since 1990 except for 2000, a wonderful achievement.

Collingwood remains the largest-supported club in the competition, taking its total membership to 78,427 – the highest ever for an AFL club – while Hawthorn (63,353), Richmond (60,321), West Coast Eagles (58,501), Essendon (56,173) and Carlton (50,564) exceeded 50,000 members.

The Greater Western Sydney Giants recorded the highest percentage increase in membership of any AFL club in 2013, with a total of 12,681 representing a 23.83 per cent increase on last year's total of 10,241.

The Sydney Swans were next with a 21.71 per cent increase in 2013 to 36,358 members, a record for the club. The Swans membership in 2012 was 29,873.

Each week of the 2013 Toyota AFL Premiership Season drew an average national television audience on the Seven Network, Foxtel and Fox Sports of 4,729,423, the largest weekly online audience for any sports competition in Australia.

On average, more than one million people listened to radio broadcasts of AFL matches.

Total domestic participation in the game at a community level throughout Australia reached 938,069 while a further 129,775 people participated in the game in various countries around the world.

This community football base would not exist without the involvement of more than 150,000 volunteers in Australia and internationally who perform a variety of roles at local clubs and in Auskick centres.

NEW ZEALAND

The first Toyota AFL Premiership Season match played outside Australia was staged in Wellington, New Zealand, on Anzac Day in 2013 between St Kilda and the Sydney Swans.

St Kilda has entered into a five-year agreement with the City of Wellington to play a premiership season game each year from 2014.

We were delighted with the response to the first game which attracted a crowd of 22,546 with an estimated:

- ▶ 4833 international attendees from Australia.
- ▶ 2850 inter-regional attendees (ie. people from outside the Wellington metropolitan area).
- ▶ 14,863 Wellington region attendees.

The estimated total economic contribution of the match in Wellington was NZ\$7.984 million (or A\$6.598 million).

COMPETITIVE BALANCE

As our Chairman Mike Fitzpatrick points out in his report, the AFL wants supporters to attend a game or watch or listen to the broadcast of a game with a genuine belief their club has a good chance of winning on any given day or night regardless of the club's financial strength.

A number of mechanisms have been employed since the 1980s, including the National Draft, salary cap and revenue sharing to achieve this objective.

After Sydney Swans Chairman Richard Colless raised the issue of the growing financial gap between clubs, the various mechanisms for competitive balance were reviewed during 2013.

A key component of that review was a study tour which I was fortunate to lead to the United States of America where we met with senior executives of the NFL, NBA and Major League Baseball and individual clubs to understand how they approach competitive balance.

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

AFL Players' Association Chief Executive Officer Matt Finniss also accompanied the group.

The AFL was also represented by Deputy Chief Executive Officer Gillon McLachlan and General Manager, Strategy and Club Services, Sam Graham.

▶ NFL – Joe Siclare, Chief Financial Officer.

▶ New England Patriots – Robert Kraft, Chairman and Chief Executive Officer.

▶ New York Jets – Neil Glat, President.

▶ Major League Baseball – Jonathon Mariner, Executive Vice-President and Chief Financial Officer; Dan Halem, Senior Vice-President and General Counsel – Labor; and Kathleen Torres, Senior Vice-President, Finance.

▶ The Fenway Group – Sam Kennedy, Executive Vice-President. Fred Olsen, Director of Special Projects, the Boston Red Sox. The Fenway Group owns the Boston Red Sox, Liverpool in Premier League soccer, a Nascar racing team and has extensive media interests.

✔ St Kilda fans show their support before the historic Anzac Day match between St Kilda and the Sydney Swans in round five in Wellington, New Zealand.





All AFL clubs support the principle of competitive balance

- ▶ NBA – David Stern, Commissioner; Joel Litvin, President, League Operations; Amy Brooks, Senior Vice-President, Team Services; Mike Whitehead, Senior Vice-President, Team Finance.

We also met with representatives of MLB Advanced Media, the US's leading cable TV network, ESPN and News Corporation.

Our key findings from the study tour included:

- ▶ Compared to the AFL, US major leagues are more highly equalised, in particular in terms of local revenue sharing.
- ▶ Each US sport has had a 'fork in the road' moment that led to revenue sharing – smaller teams' loss making, uncompetitive on-field.
- ▶ Broad consensus among US sports that more revenue sharing has been a critical part of strengthening competitive balance on and off-field.
- ▶ Revenue sharing regarded as a key driver of success and competitive balance in NFL competition – No. 1 code in the US/globally. NBA and MLB have strengthened policies.
- ▶ Revenue-sharing models are designed to address structural off-field factors (market size, fan base, stadia) as well as on-field competitiveness.
- ▶ "A rising tide lifts all boats" was oft quoted – when smaller teams are competitive and are not a drag on the league (financially, competitively), the overall competition, including larger clubs, are better off.
- ▶ Revenue sharing reflects the contribution visiting teams make to the on-field contest.
- ▶ Strong sense of collaboration across the US leagues and clubs to improve economic models for the benefit of all.
- ▶ Decision-making plays a role in performance, however, structural issues are endemic (market size, fan base, stadia) and are the major drivers of club revenue.
- ▶ All sports have central league resources to assist clubs in driving business performance – NBA Team Services are a prime example.
- ▶ In all leagues there is an objective and transparent formula for the flow of money between clubs.
- ▶ A fair competition is critical to selling "hope and faith" to fans (MLB), and "Any given Sunday" (NFL).

Key revenue sharing and competitive balance levers in US sports include:

- ▶ Sharing of central revenues.
- ▶ Sharing of local revenues.
- ▶ Supplemental/discretionary funds.

- ▶ All US sports have local revenue sharing (range 34%-50% of net revenue).
- ▶ Pooled revenue is shared between teams either equally or unequally.
- ▶ Salary cap is inextricably linked to revenue sharing.
- ▶ Hard salary caps preferred, however soft caps are a good mechanism if paired with a luxury tax to contain cost growth.
 - › Salary cap should be set at a level that the competition can afford.
 - › Small clubs will require extra revenue to pay cap and fund a competitive level of spend.
 - › Financial thresholds are important to maintain incentives for club management.
 - › Debt servicing rules are a good method to maintain P&L and debt control.
 - › Penalties should focus on management.

Implementation considerations

- ▶ Large economic reforms require a deep commitment from all parties – league, clubs, players.
- ▶ Major structural changes generally take between one and two years to implement – to enable business models to adjust.
- ▶ Reforms are generally phased in over time with temporary arrangements in the intervening period.
- ▶ Revenue-sharing models and player CBAs are generally completed at the same time.
- ▶ Leagues utilise a single external auditor to ensure compliance with revenue sharing policies and guidelines.
- ▶ Revenue-sharing models in all leagues have changed as they evolve.
 - › No model is perfect.
 - › Require capacity to monitor and adjust as market forces and team dynamics change.

All AFL clubs support the principle of competitive balance and we are confident we will adopt a new approach in conjunction with the clubs in 2014 which will give all clubs a better opportunity to compete.



Carlton ruckman Robert Warnock wins the hit-out in front of his Richmond opponent Ivan Maric during their round 21 match at the MCG.



➤ AFL CEO Andrew Demetriou speaks to the media after the AFL club CEOs' conference which discussed the issue of illicit drug use by AFL players.

ILLICIT DRUGS POLICY

The AFL has had an Illicit Drugs Policy for out-of-competition testing of AFL players since 2005.

In January 2013, we held an AFL club CEOs conference to discuss the issue of illicit drug use by AFL players after the topic was raised by Collingwood Football Club's Chief Executive Officer Gary Pert in late 2012.

The January conference was attended by a number of experts in various fields relating to Illicit Drugs including:

- Dr Michael Carr Gregg, psychologist.
- Professor Jon Currie, neurologist and addiction medicine specialist.
- Associate Professor John Fitzgerald, who has conducted extensive research into the use of illicit drugs and alcohol.
- John Rogerson, Chief Executive, Australian Drug Foundation.
- Dr Peter Harcourt and Dr Harry Unglik, AFL Medical Directors.
- Dr Hugh Seward, President, AFL Medical Officers Association.
- Assistant Commissioner Ramzi Jabbour, National Manager, Crime Operations, Australian Federal Police.
- Deputy Commissioner Graham Ashton, Specialist Operations, Victoria Police.

➤ Assistant Commissioner Emmett Dunne, Professional Standards Command, Victoria Police.

➤ AFL Players' Association – Matt Finnis (Chief Executive Officer), Luke Ball (President), Dan Jackson and Robert Murphy (board members).

➤ AFL Players' Association Agents' Accreditation Board – Dan Richardson.

A Working Group was established during the meeting to review the various recommendations and other issues which were raised.

The Working Group which I chaired included:

- AFL club Chief Executive Officers – Travis Auld (Gold Coast Suns), Stuart Fox (Hawthorn), Gary Pert (Collingwood).
- AFLPA – Matt Finnis, Chief Executive Officer.
- AFL Medical Officers Association – Dr Hugh Seward (President), Dr Ben Baressi (Carlton FC doctor).
- AFL – Andrew Dillon (General Counsel), Dr Peter Harcourt (AFL Medical Director), Tony Peek (Assistant to the Chief Executive Officer).



Maintaining the three strikes policy was unanimously supported

The various recommendations agreed to by the Working Group and approved by the AFL Commission and AFLPA were as follows:

- Maintaining the three strikes policy was unanimously supported.
- AFL Medical Directors to provide clubs with more statistical information which was club specific so clubs could better understand issues relating to their club and the broader competition.
- Club doctor should be at forefront of medical/welfare response.
- It was agreed the amount of hair testing would be increased at the end of the season.
- Players to have one opportunity to self-report during their AFL career. AFL Medical Directors to retain discretion in certain circumstances such as a player dealing with a mental health issue.
- Issue of excessive use of alcohol including binge drinking to be addressed more strongly. Excessive use of alcohol involved in more than 90 per cent of cases involving illicit drug use.
- Education programs to be upgraded to include abusive use of prescription drugs.
- Clubs to be permitted to fund additional target testing, subject to there being reasonable grounds for such a measure. To be done in conjunction with AFL Medical Directors.

One of the key points raised by AFL clubs was how to best manage a player who engages in conduct or displays an attitude contrary to the objectives, spirit and implementation of the Illicit Drugs Policy.

The following approach was put forward by the AFL Players' Association and supported by the Working Group and subsequently the AFL Commission.

If the AFL Medical Directors reasonably conclude a player has behaved as outlined, the Medical Directors may inform the Chief Executive Officer of the player's club of this conclusion subject to:

1. Before informing the club CEO, the AFL Medical Directors:
 - a. Inform the player of the basis on which the AFL Medical Directors conclude he has engaged in conduct and/or demonstrated an attitude contrary to the objectives, spirit and implementation of the policy.
 - b. Direct the player to undergo a more onerous education and counselling program.
 - c. Warn the player the CEO of his club will be notified if he does not:
 - i. Reform the relevant conduct and/or attitude and/or;
 - ii. Comply with the more onerous program.

- d. Discuss the above conclusion with the player and
 - i. Changed his conduct and/or attitude and/or;
 - ii. Complied with the more onerous program.
- e. Notify the player the CEO of his club will be notified and the targeted date of the notification.

2. The CEO maintains the confidentiality of this information.

3. The AFL Medical Directors do not provide the CEO information regarding:

- a. The basis on which they have concluded the player has engaged in conduct and/or demonstrated an attitude contrary to the objectives, spirit and implementation of the policy, or;
- b. The testing of the player, including without limitation, the number of tests and the result of any test, regardless if positive or negative.

Club and AFL officials, other than medical officers exercising their functions under the Illicit Drugs Policy are not to directly or indirectly seek information from any person, including the player to whom the information pertains, regarding the testing of a player including without limitation the number of tests administered to the player and the result of any test, regardless if positive or negative.

It is important to stress the entire AFL playing group via the AFL Players' Association continues to volunteer to participate in the Illicit Drugs Policy which includes out-of-competition testing for illicit drugs.

The policy has been based on the best available advice from experts in the field and is a medical and player welfare model designed to assist players and change behaviour should they be found to be using illicit drugs.

The majority of other sports do not have a policy for out of competition testing for illicit drugs.

RACIAL VILIFICATION

Sydney Swans champion Adam Goodes was racially vilified by a young spectator during the game on May 24, 2013, between the Sydney Swans and Collingwood at the MCG.

The comment was thoughtless and incredibly hurtful to Adam but the way he dealt with the issue by standing up for what was right and for the concern he had for the spectator involved, further reinforced his position in the game as an outstanding ambassador and leader of our game and the community.

During the week following the game, Collingwood FC President Eddie McGuire made a completely unacceptable comment concerning Adam on Melbourne radio.

Mr McGuire's comments were addressed under AFL Rule 30, which deals with racial and religious vilification. Importantly, Adam Goodes accepted an apology from Eddie McGuire, who subsequently participated in a cultural education program managed by the AFL.

Jason Blake celebrates a goal to the delight of St Kilda teammates in his final AFL game against Fremantle in round 23 at Etihad Stadium.





We reorganised football operations by making our integrity unit a stand-alone department

EXECUTIVE APPOINTMENTS

Following the resignation of executive members Christina Ogg, Adrian Anderson and Andrew Catterall during late 2012, we made several appointments and changed the structure of our operations to meet the needs of the AFL competition and the game in general.

Mark Evans was appointed General Manager, Football Operations after serving the Hawthorn Football Club in the same capacity from 2004.

During his period with Hawthorn, the club went from winning four games in 2004 to winning the 2008 AFL Premiership, preliminary finalists in 2011, finishing runners-up to the Sydney Swans in the 2012 Grand Final and winning the 2013 Grand Final.

Before joining Hawthorn, Mark was Communications Manager for Melbourne FC from 1999-2003 and Player Development Manager for the club from 2003-04.

He holds a Bachelor of Education from Ballarat University and in 2012 completed key executive programs in strategy, strategic leadership, negotiation and innovation at the Harvard Business School.

Given the focus on competition integrity in 2013 and as part of our revised structure, we reorganised football operations by making our integrity unit a stand-alone department with responsibility for managing the Total Player Payments and AFL club list administration rules, transferring those functions from football operations.

In addition, our various education programs for players and clubs became a function of our human resources department.

Our talented player pathway transferred to football operations from game development as did national umpiring development given the importance of both to the AFL competition, meaning the primary focus of football operations relates to on-field.

Mark's other major responsibilities will include:

- ▶ Staging of all NAB Challenge, Toyota AFL Premiership Season and Toyota AFL Finals Series matches.
- ▶ AFL Rules and Regulations.
- ▶ NAB AFL Draft.
- ▶ Various AFL policies including Racial and Religious Vilification, Respect and Responsibility.
- ▶ Laws of the Game.
- ▶ Match Review Panel, AFL Tribunal.
- ▶ Umpiring.
- ▶ Working relationship with AFL clubs.
- ▶ Working relationship with the AFL Players' Association.
- ▶ Working relationship with the AFL Umpires' Association, AFL Coaches Association.

AFL MEDIA

Peter Campbell was appointed to the new position of General Manager, AFL Media, to bring senior media company experience to the media business we established in 2011 to provide content to the AFL Telstra network, which includes all AFL club websites and mobile applications.

Peter worked in the radio, television, subscription television and digital media industries for 20 years and joined us from our broadcast partner Foxtel where he was General Manager of Victoria and Executive in Charge of Sport. He took up his position with us in July 2013.

Peter was part of the Foxtel team which negotiated subscription television rights for the 2002-06 Toyota AFL Premiership Seasons and subsequent subscription television rights for the 2007-11 seasons and the current agreement for the period 2012-16, which included the re-establishment of the FOX Footy Channel and live coverage of every premiership season game for the first time.

His experience also includes negotiation for and heading the coverage of major international sporting events such as the Commonwealth and Olympic Games, for which Foxtel was awarded a Logie in 2013 for the Most Outstanding Sporting Broadcast for its coverage of the London Games.

PEOPLE, CUSTOMER AND COMMUNITY

Dorothy Hisgrove was appointed to head up a new department as General Manager, People, Customer and Community.

From 2010-2013, Dorothy was General Manager Culture and Communications at Australia Post before joining the AFL in July 2013.

Her career also includes senior roles with the National Australia Bank, AXA Asia Pacific and BHP Billiton.

Her responsibilities with the AFL include:

- ▶ The people, culture and human resources roles within the AFL, as well as broader club and community education programs.
- ▶ Managing the AFL's community club and development networks and the marketing function to get people to play our game, attend AFL matches and watch our game through all forms of media.

She holds a Bachelor of Business with Distinction from RMIT University and a Post Graduate Diploma in Marketing from RMIT University.



We greatly
value Kevin's
contribution to
the game

INTEGRITY

Andrew Dillon was appointed as General Counsel and General Manager Legal, Integrity and Compliance with responsibility for our new stand-alone integrity unit.

Andrew joined the AFL in August 2000 as Legal Counsel and was appointed General Manager, Legal and Business Affairs in July 2004. He became General Manager, National and International Development in 2011 before being appointed to his new role in 2013.

Integrity Services Manager Brett Clothier heads up the Competition Integrity Department reporting to Andrew Dillon. Brett joined the AFL from Racing Victoria in 2008.

The Total Player Payments and AFL club list administration functions now form part of the role of the Competition Integrity Department.

STRATEGY AND CLUB SERVICES

Sam Graham was promoted to the position of General Manager, Strategy and Club Services in May 2013.

He joined the AFL in 2005 as a strategic planner and in January 2009 was appointed Manager, Strategy and then was given additional responsibility as Manager, Club Services in 2011.

Sam has a Bachelor of Commerce from Deakin University and is a chartered accountant.

LONG-SERVING EMPLOYEES

While we welcomed new executive members, several long-term employees retired or resigned from the AFL.

Sandra Thomas

Sandra Thomas, our Ground Operations Manager, retired after the 2013 Toyota AFL Grand Final, her 33rd Grand Final since joining the VFL in 1981.

Her first role was as an administrator in finance and membership and her career of more than 30 years with the AFL included as AFL Membership Manager, in the payroll and media departments, commercial operations as National Ticketing Manager and in football operations.

Ros Taylor

Ros Taylor joined the VFL in a part-time capacity in 1975 before becoming a full-time employee in 1980.

She left the VFL in 1986-87 to work in a family business but returned to the AFL in 1992 in AFL Membership before being appointed to the position of National Ticketing Administrator, a position she held until her retirement in December 2013.

Rowan Sawers

Rowan resigned as AFL Umpires Coach in November 2013 after continuous service at the highest level of the game since 1977.

He officiated in 410 games as a field umpire from 1977 to 1997 in the AFL/VFL, a record until it was subsequently broken by Hayden Kennedy, the current games record-holder for a field umpire with 495 games.

Steve McBurney is the only other field umpire to officiate in 400 games or more.

Rowan officiated in 33 finals, including four Grand Finals, and for his contribution to umpiring was inducted into the Australian Football Hall of Fame in 2004.

He was appointed AFL Umpires Coach in 1998.

Jeff Gieschen

Jeff played 24 games with Footscray from 1974-78 and had a long coaching and playing career with Maffra in the Latrobe Valley Football League and Wodonga in the Ovens and Murray Football League.

He coached West Perth in the WAFL, was an assistant coach at Geelong from 1995-96 and was then appointed coach of Richmond Reserves in 1997.

He became Senior Coach of Richmond in late 1997, a position he held until 1999.

In 2000, he was appointed AFL Director of Umpiring.

I wish to place on record our sincere appreciation to Sandra, Ros, Rowan and Jeff for their service to the game and the wonderful contribution they made to the AFL as long-serving employees.

ORDER OF AUSTRALIA

In 2013, National and International Talent Manager Kevin Sheehan completed 30 years of service to the AFL.

His contribution to the game was recognised on Australia Day 2013 when he was awarded the Medal of the Order of Australia.

Kevin has worked in game development and talent since 1983 and played a key role in the development of VicKick (now Auskick), the Under-18 and Under-16 National Championships, the development of the TAC Cup which replaced the VFL under-19 competition, the AIS-AFL Academy and the Draft Camp (now the NAB AFL Draft Combine).

He played 102 games for Geelong between 1974-82, meaning he has been continuously involved in the game for 39 years. He was also one of the first Promotions Officers employed by a VFL club to promote the development of the game at a community level, a position he held with Geelong for four years before being appointed Development Manager.

We greatly value Kevin's contribution to the game and were delighted for him and his family when he was awarded the Order of Australia.

Andrew Demetriou

Chief Executive Officer

2014 AUSTRALIAN OF THE YEAR



Adam Goodes proudly shows off his award for being named the 2014 Australian of the Year at a ceremony in Canberra.

It is something of an understatement to say Adam Goodes has a very impressive football CV.

- ▶ 331 games for the Sydney Swans, a club record.
- ▶ 409 career goals and one of 86 players in history to have kicked 400 goals or more from the 12,000 players who have participated in the competition since 1897.
- ▶ Swans premiership player 2005, 2012.
- ▶ Brownlow medallist 2003, 2006.
- ▶ Three-time winner of the Bob Skilton Medal as the Swans best and fairest player.
- ▶ Four-time All-Australian.
- ▶ Named in the Indigenous Team of the Century.
- ▶ Winner of the 1999 NAB AFL Rising Star Award and Ron Evans Medal.

He added a further chapter to his career when on January 25, 2014, the Prime Minister, Tony Abbott, announced Adam had been selected by the Australia Day Council as the 2014 Australian of the Year.

Adam is the first Australian footballer to be selected as Australian of the Year since the award was established in 1960.

His selection acknowledges Adam's stance against racism and his support for RECOGNISE, the people's movement to recognise Aboriginal and Torres Strait Islander peoples in our Constitution.

Adam and former Swans teammate Michael O'Loughlin established the GO Foundation to promote education, employment and healthy lifestyles among young Indigenous people.

He also chairs the AFL Players' Association Indigenous Players' Advisory Board and is an ambassador for White Ribbon, the international campaign to eliminate violence against women.

Adam's journey in life is a remarkable one.

His mother, Lisa, a member of the stolen generation, raised Adam and his two younger brothers.

An Andymathanha man, Adam grew up in Wallaroo, a small town in South Australia's Yorke Peninsula.

The family moved to Adelaide, then Merbein near Mildura, and then to Horsham in the Wimmera, where his mother's younger sister lived.

Adam preferred soccer as a boy but in Horsham he started playing Australian Football.

He was selected by the North Ballarat Rebels in the TAC Cup as a 16-year-old, winning a premiership and, at age 18, he was drafted by the Sydney Swans with selection No. 43 in the 1997 National Draft.

Adam has made an outstanding contribution to the Sydney Swans in particular and the game in general and we were delighted for him and his family when he was named as the 2014 Australian of the Year. We are very proud of his achievements.



Simon Black retired at the end of 2013 after a distinguished career and will maintain his involvement with the Lions in 2014 as an assistant to senior coach Justin Leppitsch.

BROADCASTING, SCHEDULING & INFRASTRUCTURE

GILLON McLACHLAN

DEPUTY CHIEF EXECUTIVE OFFICER

SIMON LETHLEAN

GENERAL MANAGER – BROADCASTING,
SCHEDULING & MAJOR PROJECTS



► Geelong Cats skipper Joel Selwood capped off another stellar season in 2013 by being named All-Australian captain for the first time.

Football fans are now experiencing their favourite sport through a multitude of media channels, as well as at family-friendly venues.

The focus on AFL fans and their changing preferences for how and when they want to watch and get the latest information about the AFL competition and the game itself continues to drive our approach to key decisions for the game.

The AFL in 2013 oversaw the second year of our agreement for television, radio, print and digital media rights across multiple platforms, and we also worked with government and corporate partners on the continuing enhancement of stadium facilities across Australia.

Capping off our efforts to constantly improve the interaction fans can have with football, AFL Media consolidated its position as a legitimate news platform as well as a media company in its own right that delivers compelling content across a range of mediums.

In addition, the AFL has focused on:

- ▶ The 18-team format for the NAB pre-season competition and consolidating broadcast arrangements for the 2013 Toyota AFL Premiership Season.
- ▶ Extensive review of the AFL's competition formats for 2014, including developing a new format and 18-day fixture for the 2014 NAB Challenge.
- ▶ Developing a fixture for the 2014 Toyota AFL Premiership Season including the balancing of requests and expectations from multiple stakeholders.
- ▶ 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.

In addition, 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.

Reflective of the national nature of Australian Football, the broadcast rights agreements ensured that 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.



Essendon captain Jobe Watson and acting Collingwood skipper Scott Pendlebury greet each other before the round five Anzac Day clash, the most watched match of the 2013 Toyota AFL Premiership Season.

TELEVISION IN 2013

As in previous years, the 2013 Toyota AFL Premiership Season consistently attracted strong audiences on free-to-air television on the Seven Network, along with an increasing number of viewers benefitting from the availability of live AFL matches on subscription television.

The average gross national audience per round of the Premiership Season (across free-to-air and subscription television) was 4.729 million. The cumulative gross national audience during the home and away season was nearly 109 million. The Toyota AFL Finals Series saw a total cumulative average national audience of 17.084 million across the four weeks, including the Toyota AFL Grand Final.

Seven Network audiences were slightly down year-on-year (0.7 per cent), a smaller decline than the decline for Australian free-to-air television ratings generally, while viewership on subscription television increased by 6.3 per cent year on year. FOX Footy in 2013 remained the best performing channel on the Foxtel platform in five capital cities (Melbourne, Sydney, Brisbane, Adelaide and Perth).

The 10 most watched matches of the 2013 Toyota AFL Premiership Season (national average audiences across free-to-air and subscription television) were:

- ▶ Round five, Essendon v Collingwood – 1.673 million (Anzac Day) – the second highest rating home and away match since OzTAM ratings were introduced in 2001, behind only the same game in 2012 which had 1.736 million viewers.
- ▶ Round seven, Geelong v Collingwood – 1.592 million.
- ▶ Round 11, Essendon v Carlton – 1.428 million.
- ▶ Round 12, Carlton v Hawthorn – 1.407 million.
- ▶ Round nine, Collingwood v Sydney – 1.375 million.
- ▶ Round three, Fremantle v Essendon – 1.344 million.
- ▶ Round 15, Carlton v Collingwood – 1.341 million.
- ▶ Round 18, Essendon v Hawthorn – 1.320 million.
- ▶ Round eight, West Coast Eagles v North Melbourne – 1.291 million.
- ▶ Round 13, Hawthorn v West Coast Eagles – 1.287 million.

The Toyota AFL Grand Final was the third highest rating program of the year on Australian metropolitan free-to-air television, with a total national average audience of 3,633,764 in metropolitan and regional Australia for the Seven Network's telecast while remaining the most watched sporting event on Australian television in 2013.



Wherever they lived, AFL fans had terrific access to Australian Football

The average Grand Final audience was down on last year, which simply reflected the fact that the Sydney Swans, from Australia's biggest television market, were not competing. In terms of total reach, the Grand Final coverage was seen by just over six 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 1.555 million for the vote count and 1.173 million for the Red Carpet event beforehand.

FOX SPORTS/FOX FOOTY

With every game every week broadcast live on Fox Sports/FOX Footy on Foxtel, fans were able to enjoy the whole season as it unfolded, complemented by weekly magazine programs such as *On The Couch*, *AFL 360*, *AFL Insider*, *AFL League Teams*, *Open Mike* and *After The Bounce*.

There was also high-quality coverage of significant AFL events such as the Toyota AFL Season Launch, the Australian Football Hall of Fame ceremony, the NAB AFL Rising Star presentation, the Four'N Twenty AFL All-Australian team announcement, the Toyota AFL Grand Final Parade and the NAB AFL Draft.

The most watched regular Fox-produced slot was Saturday twilight, with an average of 249,113 viewers per round, and the most watched regular Fox slot overall was Friday night, with an average of 279,482 viewers per round. The highest-rating Fox match for the season was the traditional Anzac Day clash between Essendon and Collingwood, which attracted 398,391 average viewers.

INTERNATIONAL TV RIGHTS

With an ongoing focus on attracting to our code new supporters and viewers across the globe, international fans in 2013 were treated to increased coverage of Premiership Season matches, Finals Series matches and the Grand Final.

With eight incumbent rights holders in ESPN, FOX Soccer Plus, Australia Network, Orbit Showtime Network, Eurosport, Viva Sports, Sky New Zealand and Over the Line Sports Media and one new partner in Sommet Sports (New Zealand), AFL matches were broadcast in more than 250 countries and territories worldwide.

Highlights of the enhanced coverage into New Zealand included:

- Six live and three delayed Premiership Season matches every round.
- All Finals Series matches and the Grand Final live.

Wherever they lived, AFL fans had access to Australian Football with new digital media partner afltv.afl.com.au broadcasting every match of every round live across all media platforms.

International viewers were also given access to 28 episodes of Toyota Australian Football International 2013, the AFL's own weekly highlights show. The program format delivered a range of entertaining content, covering AFL news and match highlights from every round of the season.

RADIO IN 2013

The radio broadcast agreements established for 2012-16 mean that more AFL matches than ever before are being broadcast nationally, including in regional areas. The AFL's radio partners in metropolitan areas are 3AW, Triple M, ABC Radio, SEN, FIVEaa and 6PR. Regional audiences are catered for by ABC Radio, as well as K-Rock (Geelong), Gold FM (Gold Coast), Crocmedia, Southern Cross Media and the National Indigenous Radio Service (NIRS).

In Victoria, nine matches per round during the Toyota AFL Premiership Season and all matches in the Toyota AFL Finals Series are broadcast on radio. Every match featuring an AFL club from Western Australia, South Australia, Queensland and New South Wales were broadcast into their respective home states. All Toyota AFL Finals Series games (including the Toyota AFL Grand Final) were broadcast nationally.

On average, 1.154 million people listened to AFL matches during the radio survey periods 4-6 in 2013 (these are 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 averaged 400,000 listeners per round of the Premiership Season and an average 249,000 listeners for the Finals Series. A further 72,000 average listeners tuned into web streams on the AFL Website per round of the Premiership Season.

BROADCAST & MEDIA PARTNERS



West Coast's Nic Naitanui and North Melbourne's Majak Daw show their athleticism in the round eight clash at Patersons Stadium, which was one of the 10 most watched games of the season, with 1.291 million viewers.



■ The new-look Adelaide Oval with a capacity of more than 50,000 patrons will host AFL games regularly in 2014.



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

The Adelaide Oval redevelopment is taking shape following an agreement between the South Australian National Football League (SANFL) and South Australian Cricket Association (SACA) facilitated by the AFL in conjunction with the South Australian Government.

Major construction works by Baulderstone started in March 2012 and are on time to host the first AFL match at the stadium on Saturday, March 29, 2014, featuring a local derby between the Port Adelaide and Adelaide football clubs. 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.

Upon completion, at a total cost of more than \$500 million, Adelaide Oval will hold in excess of 50,000 patrons. It will be operated by the Adelaide Oval Stadium Management Authority, which is co-owned by football and cricket in South Australia.

Perth Stadium

The West Australian Government has committed to a new multi-purpose stadium on the Burswood Peninsula, due for completion by round one in 2018. The Perth Stadium will hold around 60,000 patrons, with provision for future expansion to 70,000 seats, making it the third-biggest AFL

stadium behind the MCG and ANZ Stadium. It will be the home game venue for Fremantle and the West Coast Eagles and is expected to cost more than \$700 million.

A joint football working group of key stakeholders is working closely with WA Government officials to ensure the scope of the stadium development matches the expectations of our teams and fans. The WA Government has been undertaking an Interactive Tender Process to select the preferred consortia to design, build, finance and maintain the new Perth Stadium. This process is expected to be completed in mid-2014.

MCG

The \$55 million refurbishment of the Great Southern Stand at the MCG in Melbourne was completed for the 2013 Toyota AFL Premiership Season. This project included improved entry points and food and beverage outlets, new toilet facilities and dining rooms and upgrades to infrastructure services. Significant technology and audio-visual system upgrades were also incorporated to keep pace with the digital demands of modern sports fans.

The AFL Members Reserve was also upgraded, with new food courts, a refurbished and expanded Haydn Bunton Sports Bar and the creation of the adjacent Barassi Cafe.

In 2013, the MCC have continued to invest in facility improvements at the venue through their "Smart Stadia" strategy.

The first stage incorporates the installation of two 336m² videoboards replacing the existing boards and surrounding advertising hoardings. These two videoboards are being supplied by Daktronics and will be the largest stadium videoboards in the Southern Hemisphere, enhancing the match-day experience for every AFL fan in season 2014 and beyond.



StarTrack Oval

In 2013, significant improvements were undertaken at StarTrack Oval, Canberra. New playing field lighting, valued at \$5.35 million and jointly funded by the ACT and Federal Governments, was unveiled in January 2013. The new lighting was utilised for the first time in an AFL Premiership Season match when the GWS Giants took on St Kilda in a twilight fixture in April 2013.

Phase One of the StarTrack Oval masterplan started in August 2013. This \$8.7 million project, which is being funded by the ACT Government, includes a complete resurfacing of the playing field, additional and replacement seating in the lower bowl and additional cover for existing seating.

The balance of the masterplan, which has been developed by the venue manager, Territory Venue and Events (TVE) in conjunction with the AFL and Cricket Australia, envisages more than \$100 million being invested in the stadium across two further phases. The AFL is working with TVE to help source funding for Phase Two of the masterplan.

■ The \$186 million redevelopment of the Noble, Bradman and Messenger stands at the SCG will be fully completed in time for the 2014 AFL Season.

SCG

The Sydney Cricket & Sports Ground Trust has completed a masterplan 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 January 2012, a \$186 million redevelopment of the Noble, Bradman and Messenger stands was announced by the New South Wales and Federal governments, together with the SC&SG Trust as stage two of the site masterplan. The redevelopment will be fully completed in time for the 2014 AFL Season.

The NSW Government is contributing \$86 million to the project with the Federal Government and SC&SG Trust each contributing \$50 million.

Stage three of the site masterplan includes the redevelopment of the Churchill and Brewongle stands and the AFL is supporting the SC&SG Trust with resources in this endeavour.

Blundstone Arena

The redevelopment of Blundstone Arena is underway and due to be completed by November 2014 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, state-of-the-art media and officials facilities, new function rooms and suites and new undercover seating for the general public. The redevelopment also includes a new gate entry area at the south, revamped Southern Stand catering facilities and improved kiosk and toilet facilities on the hill.



■ An artist's impression of how Blundstone Arena will look after the redevelopment is completed in November 2014.

PICTURE COURTESY CRICKET TASMANIA



Melbourne youngster Jack Viney soars over Essendon's Brent Stanton in round two at the MCG. A \$55 million refurbishment of the Great Southern Stand was completed for the 2013 season.



Adelaide Oval becomes the new home game venue for the Adelaide Crows and Port Adelaide from 2014.

2014 FIXTURE

The 2014 season will see a historic return for AFL football to one of Australia's great sporting venues, and the welcome of a new ground and regional city hosting its first match for premiership points.

Adelaide Oval, located on the River Torrens in the northern parklands that surround the city centre, has been redeveloped by the SA Government over the past three years at a cost of more than \$500 million and is now a venue to rate with any across the country.

After Port Adelaide hosted a single match for premiership points late in the 2011 season, Adelaide Oval will become a fully fledged regular AFL venue from the start of the 2014 Toyota AFL Premiership Season, starting with a round two Showdown between the Power and the Adelaide Crows.

Adelaide Oval first staged football games in the 1870s but has not hosted regular top-level football in SA for four decades, since the 1973 SANFL Grand Final between Glenelg and North Adelaide. In 2014, the return of football to the city centre with the Crows and the Power is expected to completely change the look of central Adelaide.

In May, as part of Indigenous Round, Alice Springs will host a historic first match for premiership points in central Australia when Melbourne hosts Port Adelaide.

St Kilda and the Brisbane Lions will celebrate the historic links between our country and near neighbour New Zealand with an Anzac Day encounter in Wellington, following on from the first match played outside Australia's shores in 2013 between the Saints and the Sydney Swans.

The match in Wellington will be part of an Anzac Day triple-header – starting with the traditional match-up between Essendon and Collingwood at the MCG, leading into the game at Wellington and then ending with a night match between Fremantle and North Melbourne at Patersons Stadium in Perth.

The annual construction of our fixture – the single most important year-to-year document in our game – takes several months and occupies the highest priority for our competition.

In 2013, the fixture process was subject to a detailed review by the AFL Commission and Executive focussing on the length of the season and quantity of matches for all clubs and the key issue of on-field equity while providing players with an extra bye.

The 2014 fixture will be a 23-round season for all clubs to play 11 home and 11 away games, with two byes for each club.

The season structure will have 18 rounds of nine matches, two rounds (one and 18) in which the nine matches are spread across two weekends and three rounds (eight, nine and 10) where six matches will be played each week, enabling six clubs to have a bye in each round.

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

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

“
In 2014, the return of football to the city centre with the Crows and Power is expected to completely change the look of central Adelaide

- ▶ One Sunday early match.
- ▶ One Sunday afternoon match.
- ▶ One Sunday twilight match.

The AFL has sought to develop as consistent and equitable schedule of matches as possible which, in concert with the AFL's Strategic Plan, assists in growing the game, increases interest in the sport, connects with the community and continues to build the financial stability of the AFL competition.

In order to achieve this, our six guiding principles are:

1. To develop, as close as is possible, a fixture which gives all clubs equal opportunities.
2. To maximise crowds at AFL matches in all markets.
3. To maximise viewing audiences across our television broadcast partners and to ensure maximum exposure of the game nationally.
4. To take into account the specific requests of AFL clubs and other key competition stakeholders, particularly players, venues and broadcasters.
5. To continue developing the game nationally by scheduling teams in matches across all markets throughout the season.
6. To ensure the welfare of the players by providing minimum six-day breaks between matches for regularly scheduled rounds.

The major change to the fixture construction process for 2014 saw a decision that the final ladder from the previous season would now be grouped into the top six

teams, middle six teams and bottom six teams with regard to better managing the equality of double match-ups for all clubs the following season. The weighting of second-time match-ups for clubs enables the AFL to better deal with the key requirement of equality, as well as continuing to ensure that our venue obligations and our broadcast obligations can be met.

Opening Round will be played across two weekends with Collingwood v Fremantle to open the season on Friday, March 14, as part of four matches on the weekend of March 14-16 and then five matches on the following week.

Outside of a standard round of nine matches, the AFL will continue to play on key public holidays (Easter Thursday, Easter Monday, Anzac Day and Queen's Birthday) with a number of other event slots (Thursday night games in rounds one, two, five, nine, 11 and 19; four Sunday night matches and one Monday night post Mother's Day) as features of the season.

The Toyota AFL Premiership Season fixture aims to maximise attendances at all of our matches to enable fans to access the game in strong numbers, continue to build our sport as the number one code in this country, provide all clubs with the opportunity to contest the finals and deliver a great outcome for all key stakeholders in the AFL competition – players, clubs, officials, broadcast partners, key sponsors, venues, state affiliates and Federal and State governments.

A total of 198 home and away matches of season 2014 will be played in venues throughout every state and territory, with matches outside the regular capital cities to be played in Alice Springs (one), Cairns (one), Darwin (one), Hobart (two), Canberra (three) and Launceston (four), as well as the match in New Zealand.

✔ Simonds Stadium will host its first Thursday night match under lights in 2014 when the Cats and Crows do battle in the opening round.



Key features of the 2014 Toyota AFL Premiership Season include:

✓ Collingwood and Fremantle will open the 2014 Toyota AFL Premiership Season with a night match at Etihad Stadium.

- ▶ Opening Round to be played over two weeks, starting on Friday, March 14, with a night match at Etihad Stadium between Collingwood and Fremantle, as part of four matches on the opening weekend and then a further five games across Thursday, March 20–Sunday, March 23.
- ▶ The second week of Opening Round to feature a first Thursday night match under lights at Simonds Stadium with the Geelong Cats to start their season against the Adelaide Crows.
- ▶ Six Thursday night matches across five states will be played in 2014 with Thursday night in round one to be followed by round two (MCG), round five (Easter, Gabba), round nine (Adelaide Oval), round 11 (SCG) and round 19 (Patersons Stadium).
- ▶ Spotless Stadium, Metricon Stadium and Aurora Stadium to all host matches in Opening Round as the MCG is unavailable to football until round two.



- ▶ Round one game at Launceston's Aurora Stadium to be the first of six matches to be played in Tasmania in 2014, with Hawthorn to play four matches at Aurora Stadium and North Melbourne to again play two 'home' matches at Hobart's Blundstone Arena.
- ▶ 2013 elimination final opponents Richmond and Carlton to play the first MCG match of the season in round two with a Thursday night match on March 27.
- ▶ Round two will see the return of regular top-level football to the Adelaide Oval for the first time since the 1973 SANFL Grand Final when Port Adelaide hosts the Adelaide Crows in Showdown 36.
- ▶ ANZ Stadium to host the first of three large-drawing matches for the Sydney Swans in round two against Collingwood, followed by games in rounds 17 and 23 against fellow big Victorian clubs Carlton and Richmond.
- ▶ Hawthorn to unfurl the premiership flag at the MCG against its vanquished opponent Fremantle in a Friday night match to open round three. The 2013 Grand Finalists will play the return match at Patersons Stadium in round 21.
- ▶ Round three will also see the trial during school holidays of a big-drawing Sunday night match at the MCG with Essendon to host traditional rival Carlton. Four Sunday night matches will be played in 2014 in rounds one (Carlton v Port Adelaide), three, 11 (West Coast v North Melbourne) and 12 (North Melbourne v Richmond).
- ▶ GWS Giants to host three matches at Canberra's StarTrack Oval, in rounds four, seven and 20, against the Western Bulldogs, Port Adelaide and North Melbourne respectively.
- ▶ Round six has the potential to be the largest-drawing round of matches in AFL history, starting with a triple-header of matches on Anzac Day, spread across Melbourne, Wellington in New Zealand and Perth.
- ▶ Collingwood will host Essendon on Anzac Day at the MCG in the traditional fixture, with St Kilda hosting the Brisbane Lions in Wellington, New Zealand on Anzac Day evening.
- ▶ Finally, Fremantle will host its traditional Len Hall tribute match in Perth on Friday night against North Melbourne.
- ▶ Across the Anzac Day Round, Richmond will host Hawthorn at the MCG in a big-drawing Sunday match while Port Adelaide will host the Geelong Cats at Adelaide Oval.
- ▶ One Monday night match will be played in 2014 in round eight when St Kilda again hosts Carlton at Etihad Stadium.

▶ The Brisbane Lions and the Gold Coast Suns meet twice in QClashes in 2014, in rounds three and 18.

▶ (Far right) Melbourne travels to Darwin in round 16, 2014, this time hosting Fremantle at TIO Stadium.



▶ Carlton and St Kilda feature in the only Monday night match in 2014, in round eight at Etihad Stadium.

▶ Players will enjoy two byes per club in 2014 with the first break for all clubs to be spread across rounds eight, nine and 10. Six matches will be played in each round, enabling six clubs to enjoy a bye across each of the three weeks. The second bye for all clubs will be in round 18 when the round is split across two weekends.

▶ Two Friday night matches to be played at the SCG, with the Sydney Swans to host reigning premier Hawthorn in round eight and Essendon in round 19.

▶ As part of Indigenous Round in round 11, TIO Traeger Park in Alice Springs will host its first match for premiership points when Melbourne hosts Port Adelaide. Melbourne will host a second match in the NT when it hosts Fremantle at TIO Stadium in Darwin in round 16.

▶ Melbourne and Collingwood to meet in the traditional Queen's Birthday Monday holiday match at the MCG in round 12.

▶ The Western Bulldogs to host the Gold Coast Suns at Cazalys Stadium in Cairns in round 17. Intra-state rivalries maintained in Queensland, Western Australia, South Australia and New South Wales with two QClashes between the Brisbane Lions and Gold Coast Suns (rounds three and 18), two derbies between the West Coast Eagles and Fremantle (rounds seven and 15), two Showdowns between the Adelaide Crows and Port Adelaide (rounds two and 15) and two derbies between the Sydney Swans and GWS Giants (rounds one and 15).

▶ Greater focus around on-field equity by better managing the equality of double match-ups for all clubs. The final ladder from the previous season to now be grouped into the top six teams, middle six teams and bottom six teams with regard to better managing the equality of double match-ups for all clubs the following season.

▶ 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, with exceptions only for Easter Thursday in Brisbane.

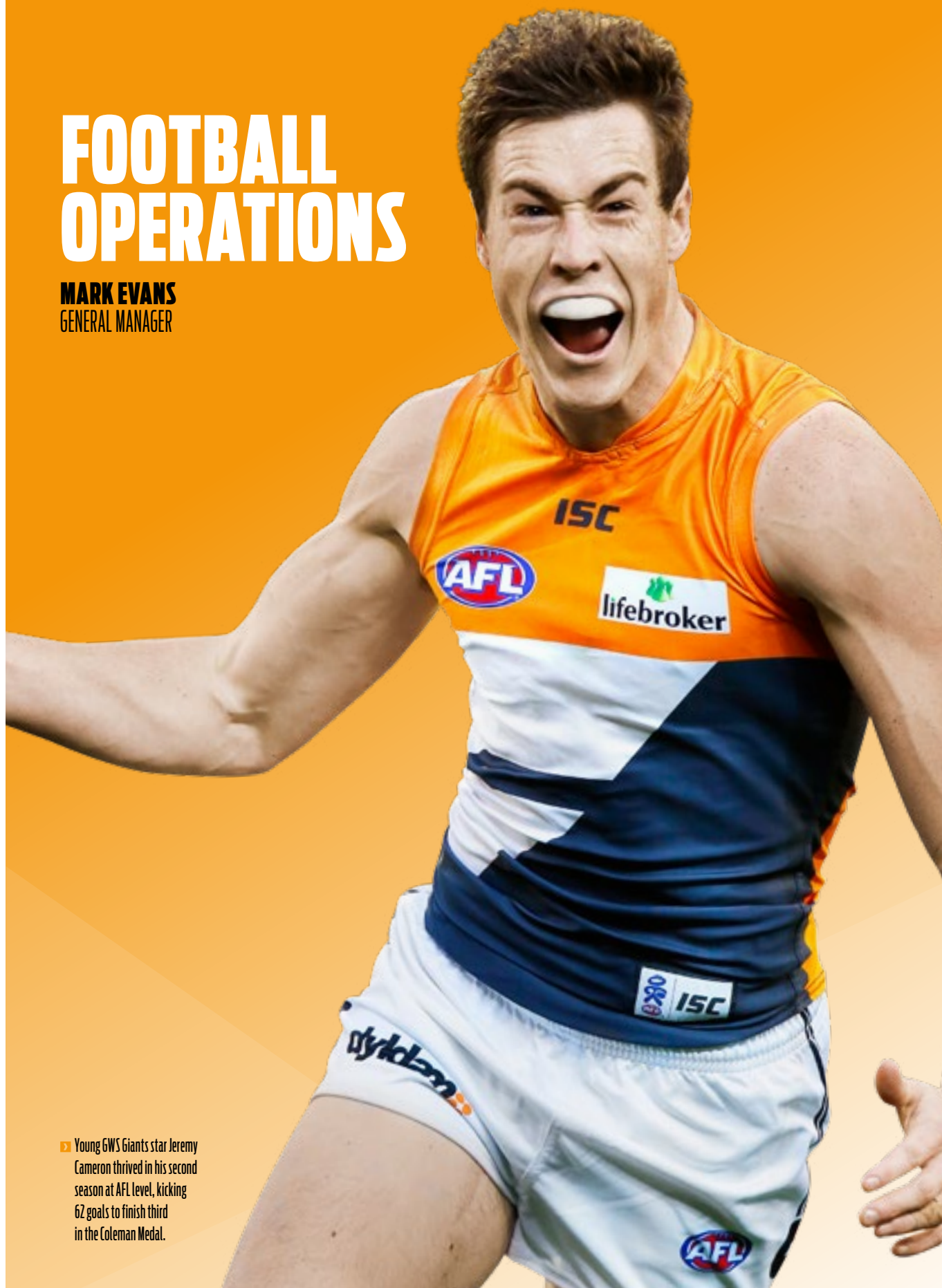
▶ All Victorian-based clubs to travel interstate on a minimum of five occasions.

▶ 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 2014 Toyota AFL Finals Series.

FOOTBALL OPERATIONS

MARK EVANS
GENERAL MANAGER



▶ Young GWS Giants star Jeremy Cameron thrived in his second season at AFL level, kicking 62 goals to finish third in the Coleman Medal.

Major changes to the football operations department are designed to ensure AFL football remains the leading and best-run code in the country.

Changes to the AFL executive saw a major restructure of the responsibilities of the AFL Football Operations Department in 2013.

Football Operations oversees the day-to-day running of the AFL competition and the presentation of all matches nationally, and also assumed responsibility for elite talent pathway programs which identify and develop the next generation of players for AFL clubs.

In addition, the department also has responsibility for the identification and development of umpires for all levels of the game.

These changes saw the department now responsible for the NAB AFL Under-16s and Under-18s Championships and AIS-AFL Academy programs, strengthening the links between AFL clubs and the young players aiming to make their way into the national competition.

As the new head of the department, all parts of our work were examined with fresh eyes to ensure that Football Operations can continue to serve the game and build on the competition's long-term growth.

I wish to pay particular tribute to the work of former General Manager Adrian Anderson and long-serving senior department staff Sandra Thomas, Jeff Gieschen and Rowan Sawers on their distinguished working careers. In combination, the four contributed more than 70 years of service to the AFL and were all highly respected across the industry.

Football Operations continues to annually review all parts of its key work – umpiring, the Laws of the Game, the Tribunal and Match Review Panel, match-day operations and talent programs – to ensure AFL football remains the leading and best-run code in the country.

In 2014, the Football Operations Department will have a key goal to build relationships with the 18 clubs so that clubs can plan for and deal with the many challenges of being part of the leading sporting competition in Australia.

Our department will expand its programs relating to player welfare, particularly around concussion and head injury, as well as improving the monitoring of the mental health of players and undertaking further research into serious ACL injuries.

All talent programs and structures into the AFL competition will be reviewed to ensure the pathway for elite young players is delivered in the best way possible for players and AFL clubs.

UMPIRING

A key focus for umpiring in 2013 was the development of umpires at all levels across the game nationally, with the release of the National Umpire Development Plan.

The five-year plan aims to increase the recruitment and retention rates of umpires throughout Australia, working in tandem with the on-going *Umpiring is Everyone's Business* campaign.

As part of a detailed report into the AFL umpiring structure, umpire development responsibilities were now linked into the AFL Umpiring Department, with former AFL Umpire and VFL Field Umpires Coach Adam Davis appointed to the new role of National Umpire Development Manager.

A National Umpiring Development seminar in July created the objectives and initiatives for the National Umpire Development Plan, while a National Umpire Fitness workshop was introduced to develop consistent, standardised testing protocols in all states.



After a strong season by the umpiring group, the best performers were rewarded with selection for the 2013 Toyota AFL Grand Final.

After the 2013 season, five-time Grand Final umpire Hayden Kennedy was appointed to the role of AFL Umpires Coach to replace the retiring Rowan Sawers while former Richmond captain Wayne Campbell was appointed to replace Jeff Gieschen as AFL Umpires Director at the start of 2014.

The AFL senior umpiring list introduced seven new umpires in 2012, meaning 2013 was a year of consolidation for the group. As a collective, AFL umpires presented themselves in excellent condition and a fully fit list drove a strong year among the group.

On-field key statistics saw:

- 1 The average number of free kicks per game dropping from 40 to 38.
- 2 Protection of the ball player free kicks were up slightly this season with 79.6 per cent of all free kicks being paid to the ball player.
- 3 Only 23 free kicks were paid for the new "separation of ruckmen" rule, which equated to less than one per round. This new rule had the effect of ensuring ruckmen focused on the ball, making ruck play cleaner for umpires to adjudicate.
- 4 The area of rough conduct saw a large increase in free kicks as a result of the new rule relating to contact below the knees. The impact of this rule was that players elected to stay on their feet in contests for the ball, creating a much safer environment.

- 1 In 2013, umpires were directed to throw the ball-up at around-the-ground stoppages, resulting in quicker ball-ups and the umpires being able to observe the ruck contest better.

Key milestones:

- 1 100 games – Luke Farmer, Jacob Mollison, Shane Stewart, Michael Saunders, Mark Hammond, Adam Wojcik.
- 2 200 games – Dean Margetts, Simon Meredith, Mathew Nicholls, Matt Stevic, Justin Bennison, Adam Coote, Mark Foster, Robert Haala.
- 3 300 games – Mark Canning.
- 4 400 games – Stephen McBurney.

Grand Final Umpires:

- 1 Field – Brett Rosebury, Mathew Nicholls, Simon Meredith. Em: Matt Stevic.
- 2 Boundary – Nathan Doig, Robert Haala, Michael Marantelli, Michael Saunders.
- 3 Goal – Luke Walker, Adam Wojcik. Em: Chris Appleton

International Rules:

- 1 Matt Stevic, Simon Meredith

All-Australian Umpire

- 1 Mathew Nicholls

AFL INJURY SURVEY

The annual injury survey showed that injury rates in 2012 – overall injury incidence, prevalence and recurrence – decreased from the 2011 season and injury prevalence was at its lowest level since 2008.

The AFL injury survey was published for the first time in the highly-regarded *American Journal of Sports Medicine*, along with a review of the life of the survey over the past two decades.

Key findings showed the incidence of hamstring injuries through 2011-12 was significantly lower than the period across 2006-10. Other major leg muscle injuries had diverse results, with quad and groin strains at lower levels in 2012 while calf strains were at higher levels than recent years.

Report authors Associate Professor John Orchard and Dr Hugh Seward said the recurrence rate for all injuries in 2012 was the lowest seen in the history of the report and minimally reduced from the 2011 year as part of an overall long-term downward trend in recurrence rates.

In 2012, an 'average club list' of 46 players would now expect to have 7.8 players sidelined due to injury in any given week, compared to a figure of 8.4 players in 2011.

LAWS OF THE GAME

In preparation for the 2014 season, the AFL brought together senior coaches, members of the laws committee and the senior AFL umpires list early in the pre-season to better assist the way umpires and clubs prepare for an upcoming season.

The meeting in November before the NAB AFL Draft sought to deliver greater clarity and consistency around key interpretations of the laws from the perspective of all major parties, to fast-track the understanding for the season ahead.

In December, the AFL Commission approved a number of changes to current interpretations of the Laws to further protect players from head and serious lower leg injuries:

- ▶ **Rough Conduct, Head Clashes** – A player electing to bump will be cited for rough conduct if contact comes via a head clash, and players will be instructed a head clash should be reasonably foreseen when bumping.
- ▶ **Forceful Contact Below Knees** – A free kick to be paid where a player makes forceful contact below the knees or acts in a manner likely to cause injury, even if contact does not occur.
- ▶ **High Contact** – Changes to discourage players from seeking to draw forceful high contact.

The AFL's long-term commitment is to both keep the game safe to play and great to watch by protecting the traditional highlights of our indigenous game that separate it from all other sports.

From our research, the number one guiding principle for fans is that the game should remain a physically tough and contested game with body contact, however nearly three quarters of fans agree that player welfare should be at the heart of the Laws.

The AFL Commission also approved a change to the wording of Law 15.4.5 (d), to provide greater clarity for the player who was seeking to contest the ball in marking contests and to allow a greater measure of physicality between opponents.

The Laws of the Game were amended to read that prohibited contact and a free kick will be paid against a player when he/she '... *unduly* pushes, bumps, blocks or holds ...' in a marking contest, with the introduction of the use of the word 'unduly' to define prohibited contact, to allow players to use their bodies and reward the player whose genuine objective is to contest a mark.

Other interpretation changes were:

- ▶ **Protected area – Hands in the air** – The interpretation of a 50-metre penalty against the defending team will be modified so the controlling umpire will have the discretion to determine whether a player has delayed or impacted the player in possession of the football.
- ▶ **Interchange** – Players may not deliberately delay their entry to the playing surface when interchanging, or teams will face a financial sanction. Teams will be allowed to correct an interchange breach, without any free kick penalty, by a player returning to the interchange box, if corrected immediately and without affecting play or another player. Officials will be instructed to continue to award a free kick plus 50-metre penalty to be paid where 19 players are on the field and participating in play.
- ▶ **On-field officials** – The AFL has sought to limit both the number of occasions and the length of time that team officials may enter the field of play. The number of trainers permitted to enter the field has been reduced from six to four, with a fifth trainer allowed to enter the field only in the case of stretcher incidents. Runners will be restricted in their time on the playing surface and reduced from two runners to one runner per club.

In August, the AFL Commission approved a cap on interchange rotations for the 2014 and 2015 Toyota AFL Premiership Seasons of 120 per match, plus any changes made at quarter breaks and the use of the substitute.

The cap will not have any quarter by quarter restrictions, with the use of the interchange numbers per match to be managed as each club sees fit across the entirety of a game. The Commission will review the interchange cap towards the end of the 2015 season before any recommendation for future seasons.

There was considerable feedback that a previously mooted cap of 80 interchanges per match was initially too strict and both the majority of clubs and the AFLPA had sought either a higher figure, or no restriction at all.

The two-year freeze will allow for an assessment of the cap and its impact on the game.

“Key findings showed the incidence of hamstring injuries through 2011-12 was significantly lower than the period across 2006-10”

▶ Lance Franklin and coach John Longmire are all smiles after the star forward announced last October he had signed a nine-year agreement with the Sydney Swans.



FREE AGENCY

A total of 16 Restricted Free Agents and 55 Unrestricted Free Agents were eligible in the 2013 Toyota AFL Premiership Season under the AFL Player Rules to consider offers from rival clubs.

A total of seven free agents moved clubs in the AFL Exchange Period for the 2014 season, with compensation awarded to four clubs as follows:

- ▶ Collingwood – Round One selection for the loss of Dale Thomas.
- ▶ Hawthorn – Round One Selection for the loss of Lance Franklin.
- ▶ Melbourne – Round Two Selection for the loss of Colin Sylvia.
- ▶ St Kilda – Round Two Selection for the loss of Nick Dal Santo.

Carlton received no compensation after the net result of gaining Dale Thomas, but losing Eddie Betts.

Richmond and Hawthorn each respectively received no compensation for the loss of players Matt White and Xavier Ellis, based on the age of the players and the contract offers made to them by their new clubs.

As part of the free agency period rules, the AFL examined all contract offers and, in particular, closely scrutinised the long-term arrangement offered by the Sydney Swans to Lance Franklin, to ensure it was in accordance with the AFL Rules and not in breach of Rules relating to conduct

prejudicial to the Draft, Player Movement Rules and/or the Total Player Payments provisions.

It was the AFL's view the nine-year deal to player Franklin was an unprecedented commitment of TPP funds to a single player over such a contract length and as a result the AFL sought a number of written guarantees from all members of the Sydney Swans' Board, as well as its senior management:

- ▶ An explicit acknowledgement that the long-term specific financial commitment over the nine-year agreement will apply to the Sydney Swans FC's Total Player Payments (TPP) for each of the nine years, regardless of how many years Franklin is available to play for the club.
- ▶ The Swans' Board and senior management will be required to meet with the AFL on an annual basis specifically to review how the club is managing its TPP obligations in regards to the Franklin contract.
- ▶ An assurance the Board has been provided with all information it required to properly assess the contract offer, including medical reviews and financial planning around the club's long-term TPP position.

After reviewing the agreement, the AFL's Integrity Unit found the contract to be a bona fide agreement.



2 The Australian team performs the war cry before the opening Test in the International Rules Series at Breffni Park, Cavan, last October.

INDIGENOUS ALL STARS

The Indigenous All Stars represented Australia in the 2013 International Rules Series in Ireland.

Led by former Sydney Swans games record-holder Michael O'Loughlin, the All Stars were the first All-Indigenous team to represent a national sporting code at senior level overseas since the first cricket team toured England in 1868.

A strong Ireland team was too good in the two-match series and was able to easily retain the Cormac McAnallen Trophy.

ALL-AUSTRALIAN SELECTION PANEL

Geelong Cats' 2011 Premiership captain Cameron Ling was appointed as an All-Australian selector in 2013.

Ling, who played in three Geelong premierships in 2007, 2009 and 2011 as part of a 246-game career with the Cats, replaced Gerard Healy, who had deputised on the All-Australian committee in the latter part of 2012.



3 Eddie Betts is tackled by former Carlton teammate Zach Tuohy in the first Test at Breffni Park, Cavan.

SPECIAL ASSISTANCE RULES

The AFL Commission determined there would be no priority picks awarded to any club following the conclusion of the 2013 Toyota AFL Premiership Season, under the Special Assistance Rule.

The AFL had received a request for formal consideration from the Melbourne Football Club for an extra selection at the 2013 NAB AFL Draft.

In coming to a decision, the AFL Commission considered a range of factors including the Melbourne Football Club's recent performances, but also the opportunity the club had to make improvements in its operations – including its coaching, recruiting, administrative, cultural and welfare programs, as well as significant upside in young talent that is currently on the club's list.

STEPHEN MILNE

During 2013 the Victorian Office of Public Prosecutions advised it would proceed with criminal charges against St Kilda Football Club player Stephen Milne in relation to an alleged incident nine years ago.

The AFL Commission met immediately to consider the matter and supported the club's decision to stand the player down, with the right to take further action under the AFL rules.

The AFL placed a restriction on Milne's AFL and club promotional and development duties before he returned to play in the latter part of the season.

At the end of the 2013 season, Milne retired from AFL football and he was later committed to stand trial in 2014 on three charges of rape.

ANTI-DOPING CODE, TRIBUNAL HEARING

St Kilda player Ahmed Saad was subject to a hearing under the AFL Anti-Doping Code in November after testing positive during the season to a substance on the prohibited list.

Saad began a provisional suspension in August and his 18-month penalty was then backdated to when he stood down from St Kilda.

At the time of publication of this report, ASADA had notified the AFL of its intention to appeal the penalty, and an Appeals Board hearing date was still to be set.

EXPANSION COMPENSATION SELECTIONS

Two clubs elected to activate one compensation selection each, received for losing a player to either the Gold Coast Suns or the GWS Giants during the expansion period, at the 2013 NAB AFL Draft.

The following selections were activated for the draft:

➤ **GWS Giants** – mid round one selection (compensation for the loss of Gary Ablett. Traded from the Geelong Cats to the Gold Coast Suns in the 2010 trade period; traded from the Gold Coast Suns to the GWS Giants in the 2011 trade period).

➤ **Gold Coast Suns** – end round one selection (compensation for the loss of Nathan Bock. Traded from the Adelaide Crows to Richmond in the 2010 trade period; traded from Richmond to the GC Suns in the 2011 trade period).

The following clubs still have compensation selections which can be used in any year covering the 2014 drafts (GC Suns picks) or the 2014–15 drafts (GWS Giants picks):

GC Suns compensation picks still to be activated:

➤ Geelong Cats – Gary Ablett – round one selection (traded to the GC Suns in 2012 trade period). Still to be activated by the Gold Coast Suns.

➤ Brisbane Lions – Jared Brennan – end round one selection (traded to GC Suns in 2010, traded to the GWS Giants in 2012). Still to be activated by the GWS Giants.

➤ Collingwood – Josh Fraser – third round selection (traded to West Coast in 2010, traded to the GC Suns in 2013). Still to be activated by the Gold Coast Suns.

GWS Giants compensation picks still to be activated:

➤ Fremantle – Rhys Palmer – end round one selection (traded to the GWS Giants in 2011 for round one pick 20, traded to the GC Suns in 2012). Still to be activated by the Gold Coast Suns.

ILLICIT DRUG POLICY

In 2012, a total of 1979 tests were conducted, with no match-day positives recorded and 26 out-of-competition detections. This represented a 1.31 per cent detection rate.

Throughout the 2012 season, the AFL Medical Directors proactively addressed the emerging upward trend in detections, and this included meetings with specific clubs where potential cultural or leadership issues were identified through follow-up player interviews.

The illicit drug testing program has seen more than 10,000 tests conducted since the IDP was adopted in 2005. The increase in detections last year followed five consecutive years from 2005 in which fail rates had consistently fallen and then stabilised in 2011.

AFL ILLICIT DRUG POLICY RESULTS

YEAR	TOTAL TESTS	TOTAL FAILED TESTS	2ND FAILED TESTS	3RD FAILED TESTS	FAILED TESTS %
2005	472	19	3	0	4.03
2006	486	9	0	0	1.85
2007	1152	14	3	0	1.2
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

THE BREAKDOWN BY TYPE IS AS FOLLOWS:

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

FLOREY INSTITUTE/CONCUSSION GUIDELINES

The AFL and the Florey Institute of Neuroscience and Mental Health have partnered in targeting former AFL players as part of the ongoing scientific research into concussion and mild traumatic brain injury.

Approximately 2035 former players registered with the AFLPA will be asked to participate, with medical representatives of the AFL and the Florey to determine the need for further assessment and screening.

The management of concussion remains an issue of increasing concern for sportspeople at elite and sub-elite levels everywhere and the survey is a continuation of a series of efforts to increase knowledge and awareness of concussion issues and to modify the rules of the game to better protect the head and neck of players.

Updated guidelines on the management of concussion were introduced in 2013, while there was also a rule change to allow the use of a team's substitute player as a temporary interchange player while a player was being assessed for concussion.

The AFL also released community level guidelines, which include a specific section related to children, along with a version for General Practitioners, with key features as follows:

- ❑ Any player with a medically diagnosed concussion will not be allowed to return to play on the day of injury.
- ❑ Sideline video review by team doctors of the relevant on-field incident as a part of the clinical assessment will be used at all major AFL venues.
- ❑ The extensive SCAT3 assessment to determine whether a player is fit to return to play cannot take place for a minimum of 10 minutes after the on-field incident.
- ❑ A player with any neurological symptoms or signs, video features of concussion and/or any evidence of a disturbance of mental state or cognitive function following trauma can be considered to have concussion and must not return to play.
- ❑ Where there is any suspicion of concussion, the player requires further evaluation including video footage review and assessment of symptoms, orientation, balance and cognitive function (SCAT3) prior to a final determination.
- ❑ If a player is cleared of a concussion following assessment, they can be allowed to return to play, but should be monitored for the duration of the game as concussion symptoms are dynamic and can evolve over time.
- ❑ Club Medical Officers may be required to provide full documentation of clinical assessments of concussion to the AFL Medical Directors for review.



- ❑ Trainers go to great lengths to ensure players who may have been concussed receive proper care and are at no risk of further damage.

Port Adelaide's Jay Schulz flies high to take a spectacular mark in front of goal in the round one match against Melbourne at the MCG.



PLAYER ANNUAL LEAVE

The AFL and the AFL Players' Association (AFLPA) reached agreement around a revised structure for the compulsory break/annual leave period for all players in the off-season to ensure that players and the wider football industry continued to maintain a strong balance between football commitments, other interests and family time.

Under the new model, players from all clubs will have a mandated break period while clubs retain some flexibility to manage their training schedule for players, as well as ensuring an adequate preparation program for developing players or players rehabilitating from injury or surgery.

As part of the new model, clubs will also be able to set appropriate benchmarks for players to reach in fitness standards for their return to training, and impose additional training if players return below standard fitness.

For the 2014 Toyota AFL Premiership Season, and for future years, players in years 1-4 on an AFL list may return up to two weeks before the main group of players on a club list. The return dates for the start of pre-season training each year will be agreed and confirmed by the AFL and the AFLPA each year.

Clubs will be strictly monitored around the break requirements and significant sanctions (\$50,000 for a first offence and \$100,000 for subsequent offences) could be applied for any club that breached the break provisions.

AFL TRIBUNAL RECOMMENDATIONS

The AFL Commission approved two changes to the game's judicial process to further protect the safety of players, as part of the annual Tribunal Review.

▶ Sliding Feet First to Contest the Ball

– sliding feet or knees first is now considered Rough Conduct if contact below the knees occurs and the action is deemed to be unreasonable in the circumstances;

▶ Forceful Contact Below the Knees

– making contact below an opponent's knees will be considered Rough Contact if it is deemed to be unreasonable in the circumstances.

The changes were approved on the principle that 'a player contesting the ball still owes a duty of care to his opponent', while the Commission also approved changes to the player loading rules around a good/bad record, the application of suspensions incurred in the NAB Cup, penalties for stomping and the handling of allegations made at the Tribunal.

It was the AFL's view the general approach of all players and clubs across the competition was extremely disciplined, with AFL matches largely played in great spirit and the changes made were again centred around ensuring the safety of players at all times.

2013 TRIBUNAL SUMMARY

	AMOUNT
Charges	157
Tribunal hearings	15
No. of cases not sustained	2
No. of players accepting prescribed penalty	142
% of players accepting prescribed penalty	90%
No. of players suspended	59
Matches lost through suspension	104
Appeals	0
Financial sanctions	\$93,550
Reprimands	33

UMPIRES CBA

The AFL and the AFL Umpires Association signed a new Collective Bargaining Agreement (CBA) to cover all field, boundary and goal umpires through to the end of the 2016 season.

The agreement recognises seven per cent, five per cent, four per cent, three per cent and three per cent increases across the years 2012-16 with funding to the Umpires Association of more than \$330,000 per year to support its work around umpire welfare, development and promotion.

Both parties have agreed to introduce key integrity measures as part of the CBA to ensure that officiating standards were beyond reproach at all times.

MEDICAL PROGRAMS

Two key medical programs aimed at ensuring Australian Football continues to benefit from the best sports medicine practices were launched in 2013.

Sports Medical provides specialised elite-level sports medicine services to community level football participants while the *AFL Medical Fellowship* program will provide a pathway to assist qualified doctors entering the AFL system.

Community footballers who suffer a football-related injury can receive treatment and eliminate lengthy wait times by accessing the *Sports Medical* phone booking service to arrange an appointment with a sports physician. The cost of this service is equivalent to a standard consultation with the booking fee covered by the treating practice.

The *AFL Medical Fellowship* program – funded and administered by the AFL Medical Officers Association in conjunction with the AFL – has been established to encourage the involvement of more medically trained professionals in the AFL competition.

This increased involvement will safeguard against the expected retirement of a number of current AFL club doctors over the next few years.



Under the new model, players from all clubs will have a mandated break period while clubs retain some flexibility to manage their training schedule for players



NAB AFL RISING STARS PROGRAM

The NAB AFL Rising Stars program identifies and recognises young players and provides a pathway to the AFL through the following elements:

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

NAB AFL RISING STAR AWARD

Jaeger O'Meara of the Gold Coast Suns won the 2013 NAB AFL Rising Star award. He won with 44 votes, followed by Brad Crouch from Adelaide FC (31 votes) and Oliver Wines from Port Adelaide FC (26 votes). The 19-year-old midfielder was recruited by the Gold Coast Suns from Dongara in Western Australia. In 2012 he played for the Suns' reserves side in the NEAFL.

Jaeger 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.

2013 NAB AFL RISING STAR NOMINEES

ROUND	PLAYER	CLUB
1	Ollie Wines	Port Adelaide
2	Aaron Mullett	North Melbourne
3	Jed Anderson	Hawthorn
4	George Horlin-Smith	Geelong Cats
5	Jaeger O'Meara	Gold Coast Suns
6	Bradley Hill	Hawthorn
7	Nick Vlastuin	Richmond
8	Jack Macrae	Western Bulldogs
9	Sam Kerridge	Adelaide Crows
10	Lachie Whitfield	GWS Giants
11	Tom Mitchell	Sydney Swans
12	Sam Mayes	Brisbane Lions
13	Jake Neade	Port Adelaide
14	Brad Crouch	Adelaide Crows
15	Michael Talia	Western Bulldogs
16	Tom Nicholls	Gold Coast Suns
17	Adam Tomlinson	GWS Giants
18	Marley Williams	Collingwood

ROUND	PLAYER	CLUB
19	Zac Williams	GWS Giants
20	Rory Laird	Adelaide Crows
21	Jack Viney	Melbourne
22	Brodie Grundy	Collingwood
23	Luke Brown	Adelaide Crows

NAB AFL DRAFT

The 2013 NAB AFL Draft returned to the Gold Coast Convention and Exhibition Centre. Fox Sports, ABC Radio, 1116 SEN and FIVEaa broadcast the event.

A week of media activity supported the event, including interview/photo opportunities at key Gold Coast locations and Channel 7's *Sunrise* sports crosses the morning after the Draft.

Victorian Tom Boyd from the Eastern Ranges and Norwood Junior Football Club in the Eastern Football League was the No. 1 selection.

2013 NAB AFL DRAFTS: WHERE PLAYERS CAME FROM

	NATIONAL (INCLUDES UPGRADES)	ROOKIE	TOTAL	%
Victoria	36	15	51	42.9
South Australia	14	4	18	15.1
Western Australia	12	5	17	14.3
Queensland	4	4	8	6.7
NSW/ACT	7	2	9	7.5
Tasmania	7	2	9	7.5
Northern Territory	0	0	0	0
International	0	7	7	5.9
Total	80	39	119	100

“A week of media activity supported the event, including interview/photo opportunities at key Gold Coast locations



➤ Nine of the top 10 picks at the 2013 NAB AFL Draft: (from left) Tom Boyd, Joshua Kelly, Jack Billings, Marcus Bontempelli, Kade Kolodjashnij, Matt Scharenberg, James Aish, Christian Salem and Nathan Freeman. No. 8 selection Luke McDonald was on a pre-season training camp with North Melbourne.

2013 NAB AFL DRAFT SELECTION (FIRST ROUND)

SELECTION	PLAYER	LEAGUE	CLUB	DRAFTED TO
1	Tom Boyd	TAC Cup	Eastern Ranges/Norwood (EFL)	GWS Giants
2	Joshua Kelly	TAC Cup	Sandringham Dragons/East Brighton	GWS Giants
3	Jack Billings	TAC Cup	Oakleigh Chargers/Kew Comets	St Kilda
4	Marcus Bontempelli	TAC Cup	Northern Knights/Eltham	Western Bulldogs
5	Kade Kolodjashnij	TSL	Launceston/Prospect	Gold Coast Suns
6	Matt Scharenberg	SANFL	Glenelg/PHOS Camden	Collingwood
7	James Aish	SANFL	Norwood/Payneham Norwood Union	Brisbane Lions
8	Luke McDonald	VFL	Werribee/Kew Comets	North Melbourne (F-S)
9	Christian Salem	TAC Cup	Sandringham Dragons/Hampton Rovers	Melbourne
10	Nathan Freeman	TAC Cup	Sandringham Dragons/Dingley	Collingwood
11	Dom Sheed	WAFL	Subiaco/Mines Rovers	West Coast Eagles
12	Ben Lennon	TAC Cup	Northern Knights/Macleod	Richmond
13	Patrick Cripps	WAFL	East Fremantle/Guilford College	Carlton
14	Cam McCarthy	WAFL	South Fremantle/South Coogee	GWS Giants
15	Zak Jones	TAC Cup	Dandenong Stingrays/Mt Eliza	Sydney Swans
16	Darcy Lang	TAC Cup	Geelong Falcons/Colac	Geelong Cats
17	Michael Apeness	TAC Cup	Eastern Ranges/Donvale	Fremantle
18	Luke Dunstan	SANFL	Woodville-West Torrens/South Clare	St Kilda
19	Blake Acres	WAFL	West Perth/Edgewater Woodvale	St Kilda
20	Jack Leslie	TAC Cup	Gippsland Power/Sale	Gold Coast Suns



The 16th intake toured Europe in April for the third time, playing matches in Surrey, England and Copenhagen, Denmark

AIS-AFL ACADEMY

The AIS-AFL Academy is a joint initiative of the AFL and the Australian Institute of Sport. It is a non-residential program over two levels that includes three camps and an international tour over a 12-month period.

The Level Two squad played in the inaugural AFL Chairman's Cup against Collingwood's VFL team in a curtain-raiser to the round one Carlton-Richmond match at the MCG. Darcy Gardiner was presented with the MCC President's Medal as the best player afield for the AIS-AFL Academy.

The 16th intake toured Europe in April for the third time, playing matches against the European Legion in Surrey, England and the European Titans in Copenhagen, Denmark.

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.

Joshua Kelly and Lloyd Perris were joint winners of the Ben Mitchell Medal for the Level Two squad while Hugh Goddard was awarded the Cameron Ling Medal for the Level One squad.

Matthew Lloyd, Brad Johnson, Glen Jakovich and Tadhg Kennelly continued in their roles as assistant coaches/mentors.

Level Two High Performance Coach Michael O'Loughlin stepped down after three years in the role to become the Sydney Swans Academy Head Coach. The AFL wishes to thank Michael for his contribution to the AIS-AFL Academy program and wishes him well in his new coaching role.

Brad Johnson was appointed the new High Performance Coach in November.

Former Bulldogs captain Brad Johnson addresses the AIS-AFL Academy squad in the inaugural AFL Chairman's Cup against Collingwood's VFL team at the MCG.

NAB AFL UNDER-18 CHAMPIONSHIPS

The 2013 NAB AFL Under-18 Championships were conducted throughout Australia over a six-week period between May 25 and July 4.

South Australia won the Division One title for the first time since the championships moved to an under-18 format in 1996. Tasmania won Division Two.

Dom Sheed from Western Australia won the Larke Medal, presented to the Division One best and fairest while there was a three-way tie between Kade Kolodjashnij (Tasmania), Toby Nankervis (Tasmania) and Liam Dawson (Queensland) for the Division Two best and fairest, the Harrison Medal.

NAB AFL UNDER-16 CHAMPIONSHIPS

The 2013 NAB AFL Under-16 Championships were played in Sydney between July 6 and July 13.

Vic Country won Division One, NSW/ACT won Division Two and the World XVIII won Division Three.

The Division One Kevin Sheehan medallist was Vic Country's Rhys Mathieson, the Division Two Alan McLean Medallist was Callum Mills from NSW/ACT and the Division Three Mark Browning medallist was WA North West's Sam Seton.





St Kilda star Lenny Hayes gets his kick away despite pressure from Sydney champion Adam Goodes in the first Toyota AFL Premiership Season match played on foreign soil, on Anzac Day in round five in Wellington, New Zealand.

NAB AFL DRAFT COMBINE

The 2013 NAB AFL Combine was conducted at Etihad Stadium from October 1-4. More than 100 players from across the country participated in an in-depth look at their potential to play AFL.

Testing measured athletic attributes such as speed, agility and endurance along with refined drills to assess football skills.

International players again attended the Draft Combine. Jason Holmes from the USA (St Kilda) and Daniel Flynn from Ireland (Port Adelaide) were signed as international rookies during the week while the Sydney Swans had previously signed another international rookie, Patrick Mitchell from the USA.

State Combines were conducted in Melbourne, Adelaide and Perth.

INTERNATIONAL

First International Premiership Game Played Overseas in New Zealand

The historic first Toyota AFL Premiership Season match played on foreign soil was played on Anzac Day in Wellington, New Zealand. The Sydney Swans defeated St Kilda 11.13 (79) to 9.9 (63) before a crowd of 22,546.

The two teams competed for the Simpson Henderson Trophy, sculpted in honour of two Anzacs at Gallipoli who embodied the Anzac spirit – Australian John Simpson and New Zealander Richard Henderson who continued Simpson's work after his death.

The match was broadcast live into New Zealand by Sommet Sports and Sky Sports.

Future New Zealand AFL Matches

Following the success of the first premiership match in New Zealand, an agreement was reached between the AFL, Wellington City Council and St Kilda Football Club to play matches on Anzac Day for the next five years.

St Kilda will play the Brisbane Lions in 2014.

International Combines

International Combines were again conducted in priority development regions Ireland, the United States of America, New Zealand and China, with more than 100 players tested. Combines in Ireland, the USA and New Zealand were attended by AFL club recruiters. Three US players were selected from the USA Combine and travelled to Australia for an additional three-week testing period in July.

SECOND TIER COMPETITIONS

Foxtel Cup

The third season of the Foxtel Cup was played in 2013 and the competition continued to grow in status. The competition aims to showcase emerging talent and 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.

The competition format was revamped in 2013. In particular there was a new Tuesday night timeslot and increased prizemoney of \$100,000 for the winner. There were 10 teams involved in the nine-match knock-out format. Matches were played in five states and territories at six different AFL venues. The competition included two teams from the VFL, SANFL, WAFL, plus one from each of Tasmania, Queensland, NSW/ACT and the Northern Territory.

All matches were again shown live on the 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 25 draftees in three seasons.

The competition culminated in the grand final between West Adelaide and East Fremantle at AAMI Stadium. West Adelaide had a four-goal lead at half-time after a very strong display. In the second half East Fremantle kicked two goals and 12 behinds, while West Adelaide did not kick another goal. In an exciting finish West Adelaide was able to hang on for a four-point victory.

☑ Tom Murphy breaks clear during the NEAFL match between the Gold Coast Suns and the GWS Giants at Metricon Stadium in July.



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. 2013 was the third season of the competition.

There were again 19 teams across two conferences competing in the NEAFL. There were 10 teams in the Northern Conference (Qld and NT) and nine teams in the Eastern Conference (NSW and ACT). The Northern Conference included the reserves teams from the Brisbane Lions and Gold Coast Suns and the Eastern Conference included the Sydney Swans and GWS Giants.

Some of the key features/highlights of 2013 included:

- Major upgrades to facilities at six different club venues.
- Introduction of home and away jumpers for all clubs.
- Three umpires added to AFL lists.
- A revamped online video show that covered highlights from both conferences.
- Live streaming of the match of the round from both conferences.
- Continued improvement of player education programs.
- 171 home and away matches, plus 13 finals, including:
- 25 matches as curtain-raisers to AFL matches.
- 14 cross conference matches.
- Three matches in regional areas.

Both conferences had exciting and well-attended finals series. In the Eastern Conference final the Sydney Swans defeated Belconnen at the revamped Kippax Oval. The Northern Conference final was won by the Brisbane Lions after they held off a gallant Aspley at Yeronga. The NEAFL grand final saw the Brisbane Lions defeat the Sydney Swans by eight points in front of a strong crowd at Aspley. Congratulations to the Brisbane Lions on being NEAFL premiers for the second year in a row.

UMPIRING DEVELOPMENT

Umpire Development Transition

The management of a pathway for umpires to the AFL competition and responsibility for the development of community umpiring transitioned from Game Development to Football Operations in 2013. Former AFL Umpire Adam Davis was appointed National Umpire Development Manager in the AFL Umpiring Department in May and was charged with the responsibility of developing a *National Umpire Development Plan*.

National Umpire Development Plan

In September the AFL finalised the *National Umpire Development Plan* following five months of stakeholder engagement. The goal of the plan is:

"To increase the recruitment and retention rates of umpires to ensure all matches are officiated by appropriately accredited umpires. Through this we will be able to deliver a higher standard of umpiring across all levels of football."

The plan is built on a foundation of seven key pillars:

- ▶ Environment and Respect
- ▶ Umpire Accreditation and Resources
- ▶ Umpire Coach Accreditation and Resources
- ▶ High Performance
- ▶ Talent Pathway
- ▶ Promotion
- ▶ Data, Research and Evaluation

A key aspect of the plan is to grow diversity in umpiring, specifically in areas of women, Indigenous and people from multicultural backgrounds.

Umpiring is Everyone's Business Campaign

The AFL *Umpiring is Everyone's Business* campaign was a success, highlighted by activities in Umpires Round in round six.

These activities included:

- ▶ Live cross to AFL Umpire Matt Stevic during the Friday night match telecast.
- ▶ Pre-game interviews with AFL Umpires on ground scoreboards.
- ▶ AFL Umpires Jordan Bannister and Ray Chamberlain appeared on FOX Footy's *AFL 360*.
- ▶ AFL Umpires Scott Jeffery and Stephen McBurney provided "special comments" during ABC Radio match telecasts.
- ▶ GWS Assistant Coach Leon Cameron attended the Umpires Room and Observers Box during the match.
- ▶ Umpires and senior coaches shook hands prior to all matches.

- ▶ Community junior umpires led umpiring teams on to ground in all matches.

- ▶ *Umpiring Is Everyone's Business* promotional video broadcast on ground scoreboards before match and during breaks.

The campaign aims to communicate the following messages:

- ▶ Raise awareness for the need to create a better, more positive match-day environment for umpires, particularly at grassroots level where there are issues with recruitment and retention rates of umpires.
- ▶ Demonstrate to the football community that at the AFL level, umpires, players, coaches, fans, administrators and officials can work together for the good of the game to make the match-day environment as inclusive and enjoyable as possible for all the participants.
- ▶ Provide the AFL community with a greater understanding and appreciation for the role of umpires at all levels of our game.

AFL Talented Umpire Pathway

In 2013 the AFL continued its partnership with the Australian Sports Commission by inducting the fifth intake of the AFL High Performance Academy.

The academy, which is managed by former seven-time AFL Grand Final Umpire Brett Allen, includes an intensive development program that places emphasis on self-driven development. The program includes development camps, personal development sessions and opportunities to officiate at the NAB AFL Under-18 Championships.

Current AFL Umpire Nick Foot is a graduate from the program and there were six AFL Supplementary Listed Umpires in 2013 who have previously participated in the program.

The NAB AFL Under-16 and Under-18 Championships again provided the platform for more than 50 State League umpires on the talent pathway to demonstrate their potential and develop their skills in a live-in environment. Under-18 Championships umpires had the opportunity to officiate in matches broadcast live on FOX Footy and attend AFL Umpires training and coaching.

The umpires involved in both championships were provided feedback and coaching by current AFL Umpires and AFL Umpire Coaches.



A key aspect of the plan is to grow diversity in umpiring, specifically in areas of women, Indigenous and people from multicultural backgrounds

1 Schoolgirl Soreti Jibrael became the first umpire to wear a hijab during a half-time Auskick grid game at Etihad Stadium in August.

PICTURE COURTESY THE AGE



AFL Umpire Coach Professional Development Program

The AFL places great emphasis on the education of umpire coaches. It is critical that our coaches are provided with the resources and learning so that they can provide a positive, welcoming and inclusive environment for all umpires. This leads to excellent results in recruitment and retention rates of umpires.

In 2013, community coaches from throughout Australia attended the AFL National Umpire Coaching Conference in Melbourne. The umpire coaches shared ideas with football coaches and attended keynote speeches by AFL Umpires Manager Jeff Gieschen and Carlton Senior Coach Mick Malthouse.

AFL Umpire Promotional Appearances

The AFL Umpire Promotional Appearances program provides opportunities for community groups to spend time with current AFL umpires. In 2013, more than 140 formal appearances included school visits, umpiring groups and coaching sessions. These visits are valuable for umpiring to promote the varied life skills that can be learnt from an involvement in umpiring. Also, 24 AFL umpires attended regional roadshows pre-season to promote umpiring in those communities.

Umpire AFL Social Media

Twitter and Facebook sites were created for umpire development in 2013, adding to the existing Umpire AFL website. More people are sourcing their information from social media and it was considered a priority for umpiring to expand its online presence. All of these social media streams are utilised to deliver content on milestones and news for umpires at all levels throughout Australia as well as providing education.

Other Highlights

Soreti Jibrael, a 13-year-old schoolgirl, became the first umpire to wear a hijab during an Auskick grid game at half-time of the round 19 North Melbourne v Geelong Friday night match at Etihad Stadium. Soreti adapted her uniform to fit her Muslim beliefs and her story was documented on the front page of *The Age* newspaper and was broadcast on SBS TV News.

Eleni Glouftsis made history by becoming the first female to field umpire a state league senior match when she officiated in the North Adelaide v Glenelg SANFL game in August. Eleni, 21, shows a clear desire to pursue a career in umpiring.

Former St Kilda player Leigh Fisher was promoted to AFL level and joined former 'Player to Umpire' graduates Mark Fraser and Jordan Bannister in umpiring an AFL match.

COMMERCIAL OPERATIONS

DARREN BIRCH
GENERAL MANAGER



▶ Jaeger O'Meara had a superb debut season in 2013, culminating in his victory in the NAB AFL Rising Star Award.

In 2013, the AFL strengthened its relationship with leaders in the corporate world as Premier Partner Toyota celebrated a 10-year link.

The AFL established a number of new corporate partnerships in 2013 which continued to drive commercial growth for the game as the AFL continued to develop strong links with a range of industry-leading commercial partners.

Importantly, the AFL also celebrated Premier Partner Toyota's 10th year as the game's major corporate supporter.

AFL clubs set a record for the total number of club members for the 13th consecutive season in 2013 while a new ticketing model ensured greater efficiencies were achieved throughout the 2013 Toyota AFL Finals Series.

CORPORATE PARTNERS

In 2013 the AFL enjoyed a year of collaborative partnerships with corporate Australia, welcoming a range of new partners including the Transport Accident Commission (TAC) and GlaxoSmithKline (Nicabate).

The AFL would like to acknowledge the generous support of the following corporate partners in 2013:

MAJOR CORPORATE PARTNERS

Toyota Motor Corporation Australia

In 2013, Toyota Australia celebrated its 10th year as the AFL's Premier Partner. The AFL's partnership with Toyota remains one of the most successful and enduring sponsorships in Australian sport and includes naming rights to the Toyota AFL Premiership Season, Toyota AFL Finals Series, Toyota AFL Grand Final Parade and the Toyota AFL Grand Final.

Toyota's commitment to supporting and celebrating Australian Football envelopes every corner of the game, from the elite level through to grassroots clubs around the country. This passion for the game has seen Toyota and its dealer network donate more than \$2.3 million to community football over 10 years through the 'Good For Footy Program'. This year, the program committed a further \$353,000 to grassroots clubs in Victoria, Tasmania and southern New South Wales.

In 2013, Toyota brought its AFL partnership to life across a wide array of activations and initiatives:

- Toyota launched the My Legendary Moment competition and challenged fans everywhere to recreate their legendary footy moments on video. The best weekly videos received two tickets to the Toyota AFL Grand Final, while the overall winner won a Toyota SR5 HiLux valued at more than \$60,000. The competition successfully captured the imagination of fans around Australia, with some unforgettable entries.
- The My Legendary Moments precinct at Federation Square was a huge hit with fans attending the AFL Grand Final Live Site. Footy lovers of all ages were given the chance to recreate their own lap of honour in the back of a HiLux with their favourite AFL stars.



Fans were given a chance to recreate their own lap of honour in the back of a Toyota Hilux with their favourite stars such as Bulldog Robert Murphy at the AFL Grand Final Live Site at Federation Square.

- 1 Toyota's My Legendary Moment's campaign culminated at the MCG on Grand Final day. Witnessed by 100,000 people at the ground and an estimated television audience of more than 3.6 million nationwide, the activation saw the winners of the competition complete a lap of honour around the MCG before the first bounce.
- 2 Toyota raised awareness of Planet Ark's National Tree Day by creating a series of 'human trees' that roamed Etihad Stadium during the round 18 clash between Essendon and Hawthorn, encouraging fans to embrace a tree for National Tree Day.
- 3 Toyota and the network of Victorian Toyota dealerships further strengthened their support of local football via a newly developed association with the Victorian Football League (VFL), which included the provision of vehicles throughout the 2013 season.
- 4 The Toyota Good For Footy Tour visited 12 regional locations throughout Victoria and Southern New South Wales. The initiative again engaged AFL superstars past and present, who conducted football clinics for a host of young and aspiring footballers. Fans revelled in the opportunity to meet some of the game's biggest names and see the AFL Premiership Cup up close.

Carlton United Breweries

2013 marked the second year of a new 10-year agreement with Carlton United Breweries, the continuation of one of the longest-running partnerships in Australian sports history.

CUB utilised its AFL exclusivity across a range of promotions, ranging from use of packaging to venue activations, with an emphasis on the consumer experience. This was supported by strong integration of campaigns across key media assets including Match Centre Mobile, Tipping and various other afl.com.au properties.

CUB also utilised the Toyota AFL Finals Series to integrate the Crown Lager brand across key events, including the exclusive *Crown Lager Brownlow After Party* and integration with the *Virgin Australia Grand Final Week Party*.

The 'Carlton Draught Substitute' program was again supported by the messaging 'Should You Sub Too?' – a call to action asking AFL fans to consider their behaviour while consuming alcohol in AFL environments. This campaign is set to be revised throughout 2014.

The AFL and CUB will continue to work together to drive greater awareness of the 'Carlton Draught Substitute' initiative as a means to further developing a safe and welcoming environment at all AFL venues.

CORPORATE PARTNERS

PREMIER PARTNER



MAJOR PARTNERS



OFFICIAL PARTNERS



Coca-Cola

The AFL and Coca-Cola continued their strong association in 2013 with Coca-Cola using Powerade as the key brand to leverage their position as the AFL's exclusive non-alcoholic beverage partner.

Coca-Cola's ongoing involvement with the AFL ensured elite AFL players remained hydrated – via Powerade Isotonic – and prepared to perform at their peak, while also supporting football consumers via their range of soft drinks and still products.

The Powerade Picture of Success was well received throughout the industry. The continued use of the Powerade Hydration Carts during games at the MCG and Etihad Stadium was also a highly visible component of the partnership.

Coca-Cola South Pacific and Coca-Cola Amatil developed a number of promotions centred on leveraging the AFL association, including ticket giveaways through Powerade Tickets for the Taking and Coke Rewards in addition to a national Coke Zero promotion featuring the AFL Premiership Cup. The national campaign incorporated a consumer promotion, which saw fans win major prizes of \$10,000 in addition to hundreds of smaller cash prizes.

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

National Australia Bank

This year saw NAB launch its much-anticipated AFL brand campaign entitled 'Footifying Australia'. The campaign brings together NAB's long-term support for Australian Football across all levels of the game and demonstrates, through a range of unique initiatives, how NAB has been *Footifying Australia* for more than a decade. It also showcases how football fans can play a role in *Footifying Australia* in their everyday lives.

In its 11th year supporting young Australian footballers around the country, NAB maintained its partnership of some of the country's most important talent pathway programs, including NAB AFL Auskick, NAB Cup, NAB AFL Under-16 and Under-18 Championships, NAB AFL Draft Combine, NAB AFL Draft and NAB AFL Rising Star Award.

The 2013 NAB Cup continued to be the first stop on the footballing calendar and urged fans from around the country to support their team and 'see how they shape up'. More than 291,000 Australians attended NAB Cup matches in 2013, with four new regional centres added to the list of host venues, including Casey, Wangaratta, Wagga Wagga and Townsville. More than 24,800 fans attended the 2013 NAB Cup Grand Final at Etihad Stadium as the Brisbane Lions defeated Carlton, with Brisbane's Daniel Rich awarded the Michael Tuck Medal for best on ground.

With NAB's partnership and support, more than 172,500 children participated in Australia's premier junior development program, NAB AFL Auskick.

Skye Ferguson from Aspendale, Victoria, became the first girl to win the NAB AFL Auskicker of the Year competition. She was awarded \$5000 in a NAB Junior Saver account in



The partnership between the AFL and Virgin Australia reached new heights in 2013

addition to having Geelong captain Joel Selwood as her mentor for the next 12 months. 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.

The 2013 NAB AFL Rising Star Award again recognised the game's best young talent at the elite level with Gold Coast Suns midfielder Jaeger O'Meara claiming this year's crown. Each NAB Rising Star nominee 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 third time in the past four years. Eastern Ranges key forward Tom Boyd was selected by the Greater Western Sydney Giants as the overall number one NAB AFL Draft pick.

The event was broadcast live on FOX Footy and was the number one ranked program on the night across all Subscription TV demographics. The NAB AFL Draft was covered by radio on 1116 SEN, FiveAA, Gold FM and ABC local radio. There were 62 draftees selected – 30 from Victoria, 13 from South Australia, 12 from Western Australia, five from Tasmania, and one from both Queensland and New South Wales. More than 1800 members of the public attended the event, along with 242 VIP guests.

Media exposure was up 28 per cent year on year, with 1170 print, TV and radio mentions. Total event media exposure was valued at \$5.28 million (up 32 per cent on 2012).

For the first time in the event's history, *afl.com.au* streamed the event live. Fans were engaged via the AFL Draft Tracker on *afl.com.au* and through social media with an active campaign on Facebook, Twitter and Instagram. The AFL Draft Tracker received 248,000 page views, a 28.5 per cent increase on 2012.

NAB once again produced a highly acclaimed fan engagement campaign during the Toyota AFL Finals Series. *NAB Footify FM* saw the 2013 Toyota AFL Grand Final broadcast live in 10 different languages by 20 amateur commentators selected from various regions around the country.

Virgin Australia

The partnership between the AFL and Virgin Australia reached new heights in 2013 as evidenced by the AFL's decision to extend Virgin Australia's contract as the AFL's official airline for a further five years.

The AFL's partnership with Virgin Australia, the AFL's official airline since January 2011, now extends to Toyota AFL Grand Final week with Virgin Australia appointed naming rights partner of the AFL Grand Final Half-time Show, the post-match Premiership Party and the Grand Final Week Party.

This is in addition to the AFL's *Any Game, Anywhere* travel platform, which provides AFL fans with tailored packages for Virgin Australia airfares, match tickets and accommodation.

1 Skye Ferguson, the NAB AFL Auskicker of the Year, receives a Hawthorn cap after presenting Hawks captain Luke Hodge with his premiership medal after the 2013 Grand Final.





North Melbourne captain Andrew Swallow and his wife Elise arrive on the Swisse Red Carpet at the Brownlow Medal count at Melbourne's Crown Palladium.

EVENTS AND HOSPITALITY

Match-day Functions

The 2013 NAB Cup Grand Final was held at Etihad Stadium with more than 200 guests hosted in the Limelight Room as part of the AFL official function.

More than 1500 guests attended 12 AFL official functions throughout the 2013 Toyota AFL Premiership Season at the MCG in the Tom Wills Room and Elite Suite. This included three AFL Life Member functions.

Throughout the 2013 Toyota AFL Finals Series and Grand Final, more than 3850 guests were entertained in the official functions at the MCG, Simonds Stadium, Patersons Stadium and ANZ Stadium.

Prime Minister Tony Abbott, various State Premiers, the Governor of Victoria Hon Alex Chernov AO QC, Ambassador John Berry (United States of America Ambassador to Australia) and other VIPs were among the guests who attended across the four weeks of finals.

✔ Guests gather for the announcement of the Four'N Twenty All-Australian team at Melbourne's Royal Exhibition Building.

Major Events

Major events during 2013 included the Toyota AFL Premiership Season launch, the Australian Football Hall of Fame Induction Dinner held in Canberra as part of the city's 100-year celebrations, the Women's Industry lunch, the NAB Rising Star lunch, the Four'N Twenty AFL All-Australian Awards, the Charles Brownlow Medal count and the NAB AFL Draft.

Grand Final Week Events

The Toyota AFL Grand Final Week Live Site at Federation Square continued to be a feature of the build-up to the game with 232,000 fans flocking to the site, from Monday through to Friday.

Football supporters were treated to a range of activities with AFL corporate and broadcast partner activations, including skill tests, green screen photos, a Brownlow fashion parade, live performances by Australian musicians Ricki-Lee and Illy, outside media broadcasts, the OPSM Ball Drop – which saw 3000 mini footballs used to construct a giant 10m high footballer – and numerous appearances by current and past players.





Fremantle midfielder Michael Barlow waves to fans outside Flinders St station during the Toyota AFL Grand Final Parade.

“
The 2013 Toyota
AFL Grand Final
entertainment
featured Hunters
& Collectors,
Mike Brady and
Birds Of Tokyo

The Toyota AFL Grand Final Parade attracted 110,000 people to the streets of Melbourne where fans had the opportunity to see their favourite players and 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 1000 guests for an exclusive Foxtel customer concert on the Thursday night of Grand Final week. The facility then held 2250 guests on the Friday evening preceding the Grand Final. Grand Final day saw 2250 guests hosted pre-match and 3000 guests on hand for a post-match party that included entertainment from 'The Supergroup' featuring Ross Wilson, James Reyne, Daryl Braithwaite and Joe Camilleri.

The 2013 Toyota AFL Grand Final entertainment featured Hunters & Collectors, Mike Brady and Birds Of Tokyo and the Virgin Australia Premiership Party saw more than 16,000 Hawthorn fans enjoy a free concert in addition to the presentation of the Hawthorn Premiership team in the middle of the MCG.

AFL Premiership Club

The AFL's premium corporate membership program now boasts in excess of 700 members. Members of the Premiership Club cover a diverse range of industries and receive access to seating at all AFL games at the MCG and Etihad Stadium, along with access to first-class dining facilities at both venues.

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 for the last Saturday in September. In 2013, there was unprecedented demand from Western Australia, given Fremantle's first Grand Final appearance. This program also provides customers with access to a range of accommodation and flight options.

Any Game Anywhere

The AFL and Virgin Australia partnership continued to prosper in 2013 via the *Any Game Anywhere* program, delivering an online platform for fans to access game tickets, airfares, accommodation and local tourist attractions for every AFL game during the season. In 2013, more than 1000 fans used the platform to travel to a host of games, including the first Toyota AFL Premiership Season match played in New Zealand.



Richmond and Carlton attracted huge crowds in 2013, highlighted by a record attendance of 94,690 for the first elimination final at the MCG.

ATTENDANCE

The 2013 Toyota AFL Premiership Season saw 6,368,346 spectators attend the 198 matches, which represented a 2.1 per cent increase compared to the previous year's mark for the Premiership Season.

A new benchmark for the highest single round attendance was set when 371,212 fans attended matches across round 15, eclipsing the previous best of 367,974 in round 22, 1998 (eight matches per round).

2013 also proved to be historic when the first Toyota AFL Premiership Season match was held outside Australia. Wellington, New Zealand, played host to the round five Anzac Day clash between St Kilda and the Sydney Swans with more than 22,000 people attending the match.

Fans around Australia were given greater opportunity to attend an AFL fixture in 2013 with more matches than ever before being staged in small-capacity venues. The game continued to expand nationally to include fixtures in Darwin (two matches), Cairns (one), Launceston (four), Hobart (two), Canberra (three) and the Gold Coast (11).

South Australian football fans witnessed the end of an era when the final AFL match was held at AAMI Stadium in round 23 between Port Adelaide and Carlton. More than 45,000 fans bid farewell to AAMI Stadium in preparation of the newly developed Adelaide Oval opening in 2014.

Across the nine matches of the 2013 Toyota AFL Finals Series, crowds were up 3.3 per cent on 2012 with a total attendance of 558,034. The 2013 Toyota AFL Grand Final was attended by 100,007 fans, an increase of 0.3 per cent on last year's attendance of 99,683.

Across all AFL matches – NAB Cup, NAB Challenge, Toyota AFL Premiership Season and Toyota AFL Finals Series – crowds totalled 7,193,366, up 1.6 per cent on the 2012 season.

Port Adelaide recorded the biggest increase in home game attendances, attracting 296,068 fans in 2013 – a 35.2 per cent increase on 2012. The top five clubs in terms of their average attendance per home game were:

- ▶ Collingwood: 55,487
- ▶ Richmond: 50,901
- ▶ Essendon: 49,152
- ▶ Carlton: 44,179
- ▶ Hawthorn: 38,419

ATTENDANCE SUMMARY

	2013	2012	VARIANCE	%
NAB Cup/Challenge	266,986	298,004	-31,018	-10.4%
Premiership Season	6,368,346	6,238,876	129,470	2.1%
Finals Series	558,034	539,948	18,086	3.3%
Totals	7,193,366	7,076,828	116,538	1.6%

The average attendance per round was 276,885 (32,163 per game compared to 31,509 per game in 2012). The highlights of attendance by venue included:

- ▶ 45 Toyota AFL Premiership Season matches at the MCG attended by 2,346,893 people – an average of 52,153 per match.
- ▶ 48 Toyota AFL Premiership Season matches at Etihad Stadium attended by 1,466,099 people – an average of 30,544 per match.

ATTENDANCE BY VENUE

VENUE	2013 GAMES	ATTENDANCE	AVERAGE	2012 GAMES	ATTENDANCE	AVERAGE	% VARIANCE
AAMI Stadium	22	665,808	30,264	22	624,139	28,370	6.7%
Adelaide Oval	-	-	-	-	-	-	-
ANZ Stadium	3	104,297	34,766	3	106,595	35,532	-2.2%
Aurora Stadium	4	52,950	13,238	4	62,750	15,688	-15.6%
Blacktown International Sportspark	-	-	-	1	6875	6875	-
Blundstone Arena	2	23,488	11,744	2	25,240	12,620	-6.9%
Cazalys Stadium	1	11,197	11,197	1	10,961	10,961	2.2%
Etihad Stadium	48	1,466,099	30,544	47	1,484,946	31,595	-3.3%
Gabba	11	231,909	21,083	11	223,781	20,344	3.6%
Spotless Stadium (Sydney Showgrounds)	7	57,969	8281	6	48,703	8117	2.0%
Manuka Oval	3	25,056	8352	3	25,292	8431	-0.9%
MCG	45	2,346,893	52,153	47	2,338,886	49,764	4.8%
Metricon Stadium	11	152,980	13,907	11	150,100	13,645	1.9%
Patersons Stadium	22	773,485	35,158	22	781,357	35,516	-1.0%
SCG	9	230,659	25,629	9	206,403	22,934	11.8%
Simonds Stadium	7	187,545	26,792	7	127,410	18,201	47.2%
TIO Stadium	2	15,465	7733	2	15,438	7719	0.2%
Westpac Stadium (NZ)	1	22,546	22,546	-	-	-	-
Totals	198	6,368,346	32,163	198	6,238,876	31,509	2.1%

HOME GAME ATTENDANCE BY CLUB

VENUE	2013	AVERAGE	2012	AVERAGE	VARIANCE
Adelaide	369,740	33,613	405,122	36,829	-8.7%
Brisbane Lions	231,909	21,083	223,781	20,344	3.6%
Carlton	485,968	44,179	502,936	45,721	-3.4%
Collingwood	610,357	55,487	657,785	59,799	-7.2%
Essendon	540,673	49,152	524,680	47,698	3.0%
Fremantle	376,926	34,266	367,248	33,386	2.6%
Geelong Cats	403,149	36,650	346,593	31,508	16.3%
Gold Coast Suns	152,980	13,907	150,100	13,645	1.9%
GWS Giants	106,715	9701	119,073	10,825	-10.4%
Hawthorn	422,614	38,419	375,158	34,105	12.6%
Melbourne	239,976	21,816	315,983	28,726	-24.1%
North Melbourne	301,465	27,406	271,828	24,712	10.9%
Port Adelaide	296,068	26,915	219,017	19,911	35.2%
Richmond	559,909	50,901	454,507	41,319	23.2%
St Kilda	318,617	28,965	359,670	32,697	-11.4%
Sydney Swans	311,266	28,297	274,795	24,981	13.3%
West Coast Eagles	396,559	36,051	414,109	37,646	-4.2%
Western Bulldogs	243,455	22,132	256,491	23,317	-5.1%
Totals	6,368,346	32,163	6,238,876	31,509	2.1%



For the fourth consecutive season the AFL announced no increase in general admission prices for the Toyota AFL Premiership Season

✓ Fans young and old gained plenty of enjoyment at AFL venues in 2013.

TICKETING

The AFL is committed to ensuring AFL matches remain affordable to fans and for the fourth consecutive season the AFL announced no increase in general admission prices for the Toyota AFL Premiership Season.

Tickets prices for the 2013 Toyota AFL Premiership Season remained the same as 2009 prices: \$20 for adults, \$12 for concession and \$2.50 for juniors (all including GST).

Following consultation with key stakeholders, including all AFL clubs and ticketing agencies, a number of 2013 Premiership matches were used to trial variable and dynamic pricing with a view to implementing these on a more regular basis in 2014. The critical objectives associated with dynamic and variable pricing strategies are to deliver greater value to fans and members while optimising revenue, value and attendance for clubs.

2013 saw a revised purchase schedule implemented for the Toyota AFL Finals Series in addition to the introduction of an incentive offer across week two of the finals. The on-sale time for fans wishing to purchase general public tickets throughout the opening three weeks of the Finals Series was brought forward to give fans the opportunity to secure tickets earlier than previous years. In a bid to bolster tickets 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.

Across the competition the AFL attracts more than 7.3 million attendees per annum, at 16 venues with multiple ticketing and membership programs.

CONSUMER PRODUCTS

The consumer product program achieved continued growth and expansion in 2013, reaching revenue uplifts of 6 per cent on 2012, with some of the more mature categories, such as trading cards, achieving more than 12 per cent increases. Continued innovation and development within our on-field program resulted in strong sales increases of a 6.6 per cent uplift year on year, along with the introduction of 22 new club event guernseys, providing strong retail results back to club shops.

Retail relationships continued to be strengthened, extending the Coles seasonal range to cover the full 12 months of the year. The strategic retail relationship formed with major mass retailer Target in 2012 continued to develop with an expanded range stocked across more Target stores nationally.

One of the key projects of 2013 was the review of the online club e-commerce environment and the potential for a centralised AFL shop whereby first-time consumers can purchase products across clubs via the AFL website with one transaction.

An open expression of interest process was released during September via the AFL's online tender system and was viewed initially by 100 prospects – respondents then submitted written proposals from which companies were shortlisted to present in person to the AFL.

The AFL is now well placed to embark on bringing a new and improved online retailing environment to fans in 2014.



CLUB MEMBERSHIP

A record 756,717 people were AFL club members in 2013 – the highest recorded figure in the game's history and a 6.94 per cent increase on last year's total.

The membership of AFL clubs comprised 670,811 club access members with match-day entry (compared to 650,562 in 2012) and 85,906 non-access members (compared to 57,059 in 2012).

This was a record for club membership for the 13th consecutive season with 11 out of 18 AFL clubs breaking their club membership records in 2013. In fact, AFL clubs have increased their membership totals every year since 1990, except for 2000 when Sydney hosted the Olympic Games.

All but two clubs – Melbourne and St Kilda – recorded increases on their 2012 membership tally, with Brisbane,

Carlton, Essendon, Gold Coast, Greater Western Sydney, Port Adelaide, Richmond, and Sydney recording double-digit growth.

Greater Western Sydney recorded the greatest percentage increase in membership numbers of any AFL club in 2013, with this year's total (12,681) representing a 23.83 per cent increase on last year's membership total (10,241). The 2012 premiers, the Sydney Swans, were second with a 21.71 per cent increase in 2013 (36,358 members) against 2012 (29,873).

Collingwood remains the largest-supported club in the competition, taking its total membership to 78,427 – the highest ever for an AFL club – while Hawthorn (63,353), Richmond (60,321), the West Coast Eagles (58,501), Essendon (56,173) and Carlton (50,564) are the competition's other clubs beyond 50,000 members.

CLUB MEMBERS

CLUB	ADULTS	CONCESSION	JUNIORS	TOTAL ACCESS MEMBERS 31/7/2013	TOTAL NON ACCESS MEMBERS 31/7/2013	% VARIANCE FROM 2012
Adelaide	33,737	5743	4956	44,436	1969	2.88%
Brisbane Lions	14,964	1948	5323	22,235	1895	16.22%
Carlton	32,019	4558	9036	45,613	4951	10.40%
Collingwood	53,693	6027	9235	68,955	9472	7.90%
Essendon	29,576	5647	7391	42,614	13,559	17.74%
Fremantle	31,481	3893	4050	39,424	4456	2.24%
Geelong Cats	28,275	5128	7745	41,148	1736	6.66%
Gold Coast Suns	6219	755	3511	10,485	2017	11.59%
GWS Giants	6590	976	4042	11,608	1073	23.83%
Hawthorn	40,067	5675	17,611	63,353	0	4.13%
Melbourne	24,316	2573	4126	31,015	2162	-6.44%
North Melbourne	22,154	3550	7998	33,702	905	3.54%
Port Adelaide	22,761	3176	5638	31,575	8263	12.08%
Richmond	37,874	4971	9643	52,488	7833	13.76%
St Kilda	21,936	4002	4875	30,813	1894	-7.71%
Sydney Swans	21,389	4427	5818	31,634	4724	21.71%
West Coast Eagles	35,106	5064	1202	41,372	17,129	1.96%
Western Bulldogs	21,166	2808	4367	28,341	1868	0.67%
Totals	483,323	70,921	116,567	670,811	85,906	6.94%

- Hawthorn enjoyed a growth of more than four per cent in its membership in 2013.

AFL MEMBERSHIP

AFL Membership posted strong results again in 2013, with a total of 56,513 members. This represented a minimal decrease of 0.15 per cent on 2012. AFL Membership again had lower than industry churn rates of 3.85 per cent for Full members and 8.7 per cent for Silver members.

AFL Membership is made up of 29,996 Full members, 23,449 Silver members and 3068 Absentee members. With 48,398 members electing a club of support, AFL Membership accounts for 7.21 per cent of total club access members.



AFL MEMBERSHIP CLUB SUPPORT

CLUB	ADULTS	CONCESSION	JUNIORS	TOTAL	% AFL CLUB SUPPORT MEMBERS
Adelaide	370	36	25	431	0.97
Brisbane Lions	384	60	49	493	2.22
Carlton	5457	754	884	7095	15.55
Collingwood	9496	1263	1682	12,441	18.04
Essendon	5151	705	569	6425	15.08
Fremantle	123	11	12	146	0.37
Geelong Cats	3358	455	328	4141	10.06
Gold Coast Suns	34	9	6	49	0.47
GWS Giants	10	2	4	16	0.14
Hawthorn	3079	338	454	3871	6.11
Melbourne	1323	163	84	1570	5.06
North Melbourne	1433	175	229	1837	5.45
Port Adelaide	134	2	5	141	0.45
Richmond	3454	464	548	4466	8.51
St Kilda	2104	305	287	2696	8.75
Sydney Swans	656	90	70	816	2.58
West Coast Eagles	252	17	19	288	0.70
Western Bulldogs	1148	171	157	1476	5.21
Totals	37,966	5020	5412	48,398	7.21



Sam Mitchell and Josh Gibson lead the jubilant Hawthorn players on to the MCG before being presented to fans at the Premiership Concert.

AFL MEDIA

PETER CAMPBELL
GENERAL MANAGER



Collingwood key forward
Travis Cloke celebrates one
of the 68 goals he kicked in 2013.

The AFL has been at the forefront of efforts to meet the growing online demand from fans for stories, vision and statistics about football.

The 2013 season provided an ideal opportunity for AFL Media to consolidate its growth and to demonstrate its capability in responding quickly to developing stories and in catering to audience demand for compelling and high-quality content.

Coinciding with greater platform and operational stability, AFL Media re-visited its core operational principles to have one simple key focus – putting the AFL supporter at the centre of everything we do.

Delivering a superior user experience and utilising our unique position of access to the game has never been more important as the requirements and expectations of fans continue to evolve and grow.

With our digital rights partner Telstra, AFL Media's digital audience continues to grow, thereby maintaining our position as the leading sporting website in Australia. From January 1, 2013, through until the end of November 2013, aggregate weekly unique visitors to afl.com.au, the club websites, the AFL Live application and the 18 official club applications

exceeded more than 105 million, an increase of more than 21 per cent on 2012.

Overall our online audience is experiencing continuing growth, even as it moves increasingly to mobile. Mobile/application share (compared with desktop) of the aggregate audience grew from 26 per cent in 2012 to 36 per cent in 2013.

Not counting the AFL's YouTube channel, video consumption across the various AFL and club networks was up more than 21 per cent on last year. Our combined digital audience across AFL and club websites, mobile sites and applications was in the order of three million a week during the season, peaking at four million in each of the two weeks surrounding the AFL Commission decision relating to the Essendon Football Club, and we have reached in excess of 2.65 million downloads of the AFL Live app and official club apps and the *AFL Record* app for iPad.

In a year in which off-field issues often dominated football news, the AFL Media editorial team covered the stories comprehensively.

There was much interest in developments as they happened and on the day when the sanctions for Essendon and three individuals were announced, afl.com.au had the highest single day's traffic to our digital Network.

That day was also a demonstration of our emerging media production capabilities – AFL Media live-streamed the announcement and its analysis to web and mobile – a transition that AFL Media will continue to shape and invest in. Since that day in August, AFL Media has streamed more than 10 events live, including the successful launch of the 2014 Toyota AFL Premiership Season fixture.

In addition to the live broadcasts of all AFL matches via the AFL Live app, AFL Media has produced more than 4000 pieces of video-on-demand content this season.

If we also include video produced by our clubs, that figure grows to more than 12,500 videos available on demand since the 2012 Grand Final and more than 17,000 articles for reading. The content generated by AFL clubs is a substantial contributor to the growth of our digital audience.

By adopting an innovative approach to satisfying continuing supporter interest, AFL Media has extended the AFL season well beyond the Grand Final.

✓ The AFL website has increased its audience, maintaining its position as the leading sporting website in Australia.





Stars such as (clockwise from left) Jonathan Brown, Gary Ablett and Trent Cotchin used the 'Twitter Mirror' to post images of themselves at the 2013 Brownlow Medal.

AFL Media photographers capture the joy of Hawthorn pair Lance Franklin and Josh Gibson after the Hawks' win in the 2013 Grand Final.

Dedicated digital media "hubs" during the Combine, Trade Period and Draft Period provide a convenient one-stop shop for fans interested in those events. During the Draft period our unique audience increased by some 40 per cent year on year, page views increased by around 35 per cent and live radio streams increased by some 250 per cent.

As we move into the 2014 season, AFL Media will continue to work across the AFL's departments to enhance these special events to provide our supporters with a continuous and compelling AFL diet of text, video, photography and radio streamed services.

At the same time, the *AFL Record*, despite a magazine industry-wide trend of challenging circulation and advertising sales, is as resilient as ever for supporters attending games and holding its own year on year, in addition to growth coming via the *AFL Record* for iPad.

In the latest Roy Morgan Readership Survey, the *AFL Record* increased readership by 18 per cent year on year to have the highest sport publication magazine readership in the survey.

Initiatives such as the *Kids Record*, *Premiers Magazine* and the *Grand Final Record* Edition continue to reinforce the *AFL Record*'s status as a key element of the game's celebration, history and enjoyment.



Hawthorn captain Luke Hodge shows off a copy of the *Premiers Magazine*, produced by AFL Media, at the Hawks' family day after the premiership victory.

The focus and reach of Social Media also continues, with the AFL now having in excess of 560,000 Facebook likes and 196,000 followers on Twitter, plus greater integration of social feeds within the traditional news reporting framework.

An example of our position of influence in the social space was the first use in Australia in partnership with Twitter of the 'Twitter Mirror' at the 2013 Brownlow Medal. The Mirror has featured at many high-profile events such as the Oscars and the Grammys and enables attendees to automatically post to Twitter images of themselves at the event.

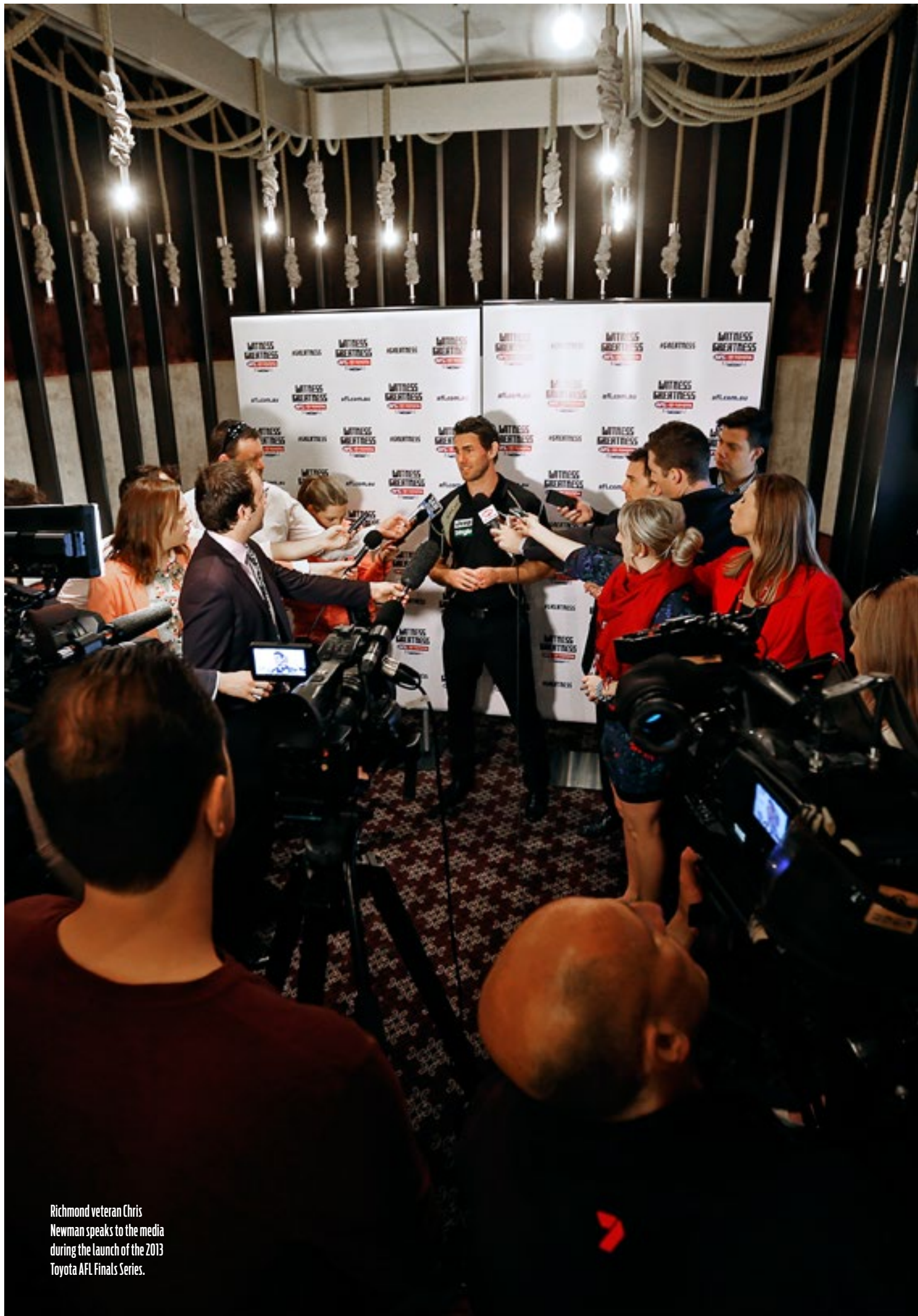
AFL Media is also assisting with access to the game for fans around the world through the AFL's new international distribution partnership with Telstra and Rightster, which has seen paid international subscribers to live match vision exceed our target by more than 160 per cent and resulted in growth on a year-on-year basis of more than 165 per cent.

To broaden its capabilities, AFL Media was successful over other respondents in tendering for the provision to the competition of behind-the-goals and match-day side vision, starting from 2014. This is a service required by the competing clubs on match-day for coaching and game analysis and was previously provided by a third party vendor.

AFL Media has also continued to invest in the game's rich heritage through the story-telling expertise of Peter Dickson and Wayne Dyer in the acclaimed *Finals Story* series. Broadcast this year on the Nine Network, the three *Finals Story* documentaries covering the 1966, 1980 and 1989 Grand Finals showcased the story behind those matches in an emotional, frank and captivating narration.

AFL Media's in-house production facilities, custom publishing, photographic and creative design teams continued to provide first-class services to the AFL, our partner clubs and a range of non-AFL clients.

With an affinity and unique understanding of the needs and requirements in a competitive sporting landscape, these production services provided clients with outcomes designed to stand out in a cluttered marketplace.



Richmond veteran Chris Newman speaks to the media during the launch of the 2013 Toyota AFL Finals Series.

PEOPLE, CUSTOMER & COMMUNITY

DOROTHY HISGROVE

GENERAL MANAGER PEOPLE, CUSTOMER & COMMUNITY



► Daisy Pearce was thrilled when she was selected as the No. 1 pick in the inaugural AFL Women's Draft.

The AFL has continued to focus on growing the game in domestic and international markets, playing a match for premiership points on foreign soil for the first time in 2013.

In April 2013 the AFL announced the appointment of Dorothy Hisgrove as General Manager People, Customer and Community, a new department within the AFL.

Dorothy joined the AFL from Australia Post where she had held the position of General Manager Culture & Communications, Corporate Affairs since 2010.

Her career also includes senior roles with the National Australia Bank, AXA Asia Pacific and BHP Billiton.

Her responsibilities with the AFL include:

- 1 The people, culture and human resources portfolios within the AFL as well as broader club and community education programs.
- 2 Managing the AFL's community club and development networks and the marketing function to get people to play our game, attend AFL matches and watch our game through all forms of media.

The AFL's workforce is made up of 660 permanent employees and several hundred casuals and community volunteers throughout the season through AFL Tasmania, AFL Victoria, AFL Queensland, AFL NSW/ACT, AFL Northern Territory and AFL headquarters.

Our staff at AFL House includes AFL Media and the AFL's shared services division which provides administrative and strategic support for each AFL club's membership program as well as financial services for various states, territories and AFL clubs, including payroll.

The AFL's people strategy for 2013 was to invest in our people's skills and capabilities and build an engaged workforce to support our plans for future growth.

Underpinning our strategy is a range of people practices and policies promoting the culture and behaviours supported in our workplace. This year we underwent an extensive review of our policies to ensure the AFL adopts a best-practice approach to areas such as equal employment, parental leave and occupational health and safety.

EMPLOYEE ENGAGEMENT

In May we conducted a survey to measure how engaged our people are at work. We define "engagement" as the extent to which our employees believe in and support the goals and values of the AFL, are passionate about what they do and willingness to go the extra mile.

The survey results were very positive, with 71 per cent of our workforce engaged, placing the AFL at a favourable level when benchmarked to other organisations. The results highlighted particular strengths relating to:

- 1 Our vision for the future of the game.
- 2 Our ability to innovate to differentiate the AFL from other codes.
- 3 Our values-based approach to how we do things at the AFL.
- 4 Leadership and team effectiveness.

Also evident in the results was our employees' passion, pride and commitment to the AFL brand.

OUR VALUES

Our three values, respect, progressive and accountability, guide how we do things at the AFL. Embedding the values into our core systems, processes and programs of work has been a key focus in the past year.

For the first time, our end-of-year employee performance review process included the AFL values to bring an equal focus to both overall performance against objectives (what we achieve) and demonstration of the AFL values (how outcomes were achieved). This focus has been put in place as a way of reinforcing that the way our employees go about achieving our objectives at the AFL is equally important as the objective itself.



■ Jill Lindsay Scholarship winner Lauren Byrnes is regarded as a success story of the AFL SportsReady traineeship program.

CAPABILITY DEVELOPMENT

As we focus on growing Australia's Game, it's important we support and develop our workforce to ensure they have the required skills and capabilities. This year all employees completed individual development plans focusing on experience, coaching and feedback and formal training.

JILL LINDSAY SCHOLARSHIP

Lauren Byrnes, Administration Officer at AFL SportsReady, was awarded the 2013 Jill Lindsay Scholarship.

Jill Lindsay lost her battle with cancer in February 2011 and holds the distinction of being the AFL/VFL's longest-serving employee.

The scholarship, created by the AFL Commission in recognition of Jill's outstanding 40-year service to the AFL, is awarded to a high-potential female graduate of the AFL SportsReady traineeship program.

The scholarship allows recipients to undertake further education to support their development and career progression within the AFL industry to the value of \$20,000. Recipients are also offered mentoring from Andi Pert, a leading coach and facilitator who has a passion and focus in assisting women at all stages of their work/life journey.

The winner each year also receives a \$750 voucher from leading women's fashion brand Perri Cutten.

Lauren is regarded as a true success story of the AFL SportsReady traineeship program.

She started her traineeship in early 2007 as a Sports Administration Trainee. Throughout the traineeship Lauren developed her skill level and confidence, excelling in the many day-to-day tasks.

At the end of her two-year traineeship, Lauren was appointed as a full-time AFL SportsReady employee, taking on the role of Administration Officer for Victoria. Her permanent appointment served as a great career pathway from her traineeship and is testament to her positive attitude and commitment to personal development and career advancement.

GRAEME SAMUEL SCHOLARSHIP

Andrew Travis, Chief Operating Officer of the Gold Coast Suns, this year was awarded the Graeme Samuel Scholarship.

The scholarship, awarded to a talented senior leader in business or administration within the football industry, provides \$20,000 to support further education.

As Chief Operating Officer at the Gold Coast Suns, Andrew has not only overseen the birth of one of Australia's most exciting sports teams but also the construction of the \$144 million Metricon Stadium at Carrara.

Andrew's position is made all the more interesting due to the unique arrangement whereby the club is both operator and major tenant of Metricon Stadium.

As vice-captain of the off-field team, Andrew plays a key leadership role across both the Suns and the stadium, with the added responsibility for the stadium as a stand-alone business.

Andrew has also led the implementation of a distinctive customer experience operating philosophy which has resulted in Metricon Stadium being ranked the number one AFL match-day experience and number one AFL venue in the country in recent years.



■ Graeme Samuel Scholarship winner Andrew Travis has overseen the introduction of the Suns into the AFL and the construction of the \$144 million Metricon Stadium.



■ The AFL's marketing and brand strategy in 2013 revolved around several key events and themes such as the ongoing promotion of the code as Australia's Game, the first AFL match for premiership points in New Zealand and the NAB Cup.

MARKETING AND FAN DEVELOPMENT

Australia's Game

In 2013, the AFL's organisational and campaign theme of Australia's Game was again the central focus of its marketing and brand strategy.

First developed and launched in 2012, Australia's Game aims to capture the idea that Australian Football is Australia's Game – a game born here which reflects the finest qualities of the country and its people.

The 2013 campaign continued to use the iconic AC/DC track *It's A Long Way To The Top* as its soundtrack across the season.

Australia's Game was also used as the overarching position across the season, with chapters dedicated to key markets, milestone rounds and specific programs.

Tailored campaign and advertising executions were developed for the New South Wales and Queensland markets and, in particular, the four clubs in those markets, which linked the individual personalities of those clubs with Australia's Game.

Similarly, Australia's Game was also adapted to tell the story of each of the AFL's annual schedule of themed rounds (Indigenous, Multicultural and Women's Round) and marquee matches such as Dreamtime at the 'G, Anzac Day and Sydney Derby.

In addition to the AFL competition, Australia's Game underpinned the platform for our key community and participation campaigns, highlighting that Australia's Game exists beyond the AFL competition and into the excitement of Auskick, junior club football, AFL 9s and other ways to play the game.

New Zealand

In 2013 the AFL played the first match for premiership points overseas in Wellington, New Zealand, between St Kilda and the Sydney Swans on Anzac Day. A promotional and advertising campaign was created under the theme of 'At Dusk it Dawns', reflecting the Anzac tradition as well as the twilight timing of the match and the start of a new era of international AFL football.

In addition to the campaign, the AFL worked closely with St Kilda and local stakeholders to deliver a true AFL experience at the stadium on the night of the game, including a powerful Anzac ceremony along with a range of initiatives to engage and entertain the fans and educate them on the unique game of Australian Football.

NAB Cup

The NAB Cup kicked off the first chapter of Australia's Game for the year with a number of metropolitan and regional matches taking place around the country.

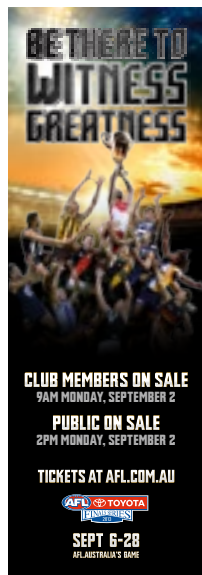
In 2013, the AFL established a creative positioning for the NAB Cup under the tagline "See how they shape up". The theme promoted that, as a fan, there is a real benefit in attending the NAB Cup with the chance to see new draftees, traded players and tactics for the first time for the year.

In addition, a special partnership was established with the Red Cross with volunteers attending all 25 games throughout the NAB Cup to help raise much-needed funds for bushfire and flood-affected areas.



➤ The AFL Playground, the hugely popular match-day kids zone, was expanded to include Etihad Stadium in 2013.

➤ The Witness Greatness campaign, in its third consecutive year, has managed to generate excitement among fans for the Toyota AFL Finals Series.



FAN DEVELOPMENT

In 2013, the AFL continued to work closely with clubs and venue managers to develop and implement a range of fan develop initiatives aimed at increasing attendance and improving the fan experience on match-days.

This strategy included a number of major match-day events throughout the season such as Dreamtime at the 'G, Anzac Day, Sydney Derby, themed rounds and major milestone events, while continuing to improve the use of video screens and other technology at AFL matches to enhance the match-day experience for fans at each game.

The AFL Playground, presented by Radiant (the AFL's hugely popular match-day kids zone), expanded to include Etihad Stadium for the first time in addition to the MCG, Metrickon Stadium and Skoda (now Spotless) Stadium. More than 100,000 people visited the AFL Playground in 2013.

WITNESS GREATNESS

The Toyota AFL Finals Series is the pinnacle of Australia's Game and a major focus of the AFL's marketing strategy.

With nine matches over four weekends, with only the Grand Final location and time determined, all possible scenarios need to be planned for to ensure members and fans are aware and excited about the finals.

The exciting finals series and the performance of teams like Fremantle and Port Adelaide embodied the idea of Greatness, the AFL's marketing theme for the Toyota AFL Finals Series for the third straight year.

The campaign was fronted by musician and passionate North Melbourne fan Tim Rogers and was promoted across TV, radio, outdoor, press, online, direct mail, PR and in-stadium.

CONSUMER RESEARCH

The AFL's consumer research division continued to deliver insights across the industry in 2013 via a number of projects and initiatives, including the following:

- The establishment of the AFL's inaugural fan feedback community, AFL Fan Focus, which consisted of more than 10,000 AFL supporters.
- The annual member satisfaction study saw 17 out of the 18 clubs participate.
- Supporter input into the creation of the Laws of the Game Charter, as well as proposed changes to the competition structure.
- Measurement of the match-day experience for supporters across all major AFL venues.

GAME DEVELOPMENT

Participation rates in the game increased significantly in 2013, with more than 3000 new female players joining clubs across the country.

The AFL continues to invest in growing the game to ensure that all communities have the ability to participate in Australia's Game at a club or in a program across the country and increasingly abroad.

This investment helped participation in Australian Football increase by 10.6 per cent in 2013 to reach 938,069 domestically, a result that is a credit to the extensive volunteer and development staff network supporting the game.

Through a combination of game development grants from the AFL, funding allocated by the various state and territory bodies and programs managed centrally by the AFL, more than \$90 million a year is invested in the game at a community level.

While a large component of the overall growth has been driven by school programs, the emergence of AFL 9s as an alternative social version of the game is changing our participation mix as we cater for a market that prefers to play in a less-structured form of the game with less time commitment required.

Female participation, which has been a dedicated focus, grew by 24 per cent with more than 3000 new female players joining clubs across the country.

Although NAB AFL Auskick participation dropped due to an ongoing trend of the program demographic becoming younger, there was a direct and positive impact on club participation, which saw strong growth in the junior segment with Auskickers transitioning to clubs at a younger age.

Importantly, participation grew by 15 per cent in non-traditional markets (New South Wales, Australian Capital Territory and Queensland) through a focused school engagement strategy that takes the game into the classroom and schoolyard and ensures as many children as possible are introduced to the game.

Additionally, strong growth in Victoria (11 per cent) has been underpinned by a remodelled program offering Auskick, AFL 9s and school programs in different time slots and venues for the first time.

The AFL's community engagement programs went from strength to strength, with a focus on celebrating diversity within Australia's Game.

The highlights of Indigenous program included the Indigenous All-Stars match held in Alice Springs, Indigenous Round, which honoured the 20-year anniversary of Nicky Winmar's iconic moment at Victoria Park when he took a stand against racism, and the inaugural National Female Indigenous Kickstart Championships held in Melbourne.

The Australia Post AFL Multicultural program saw the introduction of 11 multicultural ambassadors, as well as the announcement of the Multicultural Team of Champions during Multicultural Round, which celebrated 'Many Cultures, One Game' and received widespread coverage in mainstream and multicultural media.

The AFL is extremely thankful for the contribution of the volunteer network which drives the game at community level and is committed to providing the best possible experience for the next generation of players, coaches and umpires.

2013 GAME DEVELOPMENT HIGHLIGHTS

938,069

TOTAL
PARTICIPATION**Total domestic participation:**

- 938,069 (11.04 per cent increase, up 93,290 participants).

Total participation in the following segments:

- NAB AFL Auskick – 172,548 (down 5.63 per cent).
- Club football – 321,280 (up 2.10 per cent).
- School football programs – 402,562 (up 20.27 per cent).
- AFL 9s – 41,679 (up 232 per cent).

Other highlights:

- 24.36 per cent growth in female participants to 169,292.
- 15 per cent growth across Queensland and New South Wales.

✓ NAB AFL Auskicker of the Year nominees took centre stage during Toyota AFL Grand Final week, with participants leading the parade.



NAB AFL AUSKICK

The NAB AFL Auskick program continues to provide an introduction to the game for thousands of children and their families. The program provides what is often the first taste of Australia's Game for future generations of players and fans.

Through a sequentially developed coaching and match program, boys and girls learn about the game in a fun and safe family environment. The AFL greatly appreciates the many volunteers and community members who coordinate local centres each week throughout the season.

Volunteer coordinators are the lifeblood of the program and each year the AFL, our program partner NAB and state football bodies recognise the outstanding achievements and contribution of coordinators who have excelled in the role through special recognition awards.

During the first weekend of the 2013 Toyota AFL Finals, seven NAB AFL Auskick volunteers were rewarded by NAB with a trip to Melbourne and a money-can't-buy AFL experience.

The winners were treated to a tour of AFL House and workshop with former Hawthorn premiership players Shane Crawford and Peter Schwab, and were also VIP guests at the official AFL function for the elimination final between Port Adelaide and Collingwood.

Each of the seven worthy winners was selected for their outstanding contribution to their local Auskick Centre. Congratulations to Kerry Ryan (Vic), Paul Simpson (Qld), Richard Smith (Tas), Brett May (SA), Terry Allan (WA), Simon McCauley (NSW/ACT) and George Koulakis (NT).

It is through the enthusiasm and dedication of our volunteers that NAB AFL Auskick continues to thrive. A total of 172,548 children participated in the program in 2013 at 2600 centres around the country.

In addition, more than 23,500 NAB AFL Auskick participants were able to have the experience of a lifetime by playing at an official AFL venue on game-day in the grid game program.

Our national ambassador Shane Crawford was joined by two current players taking on state-based ambassador roles – the Adelaide Crows' Rory Sloane (SA) and Fremantle's Nat Fyfe (WA).

NAB AFL Auskick again took centre stage during Grand Final week with participants leading the parade, playing on the MCG before the 2013 Toyota AFL Grand Final and presenting the premiership medallions.

The NAB AFL Auskicker of the Year program attracted substantial media attention during Grand Final week, as Skye Ferguson from the Aspendale centre in Victoria was named our 2013 NAB AFL Auskicker of the Year, becoming the first female winner of this award.

The AFL would like to thank all the volunteers, participants and families who make the program what it is today, and also acknowledge our program partner the National Australia Bank for the tremendous support it provides.



SCHOOL FOOTBALL

A critical component of the AFL's development strategy is to enhance the presence of Australia's Game in primary and secondary schools. The school system continues to provide opportunities for all students wanting to participate in Australian Football. In 2013, Coles continued to support various AFL Schools programs.

To strengthen the promotion and profile of the AFL Schools Program, Richmond captain Trent Cotchin was appointed as the Coles AFL Schools program ambassador.

The continued growth in participation has been due to a number of initiatives, programs and resources designed specifically for the classroom and the school Physical Education/Sport program.

A total of 402,562 students participated in primary (266,591) and secondary (135,971) school competitions and programs greater than six weeks in duration; an overall increase of 20.27 per cent. 39.62 per cent of the total participation numbers are now generated from the primary and secondary education sector.

Inter-School Primary and Secondary School Competitions (Male & Female)

In 2013, there were 23,168 inter and intra-school teams in AFL competitions that were greater than six weeks in duration. Below are some winners of various school football competitions in 2013.

Carnivals & Knockout Competitions

In addition to inter and intra-school competitions, the AFL development network conducts carnivals and knockout competitions involving over 199,000 students.

Promotional Clinics and Visits

Promotional clinics and visits are used to introduce students to the game and to promote ongoing participation opportunities. In 2013, the AFL development network conducted school visits and clinics reaching more than 1,492,000 children.

SCHOOL FOOTBALL COMPETITION WINNERS

COMPETITION	SCHOOL	STATE
AFLVIC Herald Sun Shield	St Patricks – Ballarat	VIC
AFLVIC Herald Sun Girls Competition	Hallam Senior College	VIC
AFLVIC Herald Sun Country Shield	Ballarat Clarendon College	VIC
School Sport Victoria Premier League	Essendon Keilor College	VIC
Northern States Cup	Dripstone Middle School	NT
Ryco Girls Cup	Tiwi College	NT
Youth Girls Middle School Competition	Yirara College	NT
Under-16 Youth Carnival	Centralian Middle School	NT
AFL SportsReady Cup – Cable	Clontarf Aboriginal College	WA
AFL SportsReady Cup – Cable	Corpus Christi College	WA
WAFC Schoolgirls Cup – Moore	St Mary's AGS	WA
WAFC Schoolgirls Cup – White	Kennedy Baptist College	WA
SASFA Premiers Cup	Mitcham Primary School	SA
Statewide Open A Schools Knock Out Cup	Sacred Heart College	SA
Open Girls Knock Out Competition	Sacred Heart College	SA
Queensland Independent Schools GPS Division 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	Palm Beach-Currumbin State High School	QLD
Brisbane Lions Cup Senior Girls	Mountain Creek State High School	QLD
Paul Kelly Cup – Swans Zone	Newington College (M)/Lilli Pilli PS (F)	NSW/ACT
Paul Kelly Cup – Giants Zone	St Patrick's (M)/Glenmore Park P.S (F)	NSW/ACT
Southern High Schools and Tassie Hawks Cup	St Virgil's College	TAS
NHSSA competition	Queechy High School	TAS

Coles AFL Schools program ambassador Trent Cotchin with students from the Lalor East Primary School in Victoria.



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 2013, 5900 teachers have been involved.

The following teachers were recognised as Coles AFL School Ambassadors of the Year for their outstanding service to the game in 2013:

TEACHER (AFLSA)	SCHOOL	STATE
Tom Ellenbroek	Adelaide Secondary School of English	SA
Peter Hutton	Fulham North Primary School	SA
Chris Tan	Churchlands Senior High School	WA
Darius Schwarz	Lockridge Primary School	WA
Michael McInerney	St Paul's Primary School	QLD
Ricky Sullivan	Kirwan State School	QLD
James Dalton	St Virgil's College	TAS
Gerard Enniss	Miandetta Primary School	TAS
Ryan Martin	Batchelor Area School	NT
Tim Francis	Mackillop College	NT
Ingrid Carroll	Laguna Street Primary School	NSW
Matthew Palmer	Thomas Hassall Anglican Centre	NSW
Angas Quantrill	St Anthony's Primary School	ACT
Billy Atkin	Clayton North Primary School	VIC
Noel Mugavin	Emmanuel College	VIC

AFL Learning Management System

The AFL Learning Management System provides educators with an array of resources to enhance education outcomes and help engage students in unique ways. New resources such as the AFL 9s lesson plans and the Australia Post letter link program were added to the site in 2013.

Professional Development funding for school teachers

The professional development of teachers has been an integral part of the AFL Schools program with more than 1000 teachers attending specific AFL professional development sessions or information sessions. The AFL has provided subsidies to assist in covering the teacher relief costs for teachers to attend such events.

AFL Schools 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 purchase major capital items such as permanent goal posts, goal post padding, sets of playing jumpers and sports kits. In 2013, financial assistance enabled the following to occur:

- 40 schools purchased permanent goal posts.
- 25 schools purchased sets of goal post padding.
- 80 schools purchased sets of match jumpers.
- 70 schools purchased AFL 9s kits.

AFL Schools Fantasy Dream Team and AFL Schools Tipping Competition

The level of interest and engagement in these styles of competitions for school students still remains strong with 29,000 competing in the Dream Team Competition and more than 7500 in the AFL Tipping competition. The national schools winner of the competitions were: Noah Mies, Riverside High School (Tas) and Chauntel Whittaker, Marist-Sion College (Vic).

AFL Quiz

In 2013, 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 3500 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 Joan the Arc PS (Vic), Albeura St PS (Tas), Tambellup PS (WA) and Calvin Christian School (Tas).



The Coles
AFL School
Ambassador
program assists
an alliance
between schools
and the AFL
development
network

■ Cadbury AFL 9s national program ambassadors Lynette and Jude Bolton will help spread the word about the format in all markets.



CADBURY AFL 9s

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

State affiliates continue to establish sound licensing models that facilitated strong growth in social competitions. In 2013, more than 41,000 people participated in this format of the game across social competitions and Active After School Care sessions.

Cadbury's continued involvement as naming rights partner for AFL 9s allowed the AFL to showcase the game to more than 830,000 people at half-time of one match each round throughout the 2013 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 8-12-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.

In an attempt to gain greater awareness and exposure of the game, ex-Swans player Jude Bolton and his wife Lynette were appointed national program ambassadors. Both past participants of the game in Sydney, they will help spread the word about the game in all markets.

Other key achievements throughout 2013 include:

- The enhancement of the Cadbury AFL 9s website to accept online registrations and payments which will provide valuable demographic information on participants in the future.
- The new integrated website allows simple team and competition management functions and provides public access to fixtures, results and ladders.

- Introduction of an online umpiring course to assist in training new umpires in the rules for this modified version of the game.

CLUB FOOTBALL

Our game's community football infrastructure, consisting of 267 leagues, 2659 clubs, 13,220 teams and 321,280 participants, represents 37.25 per cent of all Australian Football participants.

Community club football is the cornerstone of the game and its substantial infrastructure is supported by the contribution of more than 91,000 volunteers. The AFL greatly values the dedication, passion and commitment of community football volunteers in Australia and the contribution they make to the game at all levels.

A focus of 2013 was to begin implementing the recommendations of the Junior Match Policy review completed by Deakin University. In conjunction with states and leagues, we are now well positioned to get greater consistency in junior football across all leagues around the country.

Importantly, the modified practices required to offer 8-12-year-olds with the best version of the game and match environment possible have been widely accepted.

SWISSE 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 criteria at bronze, silver and gold to enhance their operations. By the end of October more than 400 clubs were engaged at bronze (335), silver (43) and gold (23).

“Community club football is the cornerstone of the game”



Richmond pair Alex Rance and Ben Darrou help out youngsters during the Tigers' Australia Post AFL Community Camp at Areyonga, Northern Territory.

COMMUNITY PROGRAMS

AFL Community website

With more than one million page views in 2013, the AFL Community Club website (aflcommunity.com.au) continues to provide up-to-date information, training and advice for coaches, umpires, players, club administrators and volunteers.

The AFL Community Club website provides:

- 1 Distribution of fortnightly editions of the AFL Community Development Newsletter. The newsletter provides the latest information and resources for more than 45,000 club administrators, coaches, umpire coaches and umpires.
- 2 An opportunity to buy development resources through the AFL Online Resources Shop.
- 3 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 January.

Players carried out training sessions and visited schools, local football clubs, nursing homes and hospitals, as well 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 2013 Australia Post AFL Community Camps included:

- 1 Number of primary and secondary schools visited – 412.
- 2 School students visited – 58,373.
- 3 Students visited at junior clubs – 3921.
- 4 Students participating in super clinics – 5518.
- 5 People visited in aged care/hospitals – 3160
- 6 People attending official functions – 4483.
- 7 Money raised from official functions for the local community – \$76,067.

Volunteers

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

Among hundreds of nominations at regional and state level, seven state winners were invited to attend the 2013 Toyota AFL Grand Final, had breakfast with Shane Crawford and walked in the 2013 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 Club website also offers clubs the opportunity to personalise and download certificates or personalise and purchase hard copies of 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. A review has been underway into the way clubs register their participants with a view to roll out a national registration system in 2014.

FEMALE FOOTBALL

Participation

The participation of female footballers of all ages continued to rise with 169,292 women and girls involved in AFL 9s, Auskick, club and school competitions of six weeks or longer in 2013 (up 24.36 per cent from 2012). It is estimated a further 80,000 were involved in gala days, lightning carnivals and 'come and try' days in rural and remote regions.

The breakdown of female participation by segment is:

- ▶ AFL 9s – 11%
- ▶ Auskick – 17%
- ▶ Club – 7%
- ▶ School – 65%

These figures place Australian Football in the top four most popular sports among females of all ages and is underpinned by a focus on implementing new Junior (33 per cent growth) and Youth Girls (16 per cent growth) competitions.

✔ Debbie Lee medallist Courtney Gum (NSW) proved hard to catch during the Women's National Championships in Cairns.



Talent

A highlight of the 2013 season was the inaugural AFL Women's Draft and Exhibition Game that resulted in 7500 spectators at the MCG witnessing 50 of the best female players and coaching personnel represent the Melbourne and the Western Bulldogs Football Clubs.

In the months preceding the match, Darebin Falcons player Daisy Pearce was selected as the inaugural number one pick in what was a celebration of just how far female football has come in recent years.

The media surrounding the draft and exhibition match exceeded any previous coverage received by a female football event.

The Female High Performance Academy provided 22 of the best 16-year-olds an elite training experience under the direction of 10 aspiring Level 2 accredited female coaches. The curriculum was based on the standards developed by Peter Schwab and presented by the AFL Talent and Coaching program and involved TAC Cup coaches and AFL/VFL coaching staff.

The extension of this academy saw the best 12 players tour New Zealand under the guidance of head coach and Football Woman of the Year Michelle Cowan. This provided a further leadership experience for the players and coaching staff, as well as giving the NZ Kahus an opportunity to test their AFL skills at a higher level.

The Youth Girls Nationals were hosted by AFL Victoria in Shepparton. It was the first time the carnival was contested in a rural region.

A crowd of 1200 saw Victoria overcome a determined Western Australia by 10 points after Western Australia led for most of the game. Ellie Blackburn (Vic) was named Player of the Championships while Lucinda Lopes (Vic) was selected as the Field Umpire of the Nationals.

The Women's National Championships in Cairns rounded out the female talent calendar.

In Division 1, Victoria again proved too strong for Western Australia, while in Division 2, ACT defeated South Australia.

Courtney Gum (NSW) won the Debbie Lee Medal for the fairest and best and Rachael Killian (SA) won the Melissa Backhouse Medal for best rookie. Jasmine Garner (Vic) was the leading goalkicker.

Coverage and support for female football continues to grow with some outstanding results achieved this year online:

- ▶ 351,000 followers 'liked' the AFL Women's Exhibition Game.
- ▶ 9500 viewed the YouTube replay of the game with most viewers from the USA and Canada.
- ▶ Facebook has a weekly interaction of over 3800.
- ▶ More than 40,000 people voted on the AFL Female Image competition.
- ▶ In excess of 200 now tweet AFL kicksforchicks Twitter account.

The best female footballers in Australia represented the Melbourne and Western Bulldogs clubs in an exhibition match at the MCG in June.





➤ AFL Coaching Ambassadors Stan Alves (left) and David Parkin (right) joined Carlton coach Mick Malthouse at the 11th AFL National Coaching Conference at Etihad Stadium in February, 2013.

COACHING DEVELOPMENT

Accreditation Courses

A high level of participation in AFL coach accreditation continued in 2013 with 6491 coaches attending accreditation courses. These included 6074 taking part in Level 1 courses and 368 in Level 2 courses.

For the first time for a number of years, two five-day High Performance Coaching Courses were conducted in 2013. The first was the national course, attended by 24 coaches, which was conducted at Etihad Stadium in October, overlapping the NAB AFL Draft Combine.

The second course for 25 candidates, many of them from the AFL Victoria Talent Program, was conducted at Visy Park with support from AFL Victoria. This course was introduced due to the relatively high proportion of qualified applicants from the program who missed out on the first course.

Level 2 courses were conducted in every state and territory during the year and the AFL conducted the annual AFL/AFLPA Level 2 coaching course in January for 25 recently retired or experienced players nominated by their clubs through the AFLPA.

A similar course for 13 players was conducted at the Brisbane Lions Football Club through AFL Queensland. Graduates of this course continue to gain roles in the industry, particularly as development coaches in AFL clubs, AFL Academies and some major community clubs.

AFL Online Coaching Courses

The AFL Online Junior Coaching course continued to attract high levels of participation with 1910 completions in 2013. Work continued on the development of a youth/senior version designed to assist in teaching relevant theoretical components of accreditation. This course will be launched in 2014 and other online elements for coach education, including a coach assessor course, are in the planning stage.

Identifying Talent Courses

The AFL Level 1 course in Identifying Talent for AFL, successfully introduced to the community in 2012, was further spread this year. Specific courses were conducted in WA and Northern Territory.

Most states will have the capacity to conduct their own courses from next year. This innovative course, aimed at recruiting and coaching personnel, focusses on identifying talent for regional and state development programs and potentially AFL clubs.



Most states will have the capacity to conduct their own courses from next year

AFL National Coaching Conference

The 11th AFL National Coaching Conference was held at Etihad Stadium in Melbourne from February 8-10, 2013.

The conference program was strongly supported by AFL clubs and coaches, including Michael Malthouse and Kevin Sheedy, who delivered keynote presentations, and many assistant and development coaches, who presented break-out sessions.

More than 600 coaches attended the conference, including community coaches from all states in Australia and representatives from most AFL clubs. The opening session included addresses from David Parkin and Jeff Gieschen, who provided a focus for the 100+ umpire coaches in attendance.

Coaching Resources/AFL Community Club Website

A range of valuable existing and new coaching resources are available through the coaching section of the AFL Community Club website. These include *Coaching Edge* e-magazine, which included articles providing a coaching insight into the Sydney Swans' flag-winning ways, the development and art of modern ruck work, the ever-evolving role of being a key forward/second ruck and a range of current training practices and activities.

Other coaching 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 tools in the community football landscape.

Articles and training activities written by coaches completing their assessment for the Players' Level 2 and High Performance Coaching Courses were regularly published in the coaching section of the community website, keeping it fresh with up-to-date and innovative coaching material. These were also a regular source of articles for the fortnightly community newsletters sent to around 35,000 recipients.

Concussion Management Resources

Following the introduction of new concussion management guidelines for the 2013 AFL season, the AFL Medical Officers Association also produced guidelines for community football.

The guidelines are for trainers, first-aid providers, coaches, umpires, club officials and parents and should be understood and followed by all parties for the benefit and welfare of the players. These resources, including booklets, clubroom posters, Concussion Recognition Tool (CRT) cards for sideline use, separate handouts for coaches, parents and players and practical information for general practitioners, are available for download from the AFL Community Club Website or from AFL and state affiliate offices.

Club Coaching Coordinator Program

The club coaching coordinator program has been initiated to enhance the support and development of coaches at community league and club level. The development of a training course, a resource manual and some related web-based tools was completed in 2013.

The program will be implemented through AFL state affiliates from early 2014.

Other highlights:

AFL Coaching Ambassadors

Stan Alves and David Parkin continued in their roles as long-term AFL Coaching Ambassadors.

Along with AFL Director of Coaching Peter Schwab, AFL Coaches Association (AFLCA) staff – CEO Danny Frawley, Operations Manager Paul Armstrong and Professional Development Manager Michael Poulton – and coaching consultant David Wheadon, they regularly presented at Level 2 coaching courses and seminars around Australia and continued to play important roles in AFL coaching and development activities throughout the year.

Peter Schwab's regular writings for the AFL Community Club website were eagerly followed throughout the season. We wish Peter well with his new role as Head of Coaching and Development at the Brisbane Lions.

Coach Recognition Awards

Australian Football Coaches Association (AFCA) awards functions were held in Queensland, South Australia, Victoria (26th edition), Western Australia and, for the first time, Tasmania.

AFL Coaches Association – Appearances Program

The partnership between the AFL and the AFL Coaches Association in respect of game development consolidated further in 2013, 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 in this regard.



The AFL and the AFLCA cooperate and work closely on a range of coaching development and other issues of mutual interest

COMMUNITY ENGAGEMENT – INDIGENOUS

Indigenous All-Stars

Supported by the Coles AFL Indigenous program, the biennial Indigenous All-Stars match was held in Alice Springs in February and is a special event on the AFL calendar which showcases and celebrates Indigenous talent at the AFL level while strengthening cultural identity.

Coached by Sydney Swans great Michael O'Loughlin, the Indigenous All-Stars defeated Richmond FC at Traeger Park, with the All-Stars captivating the crowd of nearly 10,000 by performing the war cry during the pre-match ceremony.

Gold Coast Suns midfielder Harley Bennell was awarded the Polly Farmer Medal for a best-afield performance.

The biannual All-Stars Camp was held in Alice Springs in the lead-up to the All-Stars match.

Conducted in partnership with the AFL Players' Association, it involved discussion about cultural development learning and mentoring, as well as community visits to Indigenous communities in the Alice Springs region.

With the support of senior Indigenous players across the AFL player group, the Indigenous All-Stars created history when the team represented Australia in the 2013 International Rules Series played in Ireland in October, supported by Coles, Recognise and the National Aboriginal Community Controlled Health Organisation.

✓ Aaron Davey leads the Indigenous All-Stars in a war cry before their match against Richmond at Traeger Park in Alice Springs.

To the best of our knowledge, the All-Stars representing the AFL in International Rules was the first All-Indigenous team to represent a national sporting code at senior level overseas since the first cricket team toured England in 1868, more than 150 years ago.

Flying Boomerangs Leadership Program

At the end of the annual AFL KickStart camp, 25 Indigenous players aged between 14-15 were selected to participate in the Flying Boomerangs Leadership Program, supported by the Coles AFL Indigenous program.

The focus of the Flying Boomerangs program is to provide exposure to an elite training environment and develop the leadership skills of the participants.

The Boomerangs participated in the NAB AFL Under-16 National Championships and competed against the World Team, South Pacific and North-West WA.

Coached by Eugene Warrior, the Flying Boomerangs travelled to New Zealand in December to play two games against the New Zealand Hawks and to conduct clinics with local participants.

A key component of the Boomerangs program, the international tour provides an outstanding leadership and cultural experience for the young Indigenous men.





Teams from the Northern Territory and Victoria clashed in the inaugural National Female Kickstart Championship Grand Final at Victoria Park in Melbourne, with the NT winning a tight contest.

National KickStart Championships

The National Under-15 KickStart Championships were conducted in Townsville in April.

The carnival involved 150 young Indigenous men (up from 50 in previous years) representing their states and territories.

Six teams competed (WA, SA, NT, Qld, Vic/Tas and NSW/ACT), with each having support staff of Indigenous umpires, doctors and coaches, including ex-AFL players Andrew McLeod, Eugene Warrior, Antoni Grover and Che Cockatoo-Collins.

Western Australia defeated Victoria in the Grand Final.

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.

In addition to exposing players to the rigours of an AFL club environment and AIS high-performance testing, the program aims to build participants' employment aspirations and provide them with skills to deliver on their aspirations.

Workshops include CV development, interviewing skills, financial literacy, team building and communication, as well as activities designed to strengthen identity and culture.

The program includes an 'Amazing Race' and site visits to Channel Seven and the Victorian Federal Police training facility.

Highlights of the May camp included performing the war cry to senior Rio Tinto and AFL executives at a Rio Tinto function and playing the curtain-raiser to the Dreamtime at the 'G game, when Team South narrowly defeated Team North.

National Female Kickstart

Supported by the Coles AFL Indigenous program, the inaugural Female Kickstart Championship was played in Victoria in September with more than 100 Indigenous females representing their respective states in a national carnival.

The carnival was played in a nine-a-side format that also included a full day of education sessions. NT won the Grand Final, defeating Victoria in a tight contest. Twenty-five girls were selected to represent a female indigenous team in the Youth Girls Championships in 2014 for the first time.

Indigenous Coaching Academy

Indigenous players represent 9 per cent of AFL lists, although Indigenous coaches represent only 1 per cent of coaches in the AFL.

The AFL, in conjunction with the AFL Coaches Association, developed an indigenous coaching academy in 2013 to fast-track and further develop indigenous coaches in the AFL system.

Seven Indigenous coaches participated in the inaugural academy, which included participation in the AFL coaches conference, work experience at an AFL club and Level 2 coaching accreditation.

AFL Club Partnership

For the fifth year, the AFL with the support of funding from FAHCSIA, coordinated the AFL club partnership program to support partnerships between six AFL clubs and six remote Aboriginal communities to achieve the following objectives:

- Build the aspiration of local community members.
- Strong local partnerships.
- Strengthening delivery of structured football competition by the local community.
- Cultural and professional development for AFL players and staff.

Communities include Wadeye, Tiwi Islands, Groote Eylandt and Gove, Katherine, Alice Springs and surrounds, Ceduna and APY Lands.

Indigenous Round & Dreamtime at the 'G

Featuring during round nine of the Toyota AFL Premiership Season, the annual Indigenous Round is a celebration of our country's Indigenous players and their contribution which has shaped Australia's Game.

This year we celebrated the theme identity which recognises Indigenous cultures, customs and traditions across the 320 nations and 500 language groups, as well as paying tribute to the 20-year anniversary of Nicky Winmar's stance against racism.

A number of events across Australia were held to recognise the round, culminating in the annual Dreamtime at the 'G match in Melbourne between Richmond and Essendon.

A number of events across Australia were held to recognise the round

North Melbourne ruckman/forward and Australia Post AFL Multicultural Ambassador Majak Daw shows off his marking skills at the National Unity Cup in March.



COMMUNITY ENGAGEMENT – MULTICULTURAL

Australia Post Multicultural Schools Program

The Australia Post AFL Multicultural Program continued to grow in 2013 and the Multicultural Schools Program was no exception, reaching 280 schools nationally and more than 27,000 students.

The 10-week program that introduces new migrants to AFL included skills sessions, a multicultural cup competition, an AFL game visit and an umpiring session.

More than 17,000 people from culturally and linguistically diverse community backgrounds attended an AFL game – many for the first time – and 300 multicultural children participated in a NAB AFL Auskick half-time game.

Multicultural talent camps

With the recent success of players such as Majak Daw and Nic Naitanui, the Australia Post AFL Multicultural program placed a strong emphasis on identifying potential talent.

In 2013, talent camps were conducted in Victoria, New South Wales, Western Australia and South Australia, giving more than 250 participants the opportunity to enhance their development, leadership and football skills.

Fifty participants were selected from each state to participate in the national talent camp held in Melbourne in May. Seventeen of the best performing players were selected to represent the World XVIII in the NAB AFL Under-16 Championships.

The World XVIII was coached by former Carlton champion Anthony Koutoufides and featured players from Africa, the Middle East, China and the Pacific.

The team played three games against the Flying Boomerangs, North West WA and the Pacific.

With only a limited time to get to know one another, the World XVIII finished with three wins and won the title of the Division 3 champions.

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 country in the lead-up to the event.

The Unity Cup was supported by the Western Bulldogs, North Melbourne 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.

The Cup focuses on strengthening ties with the Police, Muslim and other culturally and linguistically diverse communities through a mutual appreciation of Australian Football for boys between 15 and 19.

Ten teams from Victoria, New South Wales, Northern Territory and South Australia competed in the AFL 9s tournament held at JJ Holland Park.

The event also featured an AFL 9s exhibition match between all-female multicultural teams, supported by the Western Bulldogs and North Melbourne.



The Australia Post AFL Multicultural Program continued to grow in 2013



A highlight of the round was the announcement of the Multicultural Team of Champions

AFL and Australia Post Announce Multicultural Ambassadors

The AFL and Australia Post announced 11 AFL players as the 2013 Multicultural Ambassadors as part of the Australia Post Community Inclusion Partnership.

As Australia Post AFL Multicultural Ambassadors, Nic Naitanui, Leigh Montagna, Bachar Houli, Joel Wilkinson, David Rodan, Heritier Lumumba, Karmichael Hunt, Majak Daw, Setanta O'Hailpin, Alipate Carlile and Ahmed Saad represent some of the many diverse backgrounds in football and encourage individuals and groups to unite through their love of Australia's Game.

Bachar Houli shortlisted for International award

Australia Post AFL Multicultural Ambassador Bachar Houli was shortlisted for the Beyond Sport International award in the category 'Sport for Social Inclusion Awards', recognising the AFL multicultural program which engages 30 Islamic colleges nationally. The award was shortlisted alongside the NFL and American swimming team. The awards ceremony was hosted in Philadelphia, USA.

Multicultural Round and Australia Post AFL Multicultural Team of Champions

AFL Multicultural Round featured in round 16 of the Toyota AFL Premiership Season, celebrated Many Cultures, One Game.

A highlight of the round was the announcement of the Multicultural Team of Champions recognising legends of the game who came from a multicultural background. The criteria required the player to be born overseas or have at least one parent born overseas.

MULTICULTURAL TEAM OF CHAMPIONS

B	J. Worsfold England	S. Silvagni Italy	M. Scarlett England
HB	W. Schwass New Zealand	G. Jakovich Croatia	A. Koutoufides Italy, Greece
C	R. DiPierdomenico Italy	I. Stewart Italy	P. Matera Italy
HF	A. Jesaulenko Ukraine, Russia	N. Riewoldt Germany	D. Brereton Ireland
F	P. Bell Korea	A. Lynch England	P. Daicos Macedonia
R	R. Cazaly England, Scotland	S. Black New Zealand	D. Kerr India
IC	A. La Fontaine France	C.H. Pannam Greece J. Stynes Ireland	S. Rocca Italy

Coach: Jock McHale

Captain: Alex Jesaulenko

Multicultural Community Ambassadors

A total of 120 community leaders from a range of cultural backgrounds were inducted as official AFL Multicultural Community ambassadors.

The community ambassadors participated in a number of programs over the year, including activities across Multicultural Round and supported the AFL diversity strategy. The ambassadors also participated in professional development activities such as umpiring and coaching courses.

MESSAGE FROM THE AUSTRALIAN SPORTS COMMISSION

The Australian Sports Commission (ASC) is committed to ensuring Australian athletes excel in the international sporting arena and increasing Australians' participation in sport.

These two clear objectives are mutually reinforcing – international success inspires Australians to participate in sport and greater participation helps nurture our future champions. Sport inspires individuals, unites communities and encourages active lifestyles.

In 2013-14, the Australian Government, through the ASC, is investing almost \$120 million in national sporting organisations for high performance programs and to promote grassroots participation in sport.

Our partner sports can expect a much sharper focus by the ASC in future on best-practice governance and administration, intellectual property ownership, athlete management and support structures and

general accountabilities by the sports. Equally, the ASC is committed to changing to meet the needs of contemporary sport.

Importantly, the Australian Government is focused on promoting grassroots participation in sport throughout Australia and to continue a suite of successful national programs such as the Active After-school Communities program. Increased community sport participation has a profound long-term dividend and remains a vital objective of the ASC.

The ASC looks forward to working in collaboration with the sport sector to encourage more people into sport and to drive Australia's continued sporting success.

John Wylie AM

Chair, Board of the Australian Sports Commission



Australian Government
Australian Sports Commission

AROUND THE REGIONS

A snapshot of the 2013 programs and initiatives in each state and territory and internationally.



NEW SOUTH WALES, AUSTRALIAN CAPITAL TERRITORY

- ▶ Participation grew by 20 per cent to 177,878 participants. The Sydney Harbour/Illawarra and Greater Western Sydney/Central West regions were the biggest areas of growth – increasing 28 per cent and 27 per cent respectively.
- ▶ A record seven players were primary-listed and three players were rookie-listed. The Joss Talented Player Program went from strength to strength in 2013 with 50 NSW/ACT players on AFL lists and a record 12 players making their senior debuts.
- ▶ Seven players were named in the AIS-AFL Academy Programs.
- ▶ AFL 9s participation grew by 32 per cent. The strongest regions were Sydney Harbour and the ACT. AFL 9s featured at half-time three times last year: at StarTrack Oval in Canberra and ANZ Stadium and Skoda (now Spotless) Stadium in Sydney. An AFL 9s match was also held at Parliament House in Canberra, with a number of Federal politicians getting involved in an exhibition match held to launch the ACT season.
- ▶ NSW/ACT recorded the greatest number of NAB AFL Auskick participants (47,000) across Australia. A total of 3174 club and after-school Auskickers took part in half-time Auskick during Toyota AFL Premiership Season games.
- ▶ Multicultural engagement in NSW/ACT was strengthened, with two key cultural relationships formed in 2013 with the South Sudanese and Korean communities in Sydney.
- ▶ The Multicultural Community Ambassador Program was successful in helping the AFL to deepen its connection with communities in the Sydney and Southern NSW regions. The Ambassadors have been involved in numerous events, including participating

in Multicultural Round Table and the Diversity Dinner, program implementation and festivals. NSW Multicultural Ambassador Sue Yeon was awarded the National AFL Multicultural Community Ambassador of the Year Award.

- ▶ Indigenous programs in NSW/ACT saw positive outcomes across talent and education. A total of 1734 Indigenous students participated in the Kickstart program which provides education in nutrition, school and culture. Two NSW/ACT players were selected in the Flying Boomerangs team. Three NSW/ACT players attended the Under-18 Female Kickstart Championships.
- ▶ ACT won the AFL Women's National Championships Division 2 title. AFL Canberra has 10 women's teams, while AFL Sydney has 12 clubs competing across two divisions in 2013. Courtney Gum and Jennifer Lew were drafted in the inaugural AFL Women's Draft for the Melbourne Football Club.
- ▶ AFL NSW/ACT lodged 34 applications for facilities development, while driving the completion of 21 projects. The AFL delivered the first synthetic AFL facility outside of Victoria – and the first in NSW/ACT – at Narrabeen Sports High School, in association with Pittwater Council.
- ▶ AFL NSW/ACT worked with Wagga Wagga City Council to complete the \$6 million redevelopment of Robertson Oval in time for the NAB Cup clash between the GWS Giants and Brisbane Lions, which was played in front of more than 7500 people.
- ▶ Scott Gordon was promoted to the AFL Boundary Umpires Panel and Dale Puren and Rose O'Dea appointed to the AFL Goal Umpires Panel. Rose is the third female umpire to reach the AFL. Meanwhile, boundary umpire Michael Saunders officiated the 2013 Toyota AFL Grand Final, and Sergio Villagra retired after a distinguished career of 130 AFL games.



NSW/ACT recorded the greatest number of NAB AFL Auskick participants (47,000) across Australia

➤ Richmond star and Australia Post AFL Multicultural Ambassador Bachar Houli joins players from Minaret and Al Siraat during the 2013 Bachar Houli Cup Grand Final in Melbourne last September.



VICTORIA

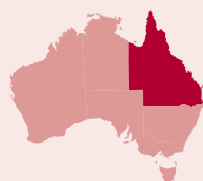
- Total participation numbers reached 267,837 – an 11 per cent increase.
- NAB AFL Auskick and the community football league/club network maintained their strong participation levels.
- Participation in school football competitions/programs increased significantly (17,400) through the introduction of intra-schools AFL 9s competitions along with increases in the AFL Sport Ed and AFL Multicultural School Programs.
- The number of School Ambassadors grew by 5 per cent (96 new AFL School Ambassadors) in 2013, taking the total to 1873 (Primary School – 1395, Secondary School – 478).
- AFL 9s grew by over 11,000 participants primarily as a result of a partnership with the AASC (Active After Schools Communities) that delivered AFL 9s to over 9000 primary school students. AFL 9s social adult competitions also increased by over 2000 participants.
- The number of female teams grew to a record 145 teams, playing across 27 dedicated female competitions.
- New youth girls competitions were established in Shepparton and Gippsland.
- Twenty-two Indigenous girls participated in the inaugural National Kickstart Championships. Five were selected for the 2014 Youth Girls State Academy.
- AFL Victoria hosted the National Youth Girls Under-18 Championships which were played in Shepparton. For the first time, Victoria entered Vic Metro and Vic Country teams.
- The Victorian State team made up of players from the VWFL won the AFL Women's National Championships Division 1 title held in Cairns in June.
- Victorian-based AFL players invested 10,519 hours in the Victoria community through the AFL Player Appearance Program.
- Eleven of the 23 AFL players who received NAB AFL Rising Star nominations were from Victoria.
- 48 per cent of the new talent drafted to AFL club lists at the 2013 NAB AFL Draft were from Victoria (26 from the TAC Cup competition, three from the VFL and one school/community football), including the first four selections (Tom Boyd, Josh Kelly, Jack Billings and Marcus Bontempelli) and 16 of the top 25. A further 12 TAC Cup players and five VFL players were rookie-listed by AFL clubs after their 2013 seasons (40 per cent of the players drafted excluding those who changed AFL clubs).
- Vic Country won the NAB AFL Under-16 Championships Division 1 title in Sydney.
- Victorian football had 13 players selected in the 2014 Level 1 AIS AFL Academy Squad and a further 12 players for the 2014 Level 2 program.



▶ Box Hill Hawks players celebrate their victory over Geelong in the Peter Jackson VFL Grand Final at Etihad Stadium.

- ▶ The Peter Jackson VFL and TAC Cup Grand Finals were played at Etihad Stadium, with the Box Hill Hawks winning the VFL Grand Final and the Eastern Ranges winning the TAC Cup title. The overall attendance on VFL/TAC Cup Grand Final day was more than 15,000.
- ▶ The Laguntas program was introduced to provide additional opportunities for Indigenous players and support staff within the talent pathway.
- ▶ As a result of the 2011 "Review of football in country Victoria", AFL Victoria integrated with the Victoria Country Football League (VCFL) on November 1, 2012, the majority of the 13 new Region Commissions have been established and all of the 18 new management staff have been appointed across country Victoria.
- ▶ More than 350 people attended the AFL Victoria AFCA (Australian Football Coaches Association) Coach of the Year Dinner in November at the MCG recognising the outstanding achievements of community coaches at Auskick, junior, youth and senior levels.
- ▶ More than 200 courses were conducted for Victorian coaches: 104 Coach Awareness Courses (Level 0) with 1323 coaches attending; 109 Level 1 courses for 2996 coaches; and one Level 2 course for 68 coaches.
- ▶ In addition, AFCA branches around the state conducted 33 seminars attended by 1495 people and seven Club Coaching Coordinator programs with 214 participants.
- ▶ For the first time, AFL Victoria conducted the first High Performance Coaching Course in December 2013 at Visy Park with 25 attendees.
- ▶ The AFL/VFL Victoria facility development fund provided more than \$560,000 to eight facility projects with a total project value of almost \$15 million.
- ▶ In addition, since October 2012, a total of 33 projects have shared in more than \$2.1 million in funding through the Country Football Netball Program with a combined total project value of over \$5.2 million.
- ▶ In 2013, the Football Infrastructure Program was created and provided \$250,000 to 38 clubs for a total project value of \$650,000.
- ▶ In July, members of the Victorian Women's Football League (VWFL) voted to transfer over the management of the league to AFL Victoria which will see the development of a State League for women.

South East Queensland girls from many cultures celebrate the success of the inaugural AFL Queensland Unity Cup.



QUEENSLAND

- 1 Total participation reached 157,704 – up 8.5 per cent.
- 1 Queensland again recorded the largest AFL school participation in Australia with over 100,000 primary and secondary school students.
- 1 Seven Queenslanders were selected in the first AFL Women's Draft.
- 1 The Gold Coast again hosted the NAB AFL Draft with a week-long program of events.
- 1 The \$13 million Burpengary Regional Sport Park – AFL Precinct opened.
- 1 In 2013, there were 45 Queenslanders on AFL club lists.
- 1 More than 8000 people attended Townsville's first NAB Cup match between the Gold Coast Suns and North Melbourne.
- 1 The introduction of a 'Hub' model for program delivery.
- 1 Townsville hosted the National KickStart Championships in April.
- 1 More than \$40 million of infrastructure projects were completed.
- 1 The \$5 million AFL Cape York House education and boarding facility for Indigenous youth was officially opened.
- 1 The third season of the North East Australian Football League (NEAFL) saw the Brisbane Lions reserves storm home to take out their second straight NEAFL premiership, defeating the Sydney Swans reserves by nine points.
- 1 The Brisbane Lions and Gold Coast Suns reserves teams faced off in the inaugural Mackay Anzac Day NEAFL Clash in front of 4000 fans.
- 1 The Northern Rivers team took up residence at the Byron Bay Sports and Cultural Complex.
- 1 Eleven Queensland players were added to AFL club lists for season 2014.
- 1 The third Richmond v Gold Coast Suns match at Cazalys Stadium in Cairns attracted a crowd of 11,197.
- 1 The Bachar Houli and Diversity Cups were premiered in South East Queensland.
- 1 An under-6 club program was launched across Brisbane.
- 1 Volunteers Michael 'Tiger' McCormick and John Durkin received AFL Merit Awards for services to the game.
- 1 The NEAFL under-22 side defeated South Australia in Adelaide.
- 1 Cairns hosted the Women's National Championships – the first time the event had been held outside a capital city.
- 1 The Kinderkick motor skills program for children aged three-five was piloted across Brisbane and the Gold Coast.
- 1 AFL Queensland, the Gold Coast Suns and Brisbane Lions delivered AFL Community Camps in Townsville, Toowoomba and the Sunshine Coast.
- 1 QClash6 in round 15 attracted a crowd of 27,170 – the largest crowd at the Gabba in 2013.
- 1 The NEAFL Northern Conference held its first player Combine.

➤ South Australia's Mitchell Harvey celebrates a goal during the NAB AFL Under-18 Championships, in which his team went through undefeated. The star player of the championships was WA captain Dom Sheed (far right), who won the Larke Medal.



SOUTH AUSTRALIA

- Total football participation numbers increased by nearly 2 per cent, with significant rises in women's and girls' programs (27.5 per cent) and school participants (15.3 per cent).
- The largest state league crowd in Australia watched the SANFL Grand Final between Norwood and North Adelaide, with 36,685 being the largest attendance at an SANFL title decider since 1999.
- South Australia won its first NAB AFL Under-18 Championship after finishing the tournament undefeated. SA's Talent Development programs saw 16 South Australians upgraded or drafted in the NAB AFL Draft. Eight players were selected in the Rookie Draft.
- Eleni Glouftsis became the first female field umpire to officiate at state league level in Australia when she umpired the match between Glenelg and North Adelaide on August 25. She also umpired the SANFL reserves Grand Final.
- An 8 per cent increase in AFL attendance for Port Adelaide matches at AAMI Stadium, including a crowd of 45,127.

WESTERN AUSTRALIA

- Site works started for the new major stadium at Burswood in Perth.
- Peter Bell, Frank Hopkins, Chris Lewis, Ray Richards, Tom Wilson and George Young were inducted into the WA Football Hall of Fame.
- Overall participation in WA increased by 13.8 per cent to 161,429.
- More than 86,000 played club football and 66,500 were involved in school football.
- 29,436 children played NAB AFL Auskick.
- West Perth won the 2013 WAFL premiership.
- East Fremantle's Rory O'Brien won the 2013 Sandover Medal.
- The WAFL defeated the VFL by 17 points in the state game at Northam.
- WA captain Dom Sheed won the Larke Medal at the 2013 NAB AFL Under-18 Championships.
- Twelve WA players were selected in the NAB AFL Draft and five in the Rookie Draft.
- The West Australian Football Commission was a finalist for the Australian Institute of Management WA's 2013 Pinnacle Award for Human Resource Management Excellence in recognition of exceptional management practices at Patersons Stadium.

➤ (Right) NT footballer Bayden Ngalkin shows off his medal for being voted best on the ground in the Rio Tinto Cup final at the MCG. He is with Saints great Nicky Winmar, who presented the cup.



➤ (Far right) David Hale marks strongly against the Western Bulldogs in their round 17 match at Aurora Stadium.



NORTHERN TERRITORY

- Eight per cent participation growth, 13 per cent of the NT population now playing AFL.
- Three new remote projects.
- Female participation increased by 36 per cent.
- Full-time Club Development Managers at each of the eight NTFL Premier League clubs.
- Hosted two successful Toyota AFL Premiership Season matches, along with Indigenous All-Stars and a NAB Cup match in Alice Springs.
- Central Australian Redtails completed second trial in the NTFL (eight matches).
- Inaugural multicultural coordinator was appointed.
- Northern Territory won the inaugural Kickstart Youth Girls National Championships and NT's Caitlin Armstrong won the Championship Most Valuable Player.
- Charles Darwin University became the Official Education Partner of the Michael Long Learning and Leadership Centre and construction has begun on this exciting facility.



TASMANIA

- Tasmania performed well at the NAB AFL Draft. Six players were products of AFL Tasmania's underage academy program, there was one rookie elevation and two other Tassie Mariner players were rookie listed.
- Total participation grew by 4 per cent, incorporating 12 per cent growth in junior football, 10 per cent in primary schools and women's football grew by more than 200 per cent.
- The South Launceston Football Club won its first State League premiership under the outstanding leadership of playing coach Mitch Thorp.
- The six AFL games played in Tasmania, four by Hawthorn in Launceston and two by North Melbourne in Hobart, were again well supported. 2013 was Hawthorn's 13th consecutive season of playing games in Tasmania and North Melbourne's second year.
- The ninth Tasmanian Football Hall of Fame saw Verdun Howell and Tim Lane elevated from legend status to Icons of Tasmanian football and Peter 'Percy' Jones and Michael Roach were elevated from inductees to Hall of Fame legends.
- The evolution of the Tasmanian Football Council (TFC) as the regional/grassroots football leader is an exciting initiative and Tasmania's State League clubs are about to commit to the competition for a further 10-year period.
- The media interest at all levels of the game in Tasmania was again strong.
- The \$30 million redevelopment at Blundstone Arena started and in late 2014 AFL Tasmania will relocate its offices from the traditional home of football, North Hobart Oval, to share facilities with Cricket Tasmania at Bellerive.

International scholarship players Shem-Kalvin Tatupu and Kurt Heatherley, from New Zealand, have been elevated to the Hawthorn rookie list.



INTERNATIONAL

- ▶ The AFL's international footprint continued to expand as targeted participation and talent programs delivered positive outcomes.
- ▶ Combined with improving organisational capacity through established AFL international affiliates, 2013 proved to be the most successful year to date, culminating in the first game for premiership points played outside of Australia, in Wellington, New Zealand, on Anzac Day.
- ▶ This growth was complemented by partnering with Rightster which resulted in unprecedented online global access to elite AFL content, a critical component in the future growth of AFL internationally.
- ▶ International participation continued to increase, particularly throughout the Pacific region.
- ▶ A critical component of driving International talent outcomes, International Combines were again conducted in priority development regions in Ireland, the United States, New Zealand and China, with more than 100 players tested. Combines in Ireland, United States and New Zealand were attended by AFL club recruiters.
- ▶ Three USA players were selected from the USA Combine and travelled to Australia for an additional three-week testing period in July.
- ▶ Following the success of the first match for premiership points in New Zealand, agreement was reached between the AFL, Wellington City Council and St Kilda Football Club to play matches on Anzac Day for the next five years.
- ▶ St Kilda will play the Brisbane Lions in 2014 with the match televised live on Fox Sports.
- ▶ AFL Asia established, bringing together 16 teams from 11 countries throughout south and north-east Asia as a step towards formal AFL affiliation.
- ▶ The Guandong Australian Football League is established in Guangzhou (GZ), China, comprising a totally local Chinese four-team competition between the GZ Scorpions, the GZ Seagulls, the Dongguan Cheetahs and the Xui Hai Hawks.
- ▶ Chen Shao Liang, a local Chinese player selected in year one of the AFL China Academy program, returned to Australia to play games with the Southern Dragons in the Victorian Southern League.
- ▶ AIS/AFL Academy expanded its reach by including Denmark on its third European Tour. The Level 2 squad played matches against the European Legion in Surrey, England, and the European Titans in Copenhagen, Denmark.
- ▶ AIS/AFL Academy Level 1 toured New Zealand for the second time, playing against the New Zealand Hawks at Wellington Stadium on Australia Day.

- ▶ Five international players attended the 2013 NAB AFL Draft Combine: Kurt Heatherley (NZ), JJ Peni (PNG), Mark Cisco (US), Jason Holmes (US) and Daniel Flynn (Ireland).
- ▶ Eric Wallace became the first US player through the US Combine program to be recruited to an AFL club – listed as an International Scholarship Player at North Melbourne.
- ▶ Two additional US players who tested as part of the US Combine program were listed by AFL clubs – Patrick Mitchell (Sydney Swans) and Jason Holmes (St Kilda).
- ▶ The following International Scholarship players have been upgraded to their club rookie list.
 - ▶ Kurt Heatherley, Hawthorn, New Zealand/Sandringham
 - ▶ Shem-Kalvin Tatupu, Hawthorn, New Zealand/Oakleigh Chargers
- ▶ The following international players have been included on their club rookie list.
 - ▶ Ciaran Sheehan, Carlton, County Cork, Ireland
 - ▶ Ciaran Byrne, Carlton, County Louth, Ireland
 - ▶ Daniel Flynn, Port Adelaide, County Kildare, Ireland
 - ▶ Jason Holmes, St Kilda, US
 - ▶ Patrick Mitchell, Sydney Swans, US
- ▶ World XVIII and South Pacific teams again competed in the NAB AFL Under-16 Championships, with the World XVIII winning the Division 3 title for the first time.
- ▶ Aliir Aliir is the first player from the World XVIII team (2011) to be drafted. He was selected by the Sydney Swans in the 2013 NAB AFL National Draft. He is also the first Sudanese player to be selected in the NAB AFL Draft.
- ▶ Under-16 South Pacific Cup was played as part of the National Kickstart Championships in Townsville. PNG, New Zealand and an Oceania combined team (Fiji, Nauru, Tonga, Vanuatu and Solomon Islands) competed. A combined South Pacific team then played against the Boomerangs on the final day of the event.
- ▶ Ausaid through the Australian Sports Commission committed provisional funding for three years to support AFL-driven 'Development through Sport' outcomes for pilot projects in PNG and Nauru.
- ▶ The Flying Boomerangs travelled to South Africa in January, playing two games against the South African Lions. The 2013 intake travelled to New Zealand in December to play two games against the New Zealand Hawks.

▶ International player Jason Holmes of the United States was included on St Kilda's rookie list after impressing at the AFL Draft Combine at Etihad Stadium.



COMMUNITY PARTNERSHIPS

AFL SportsReady

AFL SportsReady's strong growth from 2012 continued throughout 2013, with the national employment and education company delivering record numbers of trainees for the second year in a row.

The not-for-profit company, which delivers education and traineeship opportunities for young people across Australia in fields such as sport and recreation, banking and finance, business administration, education and horticulture supported more than 640 trainees into roles across Australia in 2013.

Another 900 students have either completed or are in continuing studies with the education side of the business, SportsReady Education, since it was established in 2012.

AFL SportsReady's commitment to providing career pathways for Indigenous Australians has been backed by the corporate sector, with new partnerships leading to a 135 per cent increase in the number of opportunities provided to Indigenous young people since 2012.

This year 225 traineeship opportunities have been provided to Indigenous young people nationally, with partners including the National Australia Bank, ANZ, Commonwealth Bank, Westpac, Australia Post, Telstra and the Victorian and West Australian governments.

AFL SportsReady has worked in partnership with the AFL Players' Association in providing training in a career beyond the football field through the suite of Next Goal Career Transition Programs.

Today, one in four AFL players are involved in our programs and the establishment of SportsReady Education has allowed the partnership to grow further.

During the past year, 187 AFL players have undertaken studies with SportsReady Education in a range of courses, including Sport Development, Business and Fitness.

SportsReady Education has also developed tailored education opportunities, which includes the Executive Certificate in AFL Management (Football Operations). The 26 participants who took part in the inaugural course this year after successfully completing the assessment task received one unit of credit into La Trobe University's Masters Course.

The pathway into La Trobe University has been made possible thanks to our exclusive partnership with the university. We have this year forged partnerships with three universities across the country, including La Trobe University in Victoria, Curtin University in Western Australia and Griffith University in Queensland.

The partnerships offer SportsReady Education students a unique opportunity to gain direct entry and credit towards a Bachelor Degree upon completion of their Diploma studies.

The Barrowan program, a partnership funded and supported by the Collingwood Football Club Foundation, began in 2012 as a traineeship program for young Victorian Indigenous job seekers, and its quick success saw its expansion into a direct employment model.

Ten young Indigenous Victorians have undertaken traineeships across the City of Yarra, with five

full-time trainees working with AFL Victoria to increase Indigenous participation.

The expansion of the program has resulted in another 35 Indigenous job seekers being placed into direct employment roles over the next six months.

The partnership with Australia Post has not only supported more than 20 trainees into full-time and school-based traineeship roles, but has led to the development of the Executive Certificate in Mentoring, which assists the company's management to support our Indigenous trainees.

AFL SportsReady also delivers Cultural Awareness Training to our partners, including corporate organisations.

AFL SportsReady also expanded into the arts and creative industries this year, with the development of a new program, ArtsReady, supported by the Federal Government. ArtsReady will mean young Australians eager to embark on a career in the arts will have a formalised training and education pathway into back-of-house, administration and support roles, allowing them to get a foot in the door to their dream job while gaining nationally accredited qualifications.

Ladder

The AFL industry has a long-standing reputation as a force for change. In 2013 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.

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.

For the second year, Ladder was the Official Charity of the Toyota AFL Finals Series. The AFL 'Greatness' advertising campaign for the finals and sales of the official Premiership Cup memorabilia pin helped to raise significant awareness and funds for Ladder.

The AFL joined with Ladder for their first Shout For Good campaign, which encouraged fans to make a micro-donation to Ladder via the Shout App. Ladder ambassador and Collingwood star Luke Ball was the spokesperson for the campaign which raised more than \$5000.

Ladder has a vision to operate in every region that hosts an AFL team by 2020.

It costs Ladder just under \$40 a day to support a young person who is striving for a better future.

This provides around 119 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.



AFL SportsReady's
commitment
to providing
career pathways
for Indigenous
Australians
has been
backed by the
corporate sector

AFL CEO Andrew Demetriou presents NAB AFL Auskick national ambassador Shane Crawford with a \$10,000 cheque as he departs on his 22-day bicycle ride from Melbourne to Perth to raise funds and awareness for Breast Cancer Network Australia.



Breast Cancer Network Australia

The AFL has continued its association with Breast Cancer Network Australia, which has included staging the Field of Women promotion three times since 2005, with the community coming together to form the 'pink lady' symbol of the Breast Cancer Network on the ground before an AFL match.

Planning started in 2013 to repeat this event in 2014. The 2010 event raised \$850,000 to support the work of the Breast Cancer Network.

The AFL was a supporter of Shane Crawford's 'Tour de Crawford' ride to raise funds and awareness for Breast Cancer Network Australia.

Andrew Demetriou, AFL staff at AFL headquarters and NAB AFL Auskickers from Strathcona Girls Grammar said farewell to the NAB AFL Auskick national ambassador as he departed Melbourne for Perth on a 22-day marathon. Crawford was presented with a \$10,000 cheque from the AFL at the farewell event held outside AFL House in the Docklands.

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 has reported experiencing physical or sexual violence at some time in their lives. 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 respect and responsibility policy, which aims to create a safe and inclusive environment for women at all levels of the game.

The AFL competition's support for the White Ribbon Campaign to eliminate violence against women continued in 2013 when the Greater Western Sydney Giants and Sydney Swans competed for the White Ribbon Trophy for matches between the two clubs.

In 2013, the AFL were the platinum sponsor for the White Ribbon International Conference 'Global to Local', which featured expert speakers from around the globe on the prevention of violence against women. AFL Education Officers Luke Brennan and Luke Ablett presented at the conference on the AFL's Respect and Responsibility Program.

The AFL is also participating in the White Ribbon Workplace Accreditation Project that aims to recognise participating workplaces for the work they do in preventing violence against women, and to accredit them as White Ribbon Organisations.

Several members of the AFL executive, including Chief Executive Officer Andrew Demetriou, 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.

The White Ribbon campaign is also promoted annually through the Brownlow Medal dinner.

REACH

Jim Stynes scholarship fund

The AFL and the Reach Foundation together established the Jim Stynes scholarship fund in 2012 in honour of the 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 his contribution as an outstanding footballer, administrator, philanthropist, charity worker and writer.

Recipients will receive funding towards football, travel and education expenses.

The 2013 winners were selected by a panel comprising the AFL, the Reach Foundation and Sam Ludbey.

Each year the program will offer up to 37 scholarships with a value of up to \$20,000. Number 37 was Stynes' original number when he joined Melbourne Football Club.

The 2013 Jim Stynes Scholarship winners were:

- William Austin (Vic)
- Emmanuel Jakwot (Vic)
- Aidyn Johnson (Vic)
- Lewis Taylor (Vic)
- Teresa Daw (Vic)
- Rebecca Cock (SA)
- Emmanuel Irra (SA)
- Malcolm Karpany (SA)
- Liam Dawson (Qld)

- John Mason (Qld)
- Sean Fletcher (WA)
- Herman Humphries (WA)
- Jermaine Miller-Lewis (WA)
- Clem Smith (WA)
- Rhonda Williams (WA)
- Zabreena Manjerovic (Tas)
- Maddison Smith (Tas)
- Patrick Taban (NT)

Jim Stynes Community Leadership Award

Gold Coast Suns ruckman Zac Smith was awarded the Jim Stynes Community Leadership Award established by the AFL and The Reach Foundation in honour of the former Melbourne Football Club president and champion player.

The annual award commemorates Jim Stynes' tireless service and leadership across the community and is bestowed annually to the AFL player who demonstrates the values of Stynes in his commitment to helping others.

Smith was presented the award by Sam Ludbey at the 2013 Brownlow Medal ceremony.

AFL Chief Executive Officer Andrew Demetriou said Smith was an extraordinary leader in the community and a deserving winner of the award.

"Through his relentless work within the community and sacrifice of his spare time, Zac has made a significant difference, particularly in the prevention of domestic violence as a leader of the Gold Coast Suns Horizons program and a White Ribbon ambassador," he said.

Smith received \$20,000 from the AFL to be donated to the charities or community programs of his choice.

■ Suns ruckman Zac Smith receives the Jim Stynes Community Leadership Award for his outstanding work in the Gold Coast community from Stynes' wife, Sam Ludbey, at the 2013 Brownlow Medal night.



Iman Kamareldin takes part in the all-female exhibition match between multicultural teams at the National Unity Cup in Melbourne last March.



LEGAL, INTEGRITY & COMPLIANCE

ANDREW DILLON
GENERAL MANAGER



▶ Patrick Dangerfield had another superb season in 2013, being selected in the Four'N Twenty All-Australian side and finishing third in the Adelaide Crows' best and fairest award.

The AFL Commission has restructured and significantly bolstered the competition's integrity capabilities, establishing a stand-alone department to take a co-ordinated, strategic approach.

After reviewing the Australian Crime Commission Report into Organised Crime and Drugs in Sport, the AFL Commission amended a number of rules and established a stand-alone department to take a co-ordinated, strategic approach to all integrity issues facing the AFL competition.

The AFL Commission established an integrity unit in 2008 to, among other things, monitor betting on AFL matches and to ensure full compliance with AFL rules and regulations including the Anti-Doping Code.

The integrity unit was originally established as part of the football operations department, but given the breadth of issues highlighted by the Australian Crime Commission Report, the AFL Commission restructured and significantly bolstered the AFL's competition integrity capabilities.

General Counsel Andrew Dillon was appointed as General Manager – Legal Integrity and Compliance with overall responsibility for the stand-alone department.

Integrity Services Manager Brett Clothier heads up the Competition Integrity Department reporting to Dillon. He joined the AFL in 2008 from Racing Victoria.

The Total Player Payments and AFL Club List Administration functions now form part of the role of the Competition Integrity Department.

Rules governing total player payments and the National Draft are fundamental components of the AFL competition, which can impact on the integrity of the game. This change allows all off-field matters to be managed by one department.

The AFL Commission also approved three new roles to expand the capacity of the integrity department, two investigators and one administrator, and has invested in technology to further support the department.

In early 2014, the AFL announced the appointment of Detective Superintendent Gerard Ryan as Senior Investigator

in the Competition Integrity Department, reporting to Brett Clothier, and Detective Senior Constable Tony Keane as an Investigator in the department, reporting to Gerard Ryan.

Detective Superintendent Ryan and Detective Senior Constable Keane join the AFL from Victoria Police where they served in Crime Command and the Homicide Squad respectively.

In addition to increased enforcement and monitoring by the Competition Integrity Department to ensure compliance with the changes to the Anti-Doping Code and AFL Rules, the AFL will also make appropriate changes to the Club Risk Management Review to ensure risk related to these matters is properly considered in clubs' programs.

ANTI-DOPING CODE

Amendments approved by the AFL Commission to the Anti-Doping Code go above and beyond the WADA Code in protecting the competition from doping.

The AFL does not want clubs or individuals to pursue a pharmacological advantage over one another or test the limits of the WADA prohibited list. The changes to the Code reflect this approach and also the need for greater monitoring by the AFL and accountability of clubs, officials and players.

After extensive consultation with AFL clubs, AFL Medical Officers and the AFL Players' Association, the AFL Commission approved a series of amendments to the Anti-Doping Code and AFL Rules in July 2013.

Following that decision, ASADA was consulted and approved the amendments to the AFL's Anti-Doping Code.

Major changes to the Anti-Doping Code included:

- New AFL Treatment Rules (new Clause 12 of the Code) will govern supplementation and medical treatments for players above and beyond the requirements of the WADA Code.



The AFL may conduct its own sample collection for screening/analysis for intelligence purposes.

- ▶ AFL Treatment Rules establish the concept of Controlled Treatments and Prohibited Treatments.
- ▶ Controlled Treatments may be used, but must be approved by the club doctor and recorded in a register made available to the AFL.
- ▶ Prohibited Treatments may not be used under any circumstances.
- ▶ The AFL is developing the Controlled Treatments List and an AFL Prohibited Treatments List in close consultation with clubs, the AFLPA and other stakeholders and these lists will be subject to regular review.
- ▶ No substance is to be administered to any player by injection other than by an appropriately qualified medical practitioner and only to the extent it is necessary to treat a legitimate medical condition. No person may possess needles or injectables other than the club medical officer.
- ▶ Clubs will have obligations with respect to proper storage and inventory of treatments on their premises.
- ▶ A person who engages in conduct in relation to an AFL Prohibited Treatment, Prohibited Substance or Prohibited Method that is unbecoming or likely to prejudice the interest or reputation of the AFL may be subject to a sanction.

Any person who breaches the AFL Treatment Rules may be subject to a sanction as the General Counsel in his sole discretion deems appropriate, or if he determines necessary he may refer the matter to the Commission or Tribunal.

In addition to the AFL Treatment Rules, the following changes have also been included in the Code:

- ▶ Persons must report approaches or invitations to breach the Code or any knowledge of potential breaches to the AFL.
- ▶ AFL may conduct its own sample collection for screening/analysis for intelligence purposes.

Neither WADA nor ASADA has any power, function or jurisdiction over the matters set out in the new AFL Treatment Rules under the Code.

TREATMENTS

The AFL has established a Treatments Advisory Committee to assist in the development of:

- ▶ The Prohibited Treatments List and Controlled Treatments List (including list criteria and guiding principles).
- ▶ The form of written approval required for Controlled Treatments.
- ▶ The form and content of the database of Controlled Treatments required to be maintained by clubs.
- ▶ Inventory requirements and standards for Controlled Treatments.

The Treatments Advisory Committee will have an ongoing role in advising the AFL in relation to these matters and will enable the AFL to be responsive to any issues that arise regarding the implementation of the new AFL Treatment Rules at any time. Committee members are:

- ▶ Dr Peter Harcourt, AFL Medical Director.
- ▶ Dr Harry Unglik, AFL Medical Director.
- ▶ Dr Peter Baquie, Medical Officer, Collingwood FC.
- ▶ Kylie Andrew, Sports Dietitian, Richmond FC.
- ▶ Dr Andrew Potter, Medical Officer, Adelaide FC.
- ▶ Dr Tim Barbour, Medical Officer, St Kilda FC.
- ▶ Robert Aughey, President, AFL Sports Science Association.
- ▶ Michelle Cort, Dietitian, Geelong FC.
- ▶ David Buttifant, High Performance Manager, Carlton FC.
- ▶ Dr Andrew Daff, AFLPA Advisory Board.
- ▶ Dr Mark Fisher, Medical Officer, Port Adelaide FC.
- ▶ Dr Anik Shawdon, AFL Talent Pathway Medical Officer.

The Treatment Advisory Committee has met initially to consider the Prohibited and Controlled Treatments Lists and criteria and guiding principles for these lists.

AMENDMENTS TO AFL RULES

The AFL Commission also amended various AFL Rules relating to competition integrity, a summary of which follows:

Powers, Conduct and Sanction – Rule 2

- ▶ An amendment has been made to Rule 2.1(a)(v) to clarify that the Commission or General Counsel can refer a matter “in whole or in part” for determination by the Tribunal or another body.
- ▶ A new Rule 2.1(b) has been included to clarify what the term “obtain production” means in the context of the requirement of participants to provide access to documents, files or records in the course of investigations.
- ▶ Under Rule 2.5, three further General Offences have been included, which are not new offences, however clarify interpretation of existing offences.



The Gambling Rule has been extended to prohibit betting on all Australian Football competitions

Enforcement of Draft and Total Player Payments – Rule 29

- As a result of recent investigations, Rule 29 has been reviewed, with a number of minor changes to provide clarification, including a new provision added to the definition of “conduct prejudicial to the Draft”, that being: (h) *whereby a Player, Coach or assistant Coach fails to Perform on the Merits in relation to any aspect of a Match for any reason whatsoever and where such failure is for the purpose of hindering, prejudicing, interfering with or preventing the natural operation of the draft.*
- Following from this, a new definition has been included of Performing on one’s Merits as:
To Perform on one’s Merits: means at all times to perform honestly and to the best of one’s ability in the pursuit only of legitimate competitive objectives. For the avoidance of doubt “legitimate competitive objective” includes the development of the team or players or management of player fatigue or injuries but does not include improving a club’s draft position, improving a club’s position with respect to a potential player exchange or manipulating a club’s position on the ladder for the purpose of improving its draw within the Finals Series.
- Rule 29.21 has been amended in relation to sanctions.

Registration of Club Officials – Rule 30

- The Rule relating to registration of club officials has been broadened to cover all employees, directors and agents of a club and provide for more stringent requirements in relation to these matters. The AFL Commission has approved investment in an upgraded technology system to implement the enhanced registration requirements and this has been rolled out during the pre-season period.
- Rule 30 will also result in the creation of minimum standards with respect to match-day restricted areas. The minimum standards would relate to areas of venues such as changing rooms and coaches boxes and cover matters such as use of mobile phones and access.

Gambling – Rule 32

- The Gambling Rule has been extended to prohibit betting on all Australian Football competitions, not just the AFL competition.
- The Rule now also requires that a Player, Coach, assistant Coach and members of the Match Committee must at all times Perform on their Merits.

- Further, a club must seek the approval of the AFL to conduct an award that may be subject to a wagering contingency. For example, St Kilda and Richmond must seek the approval of the AFL to conduct the Ian Stewart Medal. Following this the AFL would ensure that the people voting on this award are subject to appropriate confidentiality and non-wagering requirements.

Protected Witnesses and protected Disclosures – Rule 36

- A new rule has been created enshrining protection for persons who provide information to the AFL as disclosers or witnesses with respect to possible breaches of the AFL Rules.

TOTAL PLAYER PAYMENT RULES

Monitoring Total Player Payments (TPP) by AFL clubs and enforcing the associated rules is the responsibility of the TPP Assurance & Advice Department in the Legal, Integrity and Compliance Department.

The TPP limit per club increased 4 per cent in 2013, from \$158.2 million to \$164.5 million while gross player payments increased at a slightly higher rate of 4.5 per cent from \$173.7 million to \$181.6 million.

The Additional Services limit per club for the provision of marketing services by players increased by 39 per cent from \$613,000 to \$852,000 and the amount spent on these services by clubs increased by 33.4 per cent, from \$10.4 million to 13.9 million.

In addition to the above amounts, players earned \$2 million from employment and marketing arrangements with associates of clubs.

Taking into account the \$181.6 million in gross player payments, \$13.9 million in additional services agreements and \$2 million from employment and marketing arrangements with associates of clubs, the total earned by players in 2013 was \$197.5 million, an increase of 6.8 per cent on 2012.

The average payment by clubs for a listed player in 2013 was \$265,179, an increase of 5.4 per cent over 2012, and when including employment and marketing agreements with associates of clubs was \$267,923.

No club was sanctioned during 2013 for a breach of the TPP Rules.

2000-2013 SUMMARY OF AFL PLAYER EARNINGS

EARNINGS	2000 PLAYED	2001 PLAYED	2002 PLAYED	2003 PLAYED	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
\$0-\$60,000	87	71	51	51	35	47	34	24	10	9	9	9	31	1	21	0	9
\$60,001-\$100,000	132	102	116	102	111	119	99	92	90	80	67	75	114	71	120	48	109
\$100,001-\$200,000	237	219	194	184	188	183	198	177	168	156	153	180	186	187	199	203	213
\$200,001-\$300,000	80	92	100	102	107	101	109	134	142	151	158	162	166	166	170	148	156
\$300,001-\$400,000	22	34	36	47	57	47	57	60	77	85	91	92	94	103	104	114	115
\$400,001-\$500,000	8	14	20	31	24	21	30	35	39	37	45	53	53	58	60	64	64
\$500,001-\$600,000	-	4	9	8	12	18	10	13	18	16	9	17	20	25	25	22	22
\$600,001-\$700,000	2	3	3	4	4	7	7	5	3	6	8	10	10	11	12	19	19
\$700,001-\$800,000	-	-	-	-	-	1	0	3	5	3	2	3	3	4	4	10	10
\$800,001-\$900,000	-	-	-	1	4	3	4	2	-	2	2	4	4	1	1	7	7
\$900,001-\$1,000,000	-	-	-	-	-	-	1	-	-	2	4	1	1	1	1	0	0
\$1,000,001 +	-	-	-	-	-	-	-	1	2	-	-	2	2	8	8	5	5
TOTAL	568	539	529	530	542	547	549	546	554	547	548	608	684	636	725	640	729

2000-2013 AFL TOTAL PLAYER EARNINGS

	2000 \$	2001 \$	2002 \$	2003 \$	2004 \$	2005 \$	2006 \$	2007 \$	2008 \$	2009 \$	2010 \$	2011 \$	2012 \$	2013 \$	MOVEMENT % 2012-2013
GROSS PLAYER PAYMENTS (GPP)	80,951,208	88,957,912	97,701,770	101,843,018	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	4.52%
Deductions:															
Finals/ Relocation & Living & other Allowances	844,209	812,883	1,478,536	1,657,728	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	11.24%
Retention and Cost of Living Allowances	1,112,500	1,178,125	1,390,625	1,484,375	1,406,450	1,291,500	1,175,574	680,488	728,263	753,988	779,100	804,825	1,722,326	1,791,218	4.00%
Veterans' Allowance	2,549,017	2,595,883	2,542,428	2,553,503	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	26.41%
Other Deductions	646,799	703,427	837,984	237,500	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	-7.72%
Total Deductions	5,152,525	5,290,318	6,249,573	5,933,106	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	10.81%
Player Payments Less Deductions	75,798,683	83,667,594	91,452,197	95,909,912	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	3.93%
Injury Allowance	3,500,608	4,266,984	3,850,200	3,531,000	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	-19.27%
Gross Player Payments Less Injury Allowance	72,298,075	79,400,610	87,601,997	92,378,912	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	4.31%
TPP Limit	76,000,000	83,000,000	89,000,000	95,000,000	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	4.00%
Gross Player Payments Less Injury Allowance	72,298,075	79,400,610	87,601,997	92,378,912	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	4.31%
Margin/(Excess)	3,701,925	3,599,390	1,398,003	2,621,088	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	-25.19%
Additional Services Agreements (ASAs)	3,413,383	4,186,233	5,311,316	5,176,700	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	33.43%
Average Gross Player Earnings (including ASAs)**	LISTED \$126,996 PLAYED \$140,295	LISTED \$149,749 PLAYED \$165,062	LISTED \$167,229 PLAYED \$177,076	LISTED \$176,019 PLAYED \$189,484	LISTED \$184,656 PLAYED \$200,971	LISTED \$187,251 PLAYED \$204,271	LISTED \$192,962 PLAYED \$208,104	LISTED \$203,280 PLAYED \$218,560	LISTED \$213,953 PLAYED \$233,281	LISTED \$221,482 PLAYED \$241,436	LISTED \$226,165 PLAYED \$249,239	LISTED \$237,388 PLAYED \$253,795	LISTED \$251,559 PLAYED \$272,074	LISTED \$265,179 PLAYED \$288,212	

Carlton forward Jarrad Waite and Essendon defender Jake Carlisle contest the ball in round 11 at the MCG. The Blues were the beneficiaries of the Bombers' expulsion from the finals in 2013.





➤ (from left) Football Federation Australia CEO David Gallop, National Rugby League CEO David Smith, ASADA CEO Aurora Andruska, Cricket Australia CEO James Sutherland, former Federal Sports Minister Kate Lundy, former Australian Crime Commission CEO John Lawler, former Federal Minister for Justice Jason Clare, AFL CEO Andrew Demetriou and Australian Rugby Union CEO Bill Pulver face the media after the release of the Australian Crime Commission Report into Organised Crime and Drugs in Sport at Parliament House, Canberra.

PICTURE COURTESY GETTY IMAGES

ACC REPORT AND THE CHALLENGES FOR AUSTRALIAN SPORT

On February 7, 2013, the Australian Crime Commission released its report into Organised Crime and Drugs in Sport which focused on new generation performance and image enhancing drugs and organised crime involvement in their use in professional sport.

While there was legitimate debate about the timing of the report's release, that commentary took the focus off what were serious issues facing sport at various levels in Australia.

Key findings of the Australian Crime Commission Report included:

- Despite being prohibited substances in professional sport, peptides and hormones are being used by professional athletes in Australia.
- Widespread use of these substances has been identified or is suspected by the ACC in a number of sporting codes in Australia.
- Organised crime identities and groups are involved in the domestic distribution of Performance and Image Enhancing Drugs (PIEDs), which includes peptides and hormones.
- PIEDs previously considered to only be available to elite athletes and used in sophisticated sports doping programs due to the expense and complexity of their administration are now widely available.

- The growth hormone releasing peptide, hormone and anabolic steroid market were assessed by the ACC to be one and the same with individuals trafficking anabolic steroids also distributing peptides and hormones.
- Organised criminal identities and groups were active in the trafficking of PIEDs being used by elite athletes in Australia.
- Professional sport in Australia was highly vulnerable to organised crime infiltration through legitimate business relationships with sports franchises and other associations.
- There was increasing evidence of personal relationships of concern between professional athletes and organised criminal identities and groups.
- The use of peptides and hormones is linked to a culture in some professional sports in Australia of administering untested and experimental substances to athletes in the hope they will provide an advantage in the highly competitive world of professional sport. In some instances the substances were not yet approved for human use.

- Some coaches, sports scientists and support staff of elite athletes have orchestrated and/or condoned the use of prohibited substances and/or methods of administration.
- Some sports scientists and doctors are experimenting on professional sportspersons in an effort to determine if particular substances can improve performance without being detected.
- Some anti-ageing clinics have been identified as a key source of supply of pharmaceutical grade WADA prohibited PIEDs to athletes, in some cases without prescription.

The AFL Commission regarded the ACC report as a wake-up call to all Australian sports as it confirmed Australia was not immune to what was happening in a variety of other sports around the world.

AFL RESPONSE TO ACC REPORT

The issues raised by the ACC report required a strong response from the AFL Commission, which subsequently approved a number of rules changes. They included a revamp of the Anti-Doping Code, which took the AFL's code above and beyond that of the World Anti-Doping Authority.

We also bolstered the integrity unit we established in 2008 to monitor betting on AFL matches and to ensure compliance with our rules including the Anti-Doping Code.

The rule changes supported our philosophy that it is totally unacceptable for a club, player or players to pursue an advantage over others in the AFL competition through pharmacological means or by pushing the limits of the WADA prohibited substances list.

The changes to our Anti-Doping Code were made after consultation with the Australian Sports Anti-Doping Authority (ASADA), a Federal Government body responsible for administering the WADA code in Australia.

Based on what has happened in other sports, including those which are part of the Olympic movement, it is clear drug testing is not the primary answer to detect the majority of athletes who elect to cheat by using performance-enhancing drugs.

Intelligence gathering and investigations are more likely to detect the use of substances banned by the Anti-Doping Code and those involved in the provision and administration of banned substances as well as governance standards and measures which fail to protect the health and welfare of players.

FACING OUR RESPONSIBILITIES

On February 9, 2013, the AFL received approval from the ACC to release further detail relating to the AFL competition and, on February 10, we confirmed the following:

- The AFL was aware of two specific cases where WADA-prohibited Performance and Image Enhancing Drugs may have been used in the AFL.
- One case involved one player at one club who had possibly used a WADA-prohibited PIED.
- The second case involved the possibility of WADA-prohibited PIED use by multiple players at another club. In this case, we indicated it was possible players were administered the WADA-prohibited PIEDs without their knowledge or consent.
- The ACC advised the AFL the second case related to the Essendon Football Club and confirmed the AFL could identify Essendon as that club on February 10.
- The AFL was not aware of any other instances where the use of WADA-prohibited PIEDs may have occurred nor was the AFL aware of any current or ongoing use of WADA-prohibited PIEDs in the AFL competition.
- The AFL was not aware of any instance of suspected match fixing in the AFL competition.



The AFL Commission regarded the ACC report as a wake-up call to all Australian sports



■ AFL CEO Andrew Demetriou and AFL Commission Chairman Mike Fitzpatrick announce the sanctions handed to Essendon as a result of the inquiry into the club's supplements program.

ESSENDON FOOTBALL CLUB

In late 2012 and early 2013, the Essendon Football Club received inquiries from the media concerning its supplements program in 2011-12.

The AFL received similar media queries. The questions from journalists included issues around the signing of confidentiality or waiver forms by players, a new regime of regular injections in the 2012 season, and the application of intravenous injections away from the club.

On February 4, 2013, Essendon and the AFL became aware of an interview about the supplements program which AFL Media and Nine Network journalist Damian Barrett had conducted with a former Essendon player.

Not satisfied with information available at the club about the program and activities in 2012, former Essendon FC Chairman David Evans contacted the AFL on February 5, 2013. Unable to identify or substantiate the status of the supplements, and with concern about a number of the suppliers and personnel involved, Mr Evans asked the AFL and Australian Sports Anti-Doping Authority to investigate what had occurred at the club.

Mr Evans is to be commended for putting first the health and safety of the players and the integrity of the competition.

Mr Evans also instituted a review into the club, and appointed respected business leader Dr Ziggy Switkowski to report on governance and the management of the supplement program in 2012.

Dr Switkowski's report was released on May 6, 2013, and one of the key findings was as follows:

"But a number of management processes normally associated with good governance failed during this period and as a result, suspicions and concerns have arisen about the EFC.

"In particular, the presence of banned substances on club premises, rapid diversification into

exotic supplements, sharp increase in frequency of injections, the shift to treatment offsite in alternative medicine clinics, emergence of unfamiliar suppliers, marginalisation of traditional medical staff etc combine to create a disturbing picture of a pharmacologically experimental environment never adequately controlled or challenged or documented within the club during the period under review.

"Compliance rules existed but normal controls during an abnormal period were insufficient to check the behaviours of some people who may have contravened accepted procedures and the CEO and board were not informed."

The issues raised by Dr Switkowski's report were obviously a major concern for the AFL Commission.

Interviews by ASADA with Essendon players and officials started after the release of Dr Switkowski's report.

The ASADA interim report, which the AFL received on August 2, 2013, gave the AFL Commission the information it required to act under the AFL Rules.

The interim report by ASADA into the Essendon supplements program was based on:

- Interviews with more than 120 people, some of which lasted for multiple days.
- More than 13,000 documents.
- Forensic examinations of files, email and text messages and mobile phones.

On August 13, 2013, the AFL's General Counsel and General Manager, Legal, Integrity and Compliance Andrew Dillon announced that on behalf of the AFL he had charged the Essendon Football Club, senior coach James Hird, club doctor Dr Bruce Reid, football manager Danny Corcoran and assistant coach Mark Thompson under AFL Rules in relation to the supplements program at the club in 2011 and 2012.

The club and each individual was charged with engaging in conduct that was unbecoming or likely to prejudice the interests or reputation of the AFL or to bring the game into disrepute, contrary to rule 1.6.

The sanctions determined by the AFL Commission and announced on August 27, 2013, included Essendon being fined \$2 million and excluded from the finals, the most severe sanctions ever handed down against an AFL club and the first time a club had been removed from the finals.

SUMMARY OF THE SANCTIONS:

Essendon FC breach of AFL Player Rule 1.6

The AFL Commission and the Essendon FC acknowledge that the conduct in its totality relied upon by the AFL and EFC to constitute a breach of Rule 1.6 is as follows, namely, that Essendon FC:

- ❑ Established a program relating to the administration of supplements to its players in preparation for, and during, the 2012 AFL Premiership Season (the Program).
- ❑ 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.
- ❑ Disregarded standard practices involving the human resources department when employing Dean Robinson and Stephen Dank at EFC.
- ❑ Failed to conduct routine, systematic pre-employment checks in respect of Dean Robinson and Stephen Dank.
- ❑ Failed to ensure that persons with the necessary integrity, reputation and training were engaged by EFC to implement the Program.
- ❑ Failed to ensure that those implementing the Program were adequately supervised.
- ❑ Failed to devise or implement adequate systems or processes to ensure that some substances provided to and used by players were safe and were compliant with the AFL Anti-Doping Code and the World Anti-Doping Code.
- ❑ Failed to have proper regard to player health and safety, including failing to ensure that some substances had no potentially negative effects on players.
- ❑ Failed to identify and record the source from which some substances used by players were obtained.
- ❑ Failed to adequately monitor and record the use of some substances.
- ❑ Failed to audit or monitor some substances held on the premises of EFC.

- ❑ Failed to implement a system for recording and storing some substances held on the premises of EFC.
- ❑ Failed to meaningfully inform players of some substances the subject of the Program and obtain their informed consent to the administration of some of the substances.
- ❑ Failed to take appropriate and adequate action when it became aware of facts that suggested that unsatisfactory and potentially risky practices were occurring in relation to the administration of supplements.
- ❑ Permitted a culture at EFC of frequent, uninformed and unregulated use of the injection of supplements.

The AFL Commission further determines, and the Essendon FC further acknowledges, that by reason of the above matters:

- ❑ EFC failed to ensure it adequately protected the health, welfare and safety of the players.
- ❑ There was a risk that Essendon players could have been administered substances prohibited by the AFL Anti-Doping Code and the World Anti-Doping Code and any such risk is an unacceptable risk.
- ❑ EFC is unable now to determine whether players were administered some substances prohibited by the AFL Anti-Doping Code and the World Anti-Doping Code.

As a result, it was determined the Essendon FC breached Rule 1.6 of the AFL Player Rules (March 2011).

Sanction

- ❑ Will pay to the AFL a fine in the sum of \$2,000,000, such amount to be paid by in instalments as follows:
 - \$400,000 on 31 December, 2013.
 - \$800,000 on 31 December, 2014.
 - \$800,000 on 31 December, 2015.
- ❑ Will forfeit its place in the 2013 AFL finals series and will not play in the 2013 AFL finals series, being deemed to have finished the 2013 Premiership Season in ninth position.
- ❑ Is prohibited from exercising, at the 2013 National Draft, its Round 1 and Round 2 selections, as those selections are identified immediately prior to the exchange period as specified under Rule 9.1 and any rights conveyed under Rule 8.1.
- ❑ Is prohibited from exercising, at the 2014 National Draft, its Round 1 and Round 2 selections, as those selections are identified immediately prior to the exchange period as specified under Rule 9.1 and any rights conveyed under Rule 8.1.

Essendon FC will, in 2014, be granted a selection at the end of Round 1 of the National Draft prior to any compensation selections otherwise awarded under the Rules.



As a result,
it was
determined
the Essendon
FC breached Rule
1.6 of the AFL
Player Rules

For the avoidance of doubt, the EFC has the ability to trade in for draft selections at any level of draft pick in the 2013 and 2014 National Drafts.

EFC acknowledges that:

- ▶ EFC regrets the impact and the potential consequences of this matter for the EFC players and the AFL competition in general.
- ▶ EFC supports the AFL Rules and recognises the need for the integrity of those Rules and the integrity of the AFL competition to be preserved by the AFL Commission.
- ▶ The AFL acknowledges that neither EFC nor any of the individuals charged set out to implement a supplements program that would result in players being administered prohibited or potentially harmful substances.

JAMES HIRD, SENIOR COACH

The AFL and James Hird agreed that in 2011-2012 EFC implemented, while Hird was Senior Coach of the club, the Program, which was inadequately vetted and controlled.

It was agreed by the AFL and James Hird that:

- ▶ He contributed to the Essendon FC's failure to take sufficient steps to ensure the health, welfare and safety of players in relation to the Program.
- ▶ When he became aware of facts that suggested that unsatisfactory practices were occurring, the action he took was not sufficient to stop those practices.
- ▶ He did not take sufficient steps to avoid there being a risk that players may have been administered substances that were prohibited by the AFL Anti-Doping Code and the World Anti-Doping Code, and any such risk is an unacceptable risk.
- ▶ As Senior Coach, he shares responsibility for the inadequate governance within EFC's football department.
- ▶ And in consequence, Hird accepts that the Essendon FC breached Rule 1.6 of the AFL Player Rules.

Sanction

By reason of the matters referred to above:

- ▶ The AFL imposed a 12-month suspension from the AFL effective from August 25, 2013.
- ▶ James Hird will not work with any AFL club in any capacity during this period.
- ▶ James Hird accepts this suspension.
- ▶ The AFL and James Hird consider that the best interests of the game and its supporters are served by a resolution of this matter now given James Hird's willingness to resolve the matter.

The AFL acknowledges that:

- ▶ No breaches of the AFL Anti-Doping Code have been established to date.
- ▶ James Hird did not set out to implement a supplements program that would result in players being administered WADA prohibited or harmful substances.
- ▶ James Hird's willingness to resolve the matter as described above is appropriate action by him in the circumstances.

DANNY CORCORAN, MANAGER, PEOPLE AND DEVELOPMENT:

The AFL and Danny Corcoran agree that in 2011/2012 the Essendon FC implemented, while Corcoran was Manager – People and Development of the club, the Program, which was experimental, inappropriate and inadequately vetted and controlled.

It was agreed by the AFL and Danny Corcoran that:

- ▶ He contributed to EFC's failure to take sufficient steps to ensure the health, welfare and safety of players in relation to the Program.
- ▶ When he became aware of facts that suggested that unsatisfactory practices were occurring, the action he took was not sufficient to stop those practices.
- ▶ He did not take sufficient steps to avoid there being a risk that players could have been administered substances that were prohibited by the AFL Anti-Doping Code and the World Anti-Doping Code and any such risk is an unacceptable risk.
- ▶ As Manager – People and Development, he shares responsibility for the inadequate governance within EFC's football department in relation to the Program.
- ▶ And in consequence, Danny Corcoran accepts that he contributed to EFC breaching Rule 1.6 of the AFL Player Rules.

Sanction

- ▶ The AFL imposed a six-month suspension from the AFL, effective October 1, 2013, two months of which is suspended for a period of two years.
- ▶ Danny Corcoran is not permitted to work with any AFL club in any capacity during any period of suspension referred to in the preceding paragraph.
- ▶ Danny Corcoran accepts this suspension.
- ▶ The AFL and Danny Corcoran consider that the best interests of the game and its supporters are served by a resolution of this matter now given Corcoran's willingness to resolve the matter as described above.

The AFL acknowledges that:

- ▶ No breaches of the AFL Anti-Doping Code have been established based on the information held by the AFL.
- ▶ To the best of the AFL's knowledge and belief, neither Danny Corcoran nor the Essendon FC set out to implement a supplements program that would result in players being administered WADA prohibited or harmful substances.
- ▶ Danny Corcoran's willingness to resolve the matter as described above is appropriate action by him in the circumstances.

MARK THOMPSON, SENIOR ASSISTANT COACH

The AFL and Mark Thompson agree that in 2011/2012 the Essendon FC implemented, while Thompson was Senior Assistant Coach of the club, the Program, which was experimental, inappropriate and inadequately vetted and controlled.

It is agreed by the AFL and Thompson that:

- ▶ He contributed to EFC's failure to take sufficient steps to ensure the health, welfare and safety of players in relation to the Program.
- ▶ When he became aware of facts that suggested that unsatisfactory practices were occurring, the action he took was not sufficient to stop those practices.
- ▶ He did not take sufficient steps to avoid there being a risk that players could have been administered substances that were prohibited by the AFL Anti-Doping Code and the World Anti-Doping Code and any such risk is an unacceptable risk.
- ▶ As Senior Assistant Coach, he shares responsibility for the inadequate governance and oversight within EFC's football department in relation to the Program.
- ▶ And in consequence, Mark Thompson accepts that Essendon FC breached Rule 1.6 of the AFL Player Rules.

Sanction

The AFL imposed a \$30,000 fine.

The AFL and Mark Thompson consider that the best interests of the game and its supporters are served by a resolution of this matter now given Mark Thompson's willingness to accept responsibility as described above.

The AFL acknowledges that:

- ▶ No breaches of the AFL Anti-Doping Code have been established to date.
- ▶ To the best of the AFL's knowledge and belief, Mark Thompson and the Essendon FC did not set out to implement a supplements program that would result in players being administered WADA prohibited or harmful substances.

- ▶ Mark Thompson's willingness to resolve the matter as described above is appropriate action by him in the circumstances.

DR BRUCE REID, CLUB DOCTOR

On September 19, 2013, the AFL and Dr Bruce Reid, Essendon Football Club's doctor, issued the following joint statement:

Dr Bruce Reid strongly supports the AFL in its fundamental priority of looking after the health and welfare of players.

He shares its concern over the serious circumstances which gave rise to the supplements saga at the Essendon Football Club.

Dr Reid has always had the health of the players as his first priority over his 30 years as a club doctor. However, the failures of governance of the club's "High Performance Unit" resulted in him being marginalised with information being kept from him by those in control of the program.

It is absolutely clear he has always shared the long-standing stance of the AFL that football must have a drug-free culture.

Dr Reid said: "I support the stance taken by the AFL and the AFL Medical Officers Association in requiring appropriate governance at club level (particularly in terms of "sports science"), including a hierarchy of control which ensures a club doctor is the key person with the responsibility within AFL clubs for the health, welfare and safety of the playing group."

The Essendon Football Club is keen for Dr Reid to continue in his role as Senior Medical Officer and had appointed him to the role for the 2014 season.

Dr Reid will take leave and will return to the club in January 2014.

The AFL accepted Dr Reid's position and withdrew all charges against him, without penalty.

STRATEGY & CLUB SERVICES

SAM GRAHAM
GENERAL MANAGER



▶ Hard-working West Coast midfielder Matt Priddis won his first club best and fairest award in 2013.

Perth

There are plans to expand the Club Services division as the AFL seeks to develop a new competitive balance strategy.

The strategy department works with the AFL Commission and executive to develop the AFL's strategic agenda and provide strategy and consulting support across the AFL industry.

The Club Services team is responsible for identifying club revenue growth opportunities and increasing the support base of various clubs while Membership Shared Services manages the membership databases for all 18 AFL clubs.

A major focus for the strategy department in the past 12 months has been the development of a new competitive balance strategy for review by the AFL Commission and AFL

clubs, which is outlined in detail in this annual report by Chief Executive Officer Andrew Demetriou.

The department continued to oversee our competition expansion plans in conjunction with the Gold Coast Suns and Greater Western Sydney Giants Football Clubs.

Support for the AFL's two youngest clubs has included the areas of membership, ticketing and developing market-specific strategies to grow the game.

The department's role with AFL clubs includes industry benchmarking, identifying potential revenue opportunities, strategic planning assistance and financial modelling for a number of major stadium projects, including Adelaide Oval and the new Perth Stadium to be built on the Burswood Peninsula.

Also, in 2013, there was a major focus on providing strategic planning support across clubs and state bodies to develop initiatives to engage and grow the game's supporter and participation base.

The AFL's Membership Shared Services team supports membership databases for all 18 AFL clubs and provides account management, reporting, financial management and training services. Some key statistics from Membership Shared Services in 2013 included:

- 750,000 memberships renewed on the system and cards/packs issued.
- More than 100 million emails sent to club members and fans.
- More than 2 million individual payment plan transactions for monthly membership payments.
- 140 training sessions for club staff completed.

The AFL's study tour to meet with major professional sports leagues and clubs in the United States of America gave the AFL and club representatives

✓ Young Gold Coast Suns supporters celebrate victory over St Kilda in the opening round of 2013.





■ The plans for the new Perth Stadium and sports precinct. Construction on the project is expected to start by the end of 2014.

on the tour a better understanding of the role the various leagues have in providing a range of services to support their respective clubs.

The NBA's Team Marketing and Business Operations department provides consulting services to teams on ticket sales, sponsorship, game presentation, merchandising and building the fan base of each club. This division of the NBA employs 40 people whose full-time responsibility is to work with the various NBA clubs and to ensure each club is meeting their revenue targets.

During 2014, we will further develop the role of AFL Club Services to expand the level of assistance available to clubs.

PERTH STADIUM

The new Perth Stadium to be built on the Burswood Peninsula will complete the national stadium network hosting AFL matches when it opens for the 2018 Toyota AFL Premiership Season.

Perth Stadium will continue to be a major priority for the AFL's strategy department in 2014 and beyond in conjunction with the Fremantle and West Coast Eagles Football Clubs and the West Australian Football Commission.

In December 2013, the West Australian Government announced that three consortia, representing some of the world's leading stadium designers and builders, had submitted fully costed proposals for the new Perth Stadium and sports precinct.

The proposals were provided by three private sector consortia – Confidem, Evolution and WESTADIUM – which have been involved with projects such as the London 2012 Olympic and Paralympic Games Stadium, the Singapore Sports Hub and the Adelaide Oval redevelopment.

The successful bidder is expected to be announced by mid-2014.

Once awarded, the design development phase will start. Construction on the 60,000-seat, multi-purpose stadium and sports precinct is expected to start by the end of 2014 and be completed in time for the start of the 2018 AFL season.

The pre-construction site works program is due for completion by December 2014.

Public transport infrastructure works also started in 2013.



The successful bidder is expected to be announced by mid-2014

AWARDS, RESULTS & FAREWELLS

▶ Veteran Jude Bolton is chaired off by teammates Jarrad McVeigh and Ryan O'Keefe after playing his last game for the Swans in the second preliminary final against Fremantle at Patersons Stadium.



The Hawks lost only three games for the season, culminating in their hard-fought win over the Dockers in the Grand Final to secure their 11th AFL/VFL premiership.

After being the dominant team during the home and away season, Hawthorn clinched its 11th AFL/VFL premiership with a 15-point victory over a gallant Fremantle in the 2013 Grand Final.

The Hawks led from start to finish, with former Bulldogs full-back Brian Lake a worthy winner of the Norm Smith Medal.

The victory gave coach Alastair Clarkson his second premiership, following on his success with the Hawks in 2008. It also capped off a memorable season for ruckman/forward Jarryd Roughead, who won his first individual award at AFL level when he took out the Coleman Medal.

The Gold Coast Suns had their best season since entering the AFL in 2011 and produced the winners of two of the competition's biggest individual awards – the Brownlow Medal and the NAB AFL Rising Star.

Skipper Gary Ablett became the first Sun to win the Brownlow – his second after winning with Geelong in 2009. Ablett's young teammate, Jaeger O'Meara, capped off a superb debut season by winning the NAB AFL Rising Star Award.

Collingwood high-flyer Jamie Elliott's spectacular grab in round 14 against Port Adelaide at AAMI Stadium won him the Lifebroker Mark of the Year Award. Former Hawthorn forward Lance Franklin's leap followed by a long running goal against the Magpies in round three took out the British Paints Goal of the Year Award.

The International Rules Series returned after a two-year break when an all-Indigenous team, coached by former Sydney Swans star Michael O'Loughlin, played two Tests in Ireland. While the Australians lost 2-0, Ashley McGrath stood out as the best Australian player to win the Jim Stynes Medal.

Among the players farewelled in 2013 were two 300-game stars – decorated Brisbane Lions midfielder Simon Black and courageous Sydney Swan Jude Bolton.

Collingwood mourned the passing of three influential figures, Neil Mann, Ron Richards and Graeme Fellowes, and Hawthorn's revered president Phil Ryan was another sad loss.

2 The Hawks show their pride and emotion after defeating Fremantle to win the 2013 AFL premiership.



THE PREMIERS

The Hawks were men on a mission in 2013. Their loss to the Swans in the 2012 premiership decider, a year after a heart-breaking preliminary final defeat to Collingwood, burned deep in their psyche and they were hell-bent on redemption.

With a strong wind swirling around the MCG making it difficult to execute skills with precision, many thought conditions on Grand Final day would suit Fremantle's tactics of strangling its opposition and dilute the effect of Hawthorn's pinpoint delivery by foot.

But it was clear early the Hawks were not fazed by the conditions or the Dockers' pressure as they tackled and harassed their opponents with vigour.

Apart from a brief period in the third quarter, Hawthorn's multi-pronged attack functioned better than the Dockers. But the Hawks were not relying on Coleman medallist Jarryd Roughead or Lance Franklin to do most of the scoring.

Their most effective forward was former Crow Jack Gunston. He kicked the first goal of the match from a 30m set shot and added two more in the second quarter – the first on the run from just inside 50m and the second from a strong mark over Zac Dawson.

The Dockers drew within three points in the third quarter before another clever snap goal from Gunston gave the Hawks breathing space.

Gunston's four-goal haul took him within one vote of the Norm Smith Medal, which was awarded to teammate Brian Lake. The former Bulldog, in his first Grand Final, finished with 22 disposals, 10 marks (three contested) and five rebound 50s.

The Dockers fought valiantly until the end, with David Mundy and Nat Fyfe their standout performers, but the final siren signalled the Hawks' 11th AFL/VFL premiership. The mission was complete.



2013 TOYOTA AFL GRAND FINAL

MCG, SEPTEMBER 28, 2013

Hawthorn	2.3	5.5	8.8	11.11 (77)
Fremantle	0.3	1.6	6.10	8.14 (62)

Best: Hawthorn – Lake, Gunston, Lewis, Rioli, Hodge, Birchall. Fremantle – Mundy, Fyfe, Crowley, Johnson, Barlow.

Goals: Hawthorn – Gunston 4, Roughead 2, Franklin, Rioli, Smith, Breust, Hill. Fremantle – Pavlich 3, Walters 2, Mzungu, Mayne, D. Pearce.

Umpires: Brett Rosebury, Mathew Nicholls, Simon Meredith.

Crowd: 100,007 at the MCG.

TEAMS AS SELECTED

B F	B. Stratton Z. Clarke	B. Lake M. Pavlich (c)	B. Guerra M. Walters
HB HF	S. Burgoyne C. Sutcliffe	J. Gibson C. Mayne	G. Birchall N. Fyfe
C C	I. Smith D. Mundy	S. Mitchell R. Crowley	J. Lewis T. Mzungu
HF HB	L. Breust L. Spurr	L. Franklin L. McPharlin	C. Rioli D. Pearce
F B	P. Puopolo P. Duffield	J. Roughead Z. Dawson	D. Hale M. Johnson
R R	M. Bailey A. Sandilands	B. Sewell M. de Boer	L. Hodge (c) S. Hill
IC	L. Shiels, J. Gunston, B. Hill, J. Simpkin (s) H. Ballantyne, N. Suban, M. Barlow, L. Neale (s)		

Coaches

Alastair Clarkson
Ross Lyon



The Hawks were not fazed by the conditions or the Dockers' pressure as they tackled and harassed their opponents with vigour



NORM SMITH MEDAL



After 11 seasons and four unsuccessful finals campaigns with the Western Bulldogs, Brian Lake left at the end of 2012 in search of premiership glory.

Procuring an experienced key defender had become a priority for the Hawks after their recent finals failures.

Coach Alastair Clarkson and the Hawthorn hierarchy took a risk with the enigmatic but talented Lake, which paid off handsomely as the former Western Bulldog starred in his first Grand Final.

The two-time All-Australian, 31, proved the difference against Fremantle in the biggest game of the year, using his superb marking skills to advantage as the strong, swirly breeze made it difficult to execute most skills with precision.

Lake had 14 intercept possessions and seven intercept marks – the most in a final since 2000 – as he continually foiled Fremantle's scoring attempts. He finished with 10 marks, including three contested, and had 22 disposals.

Lake became the fifth Hawthorn player to win a Norm Smith Medal, the others being Colin Robertson (1983), Gary Ayres (1986, 1988), Paul Dear (1991) and Luke Hodge (2008).

NORM SMITH MEDAL VOTES 2013

JUDGE	VOTES
Brendan McCartney Chairman	3 J. Gunston (Haw), 2 L. Hodge (Haw), 1 B. Lake (Haw)
Tony Shaw 3AW	3 B. Lake (Haw), 2 D. Mundy (Frem), 1 J. Gunston (Haw)
Glenn McFarlane <i>Herald Sun</i>	3 B. Lake (Haw), 2 J. Gunston (Haw), 1 D. Mundy (Frem)
Adam McNicol AFL Media	3 B. Lake (Haw), 2 J. Gunston (Haw), 1 D. Mundy (Frem)
Karl Langdon 6PR	3 J. Gunston (Haw), 2 B. Lake (Haw), 1 N. Fyfe (Frem)
TOTALS	12 B. Lake (Haw), 11 J. Gunston (Haw), 4 D. Mundy (Frem), 2 L. Hodge (Haw), 1 N. Fyfe (Frem)

“Clarkson has adapted to the many changes in the game over his tenure



JOCK McHALE MEDAL



In the joyous aftermath of Hawthorn's premiership triumph, Hawk president Andrew Newbold reserved the highest praise for coach Alastair Clarkson.

“Alastair, you can now quite rightfully take your place amongst the great coaches of this club in Allan Jeans and John Kennedy snr. That is rarefied air,” Newbold declared after the 15-point victory in the Grand Final.

A few hours earlier Kennedy, who was Clarkson's first senior coach at AFL/VFL level at North Melbourne in 1987, had presented the premiership cup to the Hawks' mentor and captain Luke Hodge.

After the disappointments of 2011 and 2012, the win was particularly sweet for Clarkson, securing another flag to go with his 2008 triumph.

As a senior coach with Hawthorn since 2005, two of Clarkson's greatest strengths have been innovation and the ability to stay ahead of the game.

In a US study trip in late 2012, he adopted two ideas from powerful NBA side San Antonio Spurs that proved important to the Hawks' ultimate success.

The first was the installation of a countdown clock in the Sir Kenneth Luke Stand, situated above the club's training facility at Waverley Park.

In the previous two seasons the Hawks had a 5-7 record in games decided by two goals or less. But in 2013 their record was 4-2 in games decided by under two goals, thanks to several match simulation sessions at Waverley, where Clarkson would set the clock and give his players a limited time to win or save the game.

Clarkson's other key move was the appointment of former Melbourne forward Adem Yze as an assistant coach, whose major task was to work with players on their set shots for goal by employing a similar system to the one that the Spurs use to improve their free-throw shooting. No doubt this played a part in the improved set-shot conversion of several Hawks, including Jarryd Roughead and David Hale.

Clarkson has adapted to the many changes in the game over his tenure and ranks as one of the pre-eminent coaches in the past decade.

He is destined to be with the Hawks for a while yet.



BROWNLOW MEDAL



The tension was palpable at the Crown Palladium in Melbourne as the Brownlow Medal votes for the final match of the season were counted.

Gary Ablett was trailing former teammate and Geelong skipper Joel Selwood by two votes before AFL chief executive Andrew Demetriou revealed Ablett's best-on-ground performance against Greater Western Sydney was enough to give the Gold Coast Suns captain his second Brownlow Medal.

Ablett, a hot pre-count favourite, finished on 28 votes, polling in 12 games. Selwood polled 27 and Collingwood midfielder Dane Swan was another vote further back on 26.

Ablett, who previously won the Brownlow with Geelong in 2009, became the fifth player to win a medal with two clubs. He became the first Sun to win and the 14th player to collect more than one Brownlow, confirming his standing as one of the game's greats.

The medal triumph capped off a dominant season by Ablett, who won his fifth AFLPA MVP award, was named in the All-Australian side for the seventh time and won the Suns' club championship for a third consecutive season.

After polling only four votes in the opening six rounds, Ablett was rewarded for his superb form between rounds seven and 12, polling 16 votes, including four best-on-ground performances.

Selwood's effort was outstanding and the dynamic Steve Johnson, who was ineligible to win because of suspension, polled 25 votes to finish fourth to underline Geelong's fine form in the home and away season.

BROWNLOW MEDAL 2013

PLAYER	VOTES	PLAYER	VOTES
Gary Ablett	28	Tom Rockliff	21
Joel Selwood	27	Scott Pendlebury	21
Dane Swan	26	Dan Hannebery	21
Steve Johnson*	25	Trent Cotchin	19
Patrick Dangerfield	22	Kieren Jack	19

*ineligible



NAB AFL RISING STAR



While Gold Coast Suns skipper Gary Ablett was the dominant player in the competition in 2013, young teammate Jaeger O'Meara also won wide acclaim.

O'Meara, from Western Australia, had a superb debut season which culminated in the NAB AFL Rising Star award.

O'Meara, who won his nomination after the round five match against the GWS Giants, polled 44 of a possible 45 votes to win the Ron Evans Medal by 13 votes from Adelaide's Brad Crouch.

Port Adelaide's Ollie Wines finished third on 26 votes, ahead of North Melbourne's Aaron Mullett and Sydney Swan Tom Mitchell, who tied on 11.

O'Meara, taken at No. 1 in the 2011 GWS mini-draft, joined the Suns at the end of 2011 and spent a season with their reserves team in the NEAFL as he made his transition into the AFL.

In 2013, he played all 22 games for the Suns, averaging 22 disposals and kicking 16 goals.

The 182cm quick, strong-bodied midfielder is the complete package. He wins the hard ball at stoppages, is damaging with his run and carry, is strong overhead and kicks well on either foot.

Adelaide, which produced last year's winner Daniel Talia, had the most Rising Star nominations with four (Crouch, Sam Kerridge, Rory Laird and Luke Brown), followed by Greater Western Sydney with three (Lachie Whitfield, Adam Tomlinson and Zac Williams).

NAB AFL RISING STAR

PLAYER	VOTES	PLAYER	VOTES
Jaeger O'Meara	44	Nick Vlastuin	7
Brad Crouch	31	Lachie Whitfield	3
Ollie Wines	26	Brodie Grundy	1
Aaron Mullett	11	Sam Mayes	1
Tom Mitchell	11		



The 182cm quick, strong-bodied midfielder is the complete package



COLEMAN MEDAL



Jarryd Roughead, for so long in the shadow of teammate Lance Franklin, took centre stage in 2013 as he enjoyed his best season in the AFL.

The Coleman Medal was Roughead's first individual award at AFL level.

While he was a consistent goalkicker, the big Hawk from Leongatha in Victoria showed his versatility by being used effectively as a ruck-rover at centre bounces, finishing second in the club's best and fairest award to defender Josh Gibson.

During the home and away season, Roughead booted 68.28 to finish two ahead of Collingwood's Travis Cloke, who kicked five goals in the round 23 game against North Melbourne.

GWS Giants star Jeremy Cameron was third with 62.

Roughead's biggest haul in a game was five goals, achieving this mark four times – against GWS Giants in round eight, West Coast in round 13, Port Adelaide in round 16 and St Kilda in round 20.

He finished with four goals on seven occasions and three goals four times.

Roughead joins an exclusive list of Hawks to win the Coleman Medal.

Franklin, who kicked 58 goals in the home and away season last year, has won the award twice – in 2008 (102 goals) and 2011 (71).

The other Hawthorn winners were Jason Dunstall (1988, 1989, 1992), Peter Hudson (1968, 1970, 1971, 1977), Leigh Matthews (1975) and John Peck (1963–65).

COLEMAN MEDAL 2013

PLAYER	GOALS	PLAYER	GOALS
Jarryd Roughead	68	Jack Riewoldt	57
Travis Cloke	66	Lindsay Thomas	53
Jeremy Cameron	62	Nick Riewoldt	50
Josh Kennedy	60	Drew Petrie	48
Lance Franklin	58	Tom Hawkins	46



MARK & GOAL OF THE YEAR

Lance Franklin might be in Sydney Swans colours now but the former Hawthorn star left a couple of indelible marks on his old club in 2013.

Franklin was part of a Hawthorn combination that lost just three games for the season en route to its 11th premiership.

And he notched a great individual award when he was named winner of the 2013 British Paints Goal of the Year for his outstanding goal against Collingwood in round three at the MCG.

But the Pies gained some glory themselves when livewire forward Jamie Elliott was named the 2013 Lifebroker Mark of the Year winner.

Franklin's goal will be one of many treasured memories for Hawks fans.

He played his part in a magnificent team goal during the third term which started with Brent Guerra's long torpedo punt from a kick-in.

The kick was marked by Ben Stratton near the centre of the ground and he fired a quick handball to the running Franklin.

Stratton and Magpie opponent Sam Dwyer fell to ground, meaning Franklin had to jump over them as he collected the handball before launching a 75-metre bomb which bounced through for a goal.

Elliott took the Mark of the Year during the second quarter of Collingwood's round 14 clash against Port Adelaide at AAMI Stadium.

Teammate Travis Cloke gathered the ball on the 50-metre arc, swung on to his preferred left foot and launched the ball to the top of the goalsquare.

Elliott rode high over three Port Adelaide defenders to take a brilliant high mark, capping it off with a goal.

At the end of the home and away season, the All-Australian selection committee selected the winners from the 23 weekly nominees from the panel, and any public nominees that differed from the weekly nominees.

The Lifebroker Mark of the Year and British Paints Goal of the Year winners each received \$10,000 cash.



Roughead's biggest haul in a game was five goals, achieving this mark four times

2 The 2013 Four'N Twenty All-Australian Team is presented on stage at Melbourne's Royal Exhibition Building.



FOUR'N TWENTY ALL-AUSTRALIAN TEAM

Geelong captain Joel Selwood led the 2013 Four'N Twenty All-Australian team in 2013, which included 12 newcomers in the 22.

While it was three fewer than the 15 named in 2012, it was the third largest group of debutants since the League began picking a team of the year in 1982.

Joel Selwood, one of four Cats selected, was named captain at a gala dinner at Melbourne's Royal Exhibition Building. It was the third time the three-time premiership star had been rewarded with All-Australian representation.

Fellow Cats Corey Enright, Harry Taylor and Andrew Mackie were also in the team, with Enright being honoured for the fifth time.

Dual Brownlow medallist Gary Ablett was named for the seventh consecutive year – the first player to achieve that feat. Ablett was named vice-captain to Selwood, with whom he played in the 2007 and 2009 premierships for the Cats.

The Sydney Swans also had three players named, all first-time selections. Jarrad McVeigh and Kieren Jack filled slots on a half-back flank and half-forward flank respectively and Dan Hannebery was one of four on the interchange.

Magpie midfielders Dane Swan and Scott Pendlebury featured again – Swan for the fifth consecutive season and Pendlebury for the fourth. They were joined by teammate Travis Cloke, who filled the centre half-forward post.

The Grand Finalists had three players between them. Premier Hawthorn had Sam Mitchell (half-back) and Jarryd Roughead (forward pocket) and runner-up Fremantle had Michael Johnson (back pocket).

Port Adelaide's spectacular rise was recognised, with captain Travis Boak and Chad Wingard selected. At 19, Wingard became the youngest player to make the team since former Crow Mark Ricciuto in 1994.

Greater Western Sydney's Jeremy Cameron was named at full-forward, ahead of the Coleman medallist Roughead.

North Melbourne defender Scott Thompson's career-best season was rewarded with the full-back position. Western Bulldogs duo Ryan Griffen (wing) and Will Minson (ruck) also won spots after excellent years.

Adelaide Crows playmaker Patrick Dangerfield (half-forward) and Essendon captain Jobe Watson (interchange) made it successive appearances in the side.

The All-Australian selection panel consisted of Andrew Demetriou (chairman), Kevin Bartlett, Luke Darcy, Mark Evans, Danny Frawley, Glen Jakovich, Cameron Ling and Ricciuto.

ALL-AUSTRALIAN TEAM

SEPTEMBER 16, 2013

B	Corey Enright Geelong Cats	Scott Thompson North Melbourne	Michael Johnson Fremantle
HB	Jarrad McVeigh Sydney Swans	Harry Taylor Geelong Cats	Sam Mitchell Hawthorn
C	Ryan Griffen Western Bulldogs	Joel Selwood Geelong Cats (c)	Scott Pendlebury Collingwood
HF	Patrick Dangerfield Adelaide Crows	Travis Cloke Collingwood	Kieren Jack Sydney Swans
F	Jarryd Roughead Hawthorn	Jeremy Cameron GWS Giants	Chad Wingard Port Adelaide
R	Will Minson Western Bulldogs	Dane Swan Collingwood	Gary Ablett Gold Coast Suns (vc)
IC	Travis Boak Port Adelaide	Dan Hannebery Sydney Swans	Andrew Mackie Geelong Cats
		Jobe Watson Essendon	

Coach: Alastair Clarkson

Umpire: Mathew Nicholls

2 The Brisbane Lions celebrate after claiming their first pre-season premiership with a 40-point win in the NAB Cup Grand Final at Etihad Stadium.



NAB CUP

The Brisbane Lions broke through for their first pre-season premiership, defeating Carlton by 40 points in the NAB Cup Grand Final at Etihad Stadium.

After trailing by 13 points at half-time, the Lions set up the victory in the third quarter, kicking five goals to one.

They increased their lead in the final term to win 0.16.13 (109) to 2.7.9 (69) in front of a crowd of 24,884.

Brisbane lost its previous NAB Cup Grand Final in 2007, coincidentally to the Blues.

It also lost to Port Adelaide in 2001. However, Fitzroy won pre-season premierships in 1959 and 1978.

Lions midfielder Daniel Rich was awarded the Michael Tuck Medal for best afield with seven votes, ahead of teammates Dayne Zorko and Pearce Hanley and co-captain Jonathan Brown.

Brown was Brisbane's most effective forward with five goals and Josh Green (three goals) was always dangerous.

Bryce Gibbs was the Blues' best, with his penetrating kicking a highlight.

Kane Lucas was prolific and captain Marc Murphy performed solidly.

Chris Judd, in his first hit-out for 2013 after suffering a strained hamstring during the pre-season, had a quiet game and was subbed off early in the last quarter.

The NAB Cup format was the same as in 2012. In round one, each of the 18 clubs played two shortened 'triangular series' matches against two other sides, followed by full-scale games in rounds two and three.

All matches in the three rounds counted equally for points and percentage, with the two best-performed sides, the Lions and the Blues, qualifying for the NAB Cup Grand Final.

Brisbane was the only unbeaten side, defeating Hawthorn by 21 points, the Gold Coast Suns by 33 points, the GWS Giants by three points and Collingwood by 34 points in the qualifying rounds.

Carlton accounted for the GWS Giants by two points, the Sydney Swans by 22 points and Fremantle by 70 points before losing by three points to Adelaide in round three.

NAB CUP GRAND FINAL 2013

ETIHAD STADIUM, FRIDAY, MARCH 15

Brisbane Lions	0.5.3	0.7.5	0.12.10	0.16.13 (109)
Carlton	1.2.0	2.6.6	2.7.7	2.7.9 (69)

Best: Brisbane Lions – Rich, Zorko, Hanley, Brown, Karnezis, Moloney, Merrett, Green. Carlton – Gibbs, Lucas, Simpson, Yarran, Kreuzer, Murphy.

Nine-Point Goals: Carlton – Gibbs, Tuohy.

Goals: Brisbane Lions – Brown 5, Green 3, Zorko 2, Bewick, Karnezis, McGrath, Polkinghorne, Redden, Rich.

Carlton – Betts, Casboul, Duigan, Kreuzer, Robinson, Rowe, White.

Umpires: J. Bannister, D. Margetts, S. Jeffery, S. Stewart.

Crowd: 24,884.

Michael Tuck Medal: Daniel Rich (BL).

“Brown was Brisbane's most effective forward with five goals and Josh Green was always dangerous



McCLELLAND TROPHY

For the second successive year, Hawthorn collected the McClelland Trophy but this time the Hawks had some special silverware to go with it.

The Hawks collected the McClelland Trophy in 2012, their reward for finishing on top of the ladder at the end of the home and away season.

But they fell at the final hurdle, losing an epic Grand Final encounter to the Sydney Swans by 10 points.

It was a different story in 2013 as Hawthorn breezed through the home and away season with a 19-3 win-loss record, but come finals time the Hawks went one better securing their 11th premiership with a 15-point victory over Fremantle.

The McClelland Trophy has been presented since 1951 and was instituted to recognise the service of Dr Wm. C. McClelland as a player and club delegate for Melbourne and VFL president from 1926-55.

From 1951-90 it was awarded to the club accumulating the highest number of points by its senior, reserve grade and under-19 teams.

With the move to a national competition, the AFL Commission decided that as from 1991 the trophy would be awarded to the team finishing on top of the ladder at the end of the home and away season.

1 Young Hawk Bradley Hill celebrates a goal against Carlton in round 12.



TOYOTA AFL PREMIERSHIP SEASON

					FOR			AGAINST			%	MATCH POINTS	HOME		AWAY		STREAKS W/L	SCORES		AV MARGIN		W < 7PTS	L < 7PTS	PLAYERS USED	RND 23 2012	1ST YEAR PLAYERS	QTRS WON	4TH QTRS W	
	P	W	L	D	G	B	PTS	G	B	PTS			W	L	W	L		HIGH	LOW	W	L								
1	Hawthorn	22	19	3	0	374	279	2523	271	233	1859	135.72	76	9	2	10	1	4W	148	66	38	19	1	0	34	1	5	60	17
2	Geelong Cats	22	18	4	0	353	291	2409	262	204	1776	135.64	72	11	0	7	4	4W	157	82	36	5	2	3	35	6	3	55	10
3	Fremantle	22	16	5	1	302	223	2035	217	216	1518	134.06	66	10	1	6	4	1L	157	41	43	37	1	1	39	7	7	54	13
4	Sydney Swans	22	15	6	1	332	252	2244	242	242	1694	132.47	62	7	3	8	3	2L	171	48	47	26	0	0	35	3	6	55	10
5	Richmond	22	15	7	0	311	288	2154	252	242	1754	122.81	60	7	4	8	3	2W	163	53	41	32	1	1	36	12	3	55	14
6	Collingwood	22	14	8	0	310	288	2148	274	224	1868	114.99	56	8	3	6	5	1L	133	51	38	32	1	0	40	4	8	42	9
7	Port Adelaide	22	12	10	0	298	263	2051	295	232	2002	102.45	48	7	4	5	6	2L	134	58	29	30	3	1	35	14	4	47	15
8	Carlton	22	11	11	0	304	301	2125	283	294	1992	106.68	44	5	6	6	5	1W	148	43	30	18	2	3	38	10	5	43	11
9	Essendon*	22	14	8	0	312	273	2145	289	266	2000	107.25	56	6	5	8	3	1L	184	54	35	44	3	0	36	11	4	43	13
10	North Melbourne	22	10	12	0	342	255	2307	279	256	1930	119.53	40	6	5	4	7	1W	151	29	53	12	0	5	33	8	3	53	12
11	Adelaide Crows	22	10	12	0	297	282	2064	279	235	1909	108.12	40	5	6	5	6	2W	187	50	44	23	2	2	36	2	4	43	14
12	Brisbane Lions	22	10	12	0	276	266	1922	309	290	2144	89.65	40	7	4	3	8	1L	123	46	20	35	2	1	38	13	5	36	12
13	West Coast Eagles	22	9	13	0	295	268	2038	317	237	2139	95.28	36	3	8	6	5	3L	177	39	41	36	3	1	37	5	5	46	13
14	Gold Coast Suns	22	8	14	0	276	262	1918	301	285	2091	91.73	32	6	5	2	9	1W	148	44	33	31	0	1	42	17	5	38	9
15	Western Bulldogs	22	8	14	0	283	228	1926	331	276	2262	85.15	32	5	6	3	8	1W	131	28	22	36	1	1	38	15	5	29	11
16	St Kilda	22	5	17	0	251	245	1751	308	272	2120	82.59	20	4	7	1	10	2W	140	36	46	35	0	2	40	9	9	27	5
17	Melbourne	22	2	20	0	209	201	1455	393	333	2691	54.07	8	2	9	0	11	9L	144	28	22	64	1	0	39	16	7	19	4
18	GWS Giants	22	1	21	0	221	198	1524	444	326	2990	50.97	4	1	10	0	11	4L	124	42	37	71	0	1	46	18	8	18	4

* Essendon was stood down from the 2013 Toyota AFL finals series.

2 The Australian team lines up before the second Test at Dublin's Croke Park.

PICTURE COURTESY GETTY IMAGES



INTERNATIONAL RULES

An all-indigenous team represented Australia for the first time in 2013 as the International Rules Series resumed after a two-year hiatus.

The 21-man team, coached by former Sydney Swans star Michael O'Loughlin, was captained by North Melbourne midfielder Daniel Wells, with retiring Melbourne veteran Aaron Davey as his deputy.

O'Loughlin was backed by a senior coaching panel of Rodney Eade, Tadhg Kennelly and Andrew McLeod in the two-Test series played in Ireland.

The Australians were seeking to regain the Cormac McAnnellen Perpetual Trophy after losing the previous series to the Irishmen 0-2 in Australia.

The visitors had won the most recent series in Ireland in 2010 and entered the campaign full of optimism, but the home side had other ideas and was well prepared.

Ireland took its first step towards retaining the trophy, winning the opening Test at Breffni Park in Cavan by 22 points after surviving a last-quarter revival from Australia.

The Irishmen led by 25 points at the 13-minute mark of the third term before the Australians fought back to be within eight points early in the final quarter.

Ireland secured victory with an over from Ciaran Sheehan and its second goal for the match scored by Kevin McLoughlin.

Carlton defender Zach Tuohy starred for the Irishmen, kicking the first goal of the match in the third term.

Steven Motlop and goalkeeper Ashley McGrath were the standout players for Australia.

The Australians needed to win the second Test at Croke Park, Dublin, by at least 23 points to take out the series, but were never in the hunt as the Irishmen scored a record 79-point victory.

Ireland's score of 6.22.14 (116) was a record, beating the previous best of 2.27.7 (100) by Australia at Patersons Stadium in 2005. The Irishmen's series win was also by a record combined margin of 101 points.

After the first Test defeat, the Australians came out with more intensity but had no answer to the home side, whose ball use was much slicker than it had been at Breffni Park.

While O'Loughlin could not question his players' enthusiasm and commitment during the series, he described their decision-making in the Dublin Test as "terrible".

Ashley McGrath stood out under intense pressure to win the Jim Stynes Medal as the best Australian player.

McGrath, the only Brisbane representative in the 21-man team, shone in probably the most difficult role in International Rules as the goalkeeper to become only the second Lion to win the medal – Jason Akermanis won it in 1999.

Australian team

Tony Armstrong, Dom Barry, Eddie Betts, Alwyn Davey, Aaron Davey (vice-capt), Shaun Edwards, Cam Ellis-Yolmen, Lance Franklin, Jarrod Harbrow, Josh Hill, Leroy Jetta, Lewis Jetta, Nathan Lovett-Murray, Ashley McGrath, Steven Motlop, Jake Neade, Mathew Stokes, Lindsay Thomas, Sharrod Wellingham, Daniel Wells (capt), Chris Yarran.

INTERNATIONAL RULES SERIES 2013

FIRST TEST AT BREFFNI PARK, CAVAN

Ireland	0.5.2	0.8.4	1.9.6	2.12.9 (57)
Australia	0.1.1	0.2.3	1.5.6	1.7.8 (35)

SECOND TEST AT CROKE PARK, DUBLIN

Ireland	2.4.3	3.10.5	4.15.9	6.22.14 (116)
Australia	0.2.2	0.4.4	0.7.4	2.7.4 (37)



Steven Motlop and goalkeeper Ashley McGrath were the standout players for Australia



Chad Cornes, Andrew Embley and Joel Corey were among those players who retired during or after the 2013 season.

RETIRES & DEPARTING PLAYERS

Simon Black and Jude Bolton head the list of players who retired and departed the AFL at the end of the 2013 season.

Black and Bolton were among 32 players boasting more than 100 games' experience who hung up the boots during or after the 2013 season.

Black was a key player in the Lions' three consecutive premierships (2001-03), winning the Norm Smith Medal for his 39-possession display in the victory over Collingwood in 2003.

He was regarded as one of the elite midfielders in the competition for many seasons, winning the Brownlow Medal in 2002.

He was a three-time best and fairest winner (2001, 2002, 2006) and a three-time All-Australian (2001, 2002, 2004).

Bolton bowed out after the Sydney Swans' loss to Fremantle in the second preliminary final. Renowned for his courage and attack on the ball, the midfielder was a key member of the Swans' premiership sides in 2005 and 2012.

Geelong triple premiership player Joel Corey and St Kilda goalsneak Stephen Milne also called it quits.

Corey was a two-time best and fairest winner with the Cats (2005, 2008) and twice named in the All-Australian team (2007, 2008).

Milne kicked 574 goals in 275 games, was St Kilda's leading goalkicker on four occasions (2002, 2010-12) and was a two-time All-Australian (2011-12).

Chad Cornes and Brent Guerra, who were teammates at Port Adelaide for four seasons, finished their careers with different clubs with the identical number of games, 255.

Cornes was a member of the Power's first premiership side in 2004. He was third in the Brownlow Medal in 2004 and a two-time All-Australian (2004, 2007).

He switched to expansion club GWS Giants at the start of 2012 before succumbing to injury midway through 2013.

Guerra's last game was with his third club Hawthorn as a member of its 2013 premiership side. He also played in the Hawks' 2008 premiership team.

He started his career with the Power and played two seasons with the Saints before ending up at Hawthorn.

DEPARTING PLAYERS (100 GAMES OR MORE)

PLAYER	CLUB	GAMES	GOALS
Simon Black	Brisbane Lions	322	171
Jason Blake	St Kilda	219	38
Jude Bolton	Sydney	325	196
Jared Brennan	Brisbane Lions/ Gold Coast	173	101
Dean Brogan	Port Adelaide/ GWS Giants	193	53
Joel Corey	Geelong	276	79
Chad Cornes	Port Adelaide/ GWS Giants	255	179
Aaron Davey	Melbourne	178	175
Alwyn Davey	Essendon	100	120
Alan Didak	Collingwood	218	274
Brett Ebert	Port Adelaide	166	240
Andrew Embley	West Coast	250	216
Brent Guerra	Port Adelaide/ St Kilda/Hawthorn	255	108
David Hille	Essendon	197	153
Ben Johnson	Collingwood	235	70
Darren Jolly	Melbourne/ Sydney/ Collingwood	237	122
Graham Johncock	Adelaide	227	120
Daniel Kerr	West Coast	220	122
Justin Koschitzke	St Kilda	200	247
Andrew Krakouer	Richmond/ Collingwood	137	152
Nathan Lovett-Murray	Essendon	145	73
Joel Macdonald	Brisbane Lions/ Melbourne	124	6
Martin Mattner	Adelaide/Sydney	222	40
Stephen Milne	St Kilda	275	574
Mark Nicoski	West Coast	112	61
Michael Osborne	Hawthorn	168	110
David Rodan	Richmond/ Port Adelaide/ Melbourne	185	131
Jordan Russell	Carlton/ Collingwood	125	18
Adam Selwood	West Coast	187	43
Richard Tambling	Richmond/ Adelaide	124	62
Bret Thornton	Carlton/ GWS Giants	189	30
Shane Tuck	Richmond	173	74

➤ Australian Football Hall of Fame inductees for 2013: (back from left) Scott West, Matthew Lloyd, Bryan Sheehan; (front) Hassa Mann, Royce Hart (Legend) and Rick Davies at the induction dinner at Parliament House, Canberra. The other 2013 inductee, Brian Peake, was unable to attend.



HALL OF FAME

RICK DAVIES

Born: April 8, 1952

Played: 370 games, 818 goals (Sturt 1970-80, 1982-85: 317 games, 635 goals; Hawthorn 1981: 20 games, 37 goals; South Adelaide 33 games, 146 goals)

Coached: South Adelaide 1985-87 (60 games, 20 wins, 39 losses, 1 draw); Sturt (22 games, 4 wins, 18 losses)

Davies was a champion for Sturt in the 1970s, an era when South Australia produced some of the great players of the time. He was a powerhouse ruckman for the Double Blues, a dual premiership player and seven-time best and fairest winner. Davies signed an agreement with the VFL binding him to Hawthorn. He spent only one year with the Hawks, kicking 37 goals from 20 games while playing primarily out of a forward pocket. Back in the SANFL, Davies played three more years for Sturt, almost exclusively as a key forward, and finished there with 317 games and 635 goals. He then stepped in as playing coach of South Adelaide seven rounds into 1985 and played 33 games and kicked 146 goals for the Panthers. He also played 20 games and kicked 20 goals for SA.

MATTHEW LLOYD

Born: April 16, 1978

Played: 270 games, 926 goals (Essendon 1995-2009)

Lloyd was the quintessential spearhead: a strong, quick and physical full-forward who slotted goals from any angle with his accurate left-foot kick. Twice he reached the magical 100-goal milestone, and he finished his career as Essendon's greatest goalkicker, with 926. Lloyd won the Coleman Medal three times, was All-Australian five times and was pivotal in the Bombers' all-conquering 2000 premiership season.

Things changed for Lloyd in 2006 when he was appointed captain. He started with an eight-goal haul over reigning premier Sydney. Two weeks later, his season was over with a torn hamstring tendon. He returned in 2007 and kicked 62 goals, and repeated the total in 2008. However, he retired at the end of the 2009 season and has carved out a successful career in the media.

HASSA MANN

Born: October 10, 1940

Played: 240 games, 325 goals (Melbourne 1959-68: 178 games, 193 goals; South Fremantle 1969-71: 62 games, 132 goals)

Coached: South Fremantle 1969-71 (65 games, 30 wins, 35 losses)

As an untried teenager from Merbein in north-west Victoria, Mann rejected offers of new cars from Richmond and Geelong – two of nine clubs chasing him – to join Melbourne. The Demons only gave the highly skilled rover/half-forward a pair of ill-fitting new boots, but Mann was attracted by the prospect of playing for the League heavyweight on the MCG every second week. Mann twice beat Ron Barassi for Melbourne's best and fairest, in 1962 and 1963. He eventually won three club awards and played in the 1959, 1960 and 1964 premiership sides. Mann finished in the top three in the best and fairest in each of his last seven seasons at Melbourne, and on four occasions was in the top 10 in the Brownlow Medal. A contractual dispute prompted Mann to take the coaching job at South Fremantle in 1969 and he took the club to a premiership the next year. He later returned to Melbourne, coaching the under-19s before becoming a club director and serving as CEO from 1992-97.

“Mann rejected offers of new cars from Richmond and Geelong – two of nine clubs chasing him – to join Melbourne

BRIAN PEAKE**Born:** December 12, 1953**Played:** 381 games, 351 goals (East Fremantle 1972-81, 1985-90: 305 games, 293 goals; Geelong 1981-84: 66 games, 49 goals; Perth 1990: 10 games, 9 goals)

Rated the No. 1 footballer in the country for a period in the mid-1970s, Peake won five best and fairests for East Fremantle, a Sandover Medal and a Tassie Medal before he was recruited by Geelong to play in the VFL in 1981. A brilliant half-forward or ruck-rover, he arrived at his first training session at Kardinia Park in a helicopter and went on to captain the club in one of his three seasons (1982), playing 66 games. Peake returned to Western Australia in 1985 and the following year lined up for the Sandgroppers in one of the greatest matches in State of Origin history. Aged 32, he produced a magnificent seven-goal performance that drove WA to a three-point win over Victoria at Subiaco Oval. Peake, who played 22 games for WA, finished his career with a sixth best and fairest with East Fremantle in 1987 and was awarded the Order of Australia Medal in 1990 for his contribution to football.

BRYAN SHEEHAN**Born:** April 3, 1959**Umpired:** 363 games (1986-2003)

The 13th umpire to be admitted to the Hall of Fame, Sheehan's credentials stack up with the best officials the game has seen. He started his career under the two-umpire system, finished it under the three-umpire system and officiated when the game changed dramatically in style in the 1980s through to the 2000s. Umpired six Grand Finals, including the classic 1989 encounter between Hawthorn and Geelong, and was named as one of four field umpires in the umpires' Team of the Century. In total, he umpired 37 finals.

SCOTT WEST**Born:** November 14, 1974**Played:** 324 games, 107 goals (Western Bulldogs 1993-2008)

West played 324 games (fourth on the Bulldogs' all-time list), winning a club-record seven best and fairests, the ruck-rover's spot in the Team of the Century, five All-Australian selections and five top-four placings in the Brownlow Medal. The former Bulldogs No. 7 is also the seventh most prolific ball-winner over the past 40 seasons, with his disposal average of 25.4 eclipsing fellow Hall of Famers Robert Harvey (25.2) and Nathan Buckley (24.6). A left-footer and prolific handballer who prided himself on winning contested ball and feeding outside runners, he topped 40 touches on four occasions, with his best effort of 45 coming in a seven-point win over Adelaide at the MCG in round 20, 2006, which helped set up a finals berth.

LEGEND**ROYCE HART****Born:** February 10, 1948**Played:** 188 games, 371 goals (Richmond 1967-77: 187 games, 369 goals; Glenelg 1969: 1 game, 2 goals)**Coached:** Footscray 1980-82 (53 games, 8 wins, 45 losses)

An inaugural inductee into the Australian Football Hall of Fame in 1996, Hart is one of just 25 official Legends of the game. Hart was born in Hobart and started his career with Clarence where he was identified by the Tigers' Tasmania-based talent spotter, Harry Jenkins. The club's secretary, Graeme Richmond, promptly flew to the Apple Isle where he met Hart and his family. Hart's mother spoke up during the meeting, saying her son would need some new clothes if he was going to get a decent job after moving to Melbourne. Richmond signed Hart for the princely sum of a suit and six shirts. At the age of 19, Hart kicked three goals in his VFL debut against Essendon at the MCG in round one of the 1967 season, and it soon became clear the Tigers had secured one of the game's great bargains. Hart played in four premierships with the Tigers (1967, 1969, 1973 and 1974), the last two as captain. He also won two best and fairest awards, was the club's leading goalkicker twice and was selected in the AFL/VFL, Richmond and Tasmanian Teams of the Century. Hart was conscripted into the National Service in 1969. He spent the best part of a year with the Royal Australian Artillery in Adelaide, during which time he flew back to Melbourne on weekends to play for Richmond. While living in Adelaide, Hart trained regularly with Glenelg, another club known as the Tigers. The connection led to him accepting an offer of \$2000 to play for Glenelg in the 1969 SANFL Grand Final, which was held a week after the VFL decider. A switch to coaching followed. Hart guided the Richmond reserves in 1979, then had an ill-fated two-and-a-half year stint as senior coach at Footscray, during which time the Bulldogs won only eight of their 53 matches.



Richmond signed Hart for the princely sum of a suit and six shirts

AFL LIFE MEMBERS



JOEL COREY

Corey retired at the end of 2013 after a distinguished career that included 276 premiership season games, 31 pre-season matches, one State of Origin match and two International Rules series games.

The hard-working midfielder played in 23 finals and four Grand Finals which netted three premierships in 2007, 2009 and 2011. Corey, a first round selection (No. 8 overall) in the 1999 National Draft, played his junior football in Western Australia, starting with Girrawheen Koondoola before going to WAFL club East Perth. He was a two-time winner of the Cats' best and fairest, the 'Carji' Greeves Medal, in 2005 and 2008 and was runner-up in 2011. Corey earned All-Australian honours on two occasions (2007-08) and played in two pre-season premierships (2006, 2009). In 2014 he will work as a development coach at the Western Bulldogs under coach Brendan McCartney.



LENNY HAYES

Hayes has been the heartbeat of St Kilda's midfield for more than a decade. Recruited from NSW club Pennant Hills, he won the Morrish Medal in 1998 as the best player in the TAC Cup and was chosen by the Saints as a first-round selection (No.

11 overall) in the 1998 National Draft. Hayes finished third in the 2009 Brownlow Medal and won the Norm Smith Medal in the drawn 2010 Grand Final. He is also a three-time winner of the Saints' best and fairest award (2003, 2010, 2012), was runner-up in 2002 and third in 2004, 2005 and 2008. Hayes was club captain in 2004 and co-captain in 2007. He has earned All-Australian honours on three occasions (2003, 2005, 2009) and represented Australia in two matches in the International Rules Series in 2003.



JOHN LONGMIRE

Recruited from NSW club Corowa-Rutherglen, Longmire played 200 games and kicked 511 goals for North Melbourne between 1988-99. His last game for the Kangaroos was the 1999 Grand Final, which they won to give

Longmire his first AFL-VFL premiership. The 1990 season was a memorable one for Longmire as he became the youngest winner of the John Coleman Medal with 98 goals. He was also named in the All-Australian team, became the youngest player to kick 10 goals in a match and won the Kangaroos' best and fairest award. He finished third in North Melbourne's best and fairest in 1991 and was the

club's leading goalkicker five times (1990-94). Longmire also played five State of Origin games. He finished his career as a defender and ruckman before joining Sydney as an assistant coach in 2002. After replacing Paul Roos at the end of 2010, he guided the Swans to their fifth premiership in 2012.



RYAN O'KEEFE

After playing most of his early football with the Sydney Swans as a forward, O'Keefe has become a prolific ball-winner in the midfield in the past few seasons, highlighted by his brilliant performance in the 2012 Grand Final to win the Norm

Smith Medal. He played his junior football with Victorian club Strathmore and the Calder Cannons before being picked up by the Swans as a fourth-round selection (No. 56 overall) in the 1999 National Draft. O'Keefe won the Swans' best and fairest award in 2009, was equal second in 2006 and third in 2012. He has played in 24 finals, including two Grand Final wins in 2005 and 2012. O'Keefe represented Australia in the International Rules Series in 2005 and 2006, winning the Jim Stynes Medal in 2006. He won All-Australian selection in 2006 and represented Victoria in 2008.



BRETT ROSEBURY

Rosebury started umpiring with the Southern Suburban Juniors Football League in 1995 and was appointed to the WAFL in 1997 before being promoted to the AFL list in 2000. He umpired in the 1999 WAFL Grand Final and was awarded

the WA Umpire of the Year in 1999 and the NTFL Umpire of the Year in 1998 and 1999. An accountant by profession, Rosebury umpired his first AFL game in 2000 and has umpired 29 AFL finals, including the 2009-13 Grand Finals. He was named All-Australian umpire in 2008, 2009 and 2011. With the combination of premiership and pre-season matches, he has qualified for life membership in reaching the 300-game milestone.



CHRIS SCOTT

After a three-year stint as an assistant coach at Fremantle, Scott had immediate success with Geelong in 2011. In taking the Cats to the premiership, Scott became the first coach since Hawthorn's Alan Joyce in 1988 to win a flag in his first

year. When the Cats won their first 10 games that season, he bettered the 79-year record of South Melbourne coach Johnny Leonard for most consecutive wins from debut. After playing his junior football with East Camberwell and the Eastern Ranges, Scott made an immediate impact with Brisbane, winning the AFL Rising Star award in 1994.



Hayes has been the heartbeat of St Kilda's midfield for more than a decade

He went on to play 215 games and kick 79 goals with Brisbane between 1994-2007 and played an important role as a tough defender in the Lions' success in the early 2000s, being a member of the 2001 and 2002 premiership sides. He won the Lions' best and fairest award in 1998 and represented Australia in the 2001 International Rules Series.



BRIAN SIERAKOWSKI

The rugged back pocket was a member of St Kilda's only AFL-VFL premiership team in 1966. Sierakowski played 75 games in five seasons with the Saints before moving to Western Australia to play in the WAFL with Subiaco. In

six seasons with Subiaco, he played 115 games, including the 1973 premiership, and kicked 20 goals. Sierakowski won Subiaco's best and fairest and best clubman awards in 1972 and represented WA in four games, including the 1969 carnival. After retiring from football, he served as a director and vice-president at Subiaco between 1982-83. He was awarded life membership at Subiaco in 1985 and admitted to its hall of fame in 2005. His knowledge and legal expertise was utilised by West Coast as a director between 1993-2000 and he had various roles with the WAFL, being awarded life membership of the league in 2012. He received the Australia Sports Medal in 2000.



DAVID SMORGON

Smorgon served as the Western Bulldogs' president for 16 years before stepping down in December 2012, steering the club through constant battles of survival. Smorgon has been a one-eyed Bulldog supporter since being

indoctrinated by his father George, who served as a club director and vice-president. His promotion of the game in Melbourne's western suburbs has been a particular passion. A lawyer by profession, Smorgon spent 25 years as senior executive and director of Smorgon Consolidated Industries. In 1997 he was named the inaugural chairman of Family Business Australia, a position he held for six years. In 2000 he was awarded the Medal of the Order of Australia for his contribution to the Bulldogs and to the community through health, education and social welfare organisations. In 2013 he accepted the role of patron for SportsConnect, an organisation connecting business and sport.



HARRY UNGLIK

Dr Unglik was one of Victoria's first formally trained medical practitioners in sports medicine. A graduate of Monash University in 1973, he has made a continuous contribution to Australian Football

for 32 years after starting his involvement as North Melbourne's club doctor in 1981. During his time he has worked with players, clubs and administrators and has been a leader in integrating modern sports medicine practices into the game, always making player health and welfare his highest priority. His achievements and contribution to the Kangaroos were acknowledged when he was awarded life membership of the club in 2001. He is also a life member of the AFL Medical Officers Association. Between 1998 and 2000 he served as the medical officer for the AFL Players' Association and has been the AFL's medical director since 2002, being the key architect and administrator of the League's Illicit Drugs Policy among numerous other achievements.

JACK TITUS RECOGNITION OF SERVICE AWARD



BARRIE DOWNS

Barrie Downs has been named the winner of the Jack Titus Recognition of Service Award after having completed his 60th year of involvement in club football in 2013. Downs started as a junior footballer

with SANFL club South Adelaide in 1952, graduating to the reserves and seniors between 1955-64. He joined West Adelaide in 1969 and filled various administrative roles until 1987. Known affectionately as 'BJ', he has been with Adelaide since its inception in 1990. He was the Crows' honorary team manager between 1991-98 before joining the full-time staff in 1999. His duties have included: being the official club team manager on match-days; co-ordinating all of the playing staff, at training and on match-days; attending all training sessions and other sessions as required; arranging social events/functions for players in conjunction with the club's general manager football operations; preparing, submitting and recording all insurance claims for match payments and loss of time and ensuring training facility signage is accurate and up to date. He is a life member of South Adelaide's second 18, West Adelaide and Adelaide football clubs. In 2010 he won the AFL Coaches' Association Lifetime Achievement award.

The late Jack Titus was a champion Richmond forward who kicked 970 goals from 1926-43. He played 294 games and for many years held the League's consecutive games record of 202. Titus was also a committeeman and senior coach at Richmond. The award is presented annually in recognition of outstanding service in football.

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OBITUARIES

BRUCE HEYMANSON

Essendon lost a Life Member and club No. 1 ticket-holder with the passing of Heymanson, aged 72, on January 10, 2013. Then Essendon chairman David Evans said the Bombers had lost a great member of their family, a man who was seen as the club's modern-day father figure. He said Heymanson also held a special bond with the players and was a great mentor to many. Senior coach James Hird said: "Bruce was a fantastic man who had done so much for this football club." Heymanson worked tirelessly behind the scenes to ensure Essendon was a strong and viable organisation. He was a committee member from 1988-98 and was an integral member and leader of several coterie groups, including the Essendonians, Red 'n' Blacks and the Dick Reynolds Club. He also played a critical role in fundraising for the club's new High Performance Centre at Tullamarine.

GRAEME FELLOWES

Fellowes, the League's tallest ruckman in his era, died on January 24, 2013, aged 78. Fellowes, recruited from Maffra in Gippsland, Victoria, stood at 200cm and weighed just on 100kg when he played with Collingwood between 1956-64. He was one of the stars in the Magpies' shock 1958 Grand Final win against Melbourne. He was also in Collingwood's losing Grand Final side against Melbourne in 1960. After his 66-game career was over, Fellowes stayed with Collingwood and served for several years as a committeeman. His son, Wes, won a Copeland Trophy during his 102 games with Collingwood.

DAVID RHODES

Rhodes, one of Fitzroy's best-known players in the late 1960s-early 1970s, died on February 15, 2013, aged 64. Rhodes' blond hair presented a striking presence on the field and he played many brilliant games as a wingman. Recruited from Cobden in western Victoria, he played 72 games from 1968-73 and later played with Subiaco in WA. Rhodes was a member of the Victorian side that played in Perth in the 1972 carnival series. The great Kevin Murray was captain for most of Rhodes' time at Fitzroy and his coaches were Bill Stephen and Graham Donaldson. After his playing days, Rhodes became prominent in sports marketing in Melbourne with IMG.

NEIL MANN

Mann was one of Collingwood's best and most popular players of the 1940s and '50s. He died on February 21, 2013, aged 88. Mann was a top-line ruckman and centre half-back who was credited with having the biggest hands in football. He was a great stalwart of the club – as player, coach, committeeman, Life Member and, as an obituary from the club noted, "a gentleman with a warm smile, ready laugh and hearty handshake". Mann played 179 games from 1945-56, won the club's best and fairest award, the Copeland Trophy, in 1954 (he was second in 1948 and 1953), coached the senior side from 1972-74, the reserves from 1957-71 and was a committeeman for many years. He starred in Collingwood's 1953 Grand Final win, played in the losing Grand Final sides in 1952, 1955 and 1956 and was captain in 1955-56. Mann was also a member of Collingwood's Hall of Fame and represented Victoria several times. He was runner-up in the Brownlow Medal in 1954 and third in 1953.

JOHN CHICK

Chick, a leading Carlton wingman in the 1950s, died on March 17, 2013, aged 80. The Blues recruited Chick after he showed early promise with New Town (Tasmania) and he played his first game as a 19-year-old in 1952. He went on to play 119 games until 1960. He played under coaches Percy Bentley, Jim Francis and Ken Hands and in 1959-60 was vice-captain to Bruce Comben. A highlight was his selection in the 1956 All-Australian side following the national carnival in Perth. After his days at Carlton, he coached his old club Glenorchy (formerly New Town).

DAVID O'HALLORAN

O'Halloran, a leading Hawthorn backman, died on April 11, 2013, aged 57. The strongly built, reliable O'Halloran, nicknamed 'Rubber', played 160 games from 1976-85, the highlights being premierships in 1976 and 1983. He was also a member of the losing 1984-85 Grand Final teams. The former Ivanhoe Grammar player was part of a top era at Hawthorn when his teammates included Peter Knights, Leigh Matthews, Michael Tuck, Dermott Brereton and Jason Dunstall. He was a Life Member of the club.



Mann was a gentleman with a warm smile, ready laugh and hearty handshake

OBITUARIES

RON BAGGOTT

Baggott, who formed a formidable forward combination at Melbourne with the great Norm Smith, died on April 26, 2013, aged 96. He was the younger of the two star footballing Baggotts – brother Jack made his mark at Richmond and Essendon and also coached Essendon and South Melbourne. High-marking Ron Baggott played 133 games and kicked 308 goals from 1935–42 and 1945. He played in the premiership sides of 1939–41, represented Victoria in 1939 and won the club best and fairest award in 1940. Baggott, who was made a Life Member of the club in 1946, missed three seasons serving in World War II.

DOUG BEASY

Beasy, a classy Carlton centreman/wingman/half-forward in the 1950s, died on May 12, 2013, aged 83. Beasy, the son of Carlton player Maurie Beasy, played 129 games and kicked 124 goals for the Blues from 1951–59. He won the club best and fairest award in 1956 and played for Victoria in 1955 and 1957. Beasy was recruited from the Victorian country town of Dunolly. After his career at Carlton, he played for Box Hill and in 1961 won the Victorian Football Association's top award, the J.J. Liston Trophy.

NORM JOHNSTONE

Johnstone, one of the toughest footballers in AFL-VFL history, died on June 7, 2013, aged 86. His contribution of 228 games is the fifth highest by a Fitzroy player. The follower/forward, renowned for his strength in a rugged era, played from 1944–57 and kicked 195 goals. Johnstone was vice-captain of the club, best and fairest winner in 1947 and a Victorian representative in 1948. Years later he was selected in Fitzroy's Team of the Century in the first ruck with Alan 'Butch' Gale and triple Brownlow medallist Haydn Bunton.

DON MCINTYRE

McIntyre, the last survivor from Carlton's 1938 premiership team, died on July 16, 2013, aged 98. He was also the oldest AFL-VFL player. McIntyre, a back pocket recruited from Pakenham, played 100 games from 1935–42 and won Carlton's best and fairest award in 1937. Carlton defeated Collingwood before a then record crowd of 96,486 to win the 1938 flag and McIntyre's teammates included Bob Chitty, Brighton Diggins, Frank Gill, Harry Vallence and Jack Hale. McIntyre served with the RAAF in World War II.

RAY SLEETH

Sleeth, a top field umpire in the 1960s–70s, died on July 29, 2013, aged 74. Sleeth officiated in a strong era of field umpires who included Jeff Crouch, Don Jolley, Peter Sheales, Ian Coates and Bill Deller. These were the days of one field umpire a game and Sleeth had charge of 113 games from 1966–72. This included two second semi-finals and two first semi-finals. One of those first semi-finals was in 1970, South Melbourne's triple Brownlow medallist Bob Skilton's only final. Sleeth is also remembered for his great rapport with the players, on the field and at the after-game drinks get-togethers.

JIM CLARK

Clark, a Carlton dual premiership half-back, died on August 17, 2013, aged 88. Clark played 160 games for the Blues from 1943–51 and was one of the few survivors from the infamous 1945 'Bloodbath' Grand Final, won by Carlton over South Melbourne. He also played in the premiership side of 1947 and was in Carlton's losing Grand Final team in 1949. Clark, who earned the nickname Racehorse for his ability as a runner, won Carlton's best and fairest award in 1951. He then accepted a coaching offer at Echuca on the Victoria-NSW border and stayed in the district all his life where his playing and coaching abilities made him a legendary figure.

TONY CAPES

Former Footscray president Dr Capes died in the Victorian country centre of Daylesford on August 20, 2013, aged 78. Dr Capes was the Bulldogs' president from 1982–88 and played a major role in setting Mick Malthouse on his long coaching journey (Malthouse coached Footscray from 1984–89 and is still coaching in the AFL). Before the presidency, Dr Capes was Footscray's club doctor. He was a champion amateur footballer, representing Western Australia at state level and playing with Old Xaverians in the VAFA. An AFL Life Member, he was one of the players who took part in an exhibition match at the MCG to highlight Australian Football at the Olympic Games in Melbourne in 1956.

DAVE BRYDEN

Bryden, another of the Western Bulldogs' celebrated premiership players, died on August 30, 2013, aged 86. Bryden, who hailed from Wonthaggi in Victoria, was a ruckman/defender in the club's famous (and only) premiership side in 1954. On that memorable day for the club, he blanketed Melbourne giant 'Big Bob' Johnson. Bryden played 147 games and kicked 57 goals from 1947–55. He quit Footscray at the age of 27 to captain and coach Nhill in the Wimmera League in western Victoria.



Clark earned the nickname Racehorse for his ability as a runner

OBITUARIES

RON RICHARDS

Richards, a household name at Collingwood and prominent in the wider football community, died on September 20, 2013, aged 85. Richards, younger brother of famous Collingwood identity Lou Richards, gave Collingwood outstanding service on and off the field. One of Ron's best games in a 143-game career (1947-56) was in the 1953 Grand Final when the Magpies, captained by Lou, defeated Geelong. Ron coached the Collingwood thirds and reserves, was chairman of selectors of the senior team and a board man. He filled in as senior coach on two occasions and was a Collingwood and AFL Life Member. Collingwood president Eddie McGuire said Richards was "akin to royalty as far as Collingwood was concerned". He also had a successful premiership association with the East Hawthorn Football Club.

GORDON BOWMAN

Another link with Melbourne's distant past was broken on September 23, 2013, with the death of 1948 premiership player Bowman, who was 86. Bowman was on the bench in both the Grand Final draw against Essendon and replay victory the following week. Originally from East Malvern, he played 53 games for Melbourne from 1945-49 and 29 with Hawthorn from 1950-51. He also did much to promote Australian Football in other states. He moved from the VFL and captained and coached Sandy Bay to a premiership in Tasmania. He later shifted to Mayne in Brisbane for two more premierships and then it was on to Sydney where he had a big influence on Newtown, then North Shore before returning to Newtown. He eventually retired to Tasmania with a proud record of premierships in four different states.

TROY CLARKE

Clarke, who played 68 games with the Brisbane Bears before they became the Brisbane Lions, died on October 28, 2013, aged 44, leaving a big legacy on the game in Queensland. He was a junior star with South Cairns, then joined West Torrens in the SANFL (64 games) before linking up with the Bears in 1991. He was part of the Bears reserves' premiership team in 1991, but a knee reconstruction in 1995 shortened his League career that ended in 1996. He worked in junior development in Queensland and became a key figure in the fast-developing Gold Coast region. Clarke helped lead the growth of Australian Football across Queensland as State Development Manager.

JOHN BENETTI

The former Carlton defender with big thighs died on October 31, 2013, aged 76. Benetti, a cousin and teammate of another thickly set Blue, Sergio Silvagni, played 88 games from 1958-65. His first coach was Jim Francis, followed by Ken Hands and Ron Barassi. Familiar in the No. 8 guernsey, Benetti played in the 1959 preliminary final but his biggest occasion was in 1962 when he took his place in the back pocket in the Grand Final, which Carlton lost to Essendon. He represented Victoria against South Australia in 1963 and later coached Oakleigh in the Victorian Football Association.

RAY SLOCUM

Slocum, a clever Fitzroy wingman/rover in the 1950s-60s, died on November 14, 2013, aged 77. He played 121 games and kicked 47 goals and was a member of teams coached by Bill Stephen, Len Smith and Kevin Murray. Slocum coached the senior side on one occasion when, as Fitzroy reserves coach, he filled in for the absent Bill Stephen. Slocum played from 1957-65 and his best chance of reaching a Grand Final came in 1960. Although Fitzroy lost to Collingwood by five points in the 1960 preliminary final, Slocum was one of his team's best.

PHIL RYAN

Ryan, one of Hawthorn's and the AFL's elder statesmen, died on January 7, 2014, aged 98. Ryan was a revered figure at Hawthorn – he played 52 games from 1941-47 and for 11 years (1968-79) was president of the club. He also served as a vice-president, treasurer and chairman of selectors. During his term of presidency, Hawthorn won premierships in 1971, 1976 and 1978. Not only was Hawthorn successful on the field, Ryan also consolidated the club's financial resources. Ryan was awarded Life Membership in 1951 and inducted into the club's Hall of Fame in 2003. He also served Hawthorn as a delegate at the VFL table, was vice-president of the VFL and in the 1970s went within one vote of becoming president (beaten by Dr Allen Aylett). Later he was appointed the VFL's Player Payment Commissioner. Ryan was also a Life Member of the AFL.



Ryan was a revered figure at Hawthorn... for 11 years he was president of the club

FINANCIAL REPORT

IAN ANDERSON
CHIEF FINANCIAL OFFICER



Midfielder Brendon Goddard enjoyed a terrific first season at his new club Essendon, winning the club's best and fairest award.

Extra revenue from sponsorship and the finals series contributed to the AFL's net surplus of \$16.6 million for the 2013 financial year.

The AFL recorded a net surplus of \$16.6 million for the 2013 financial year. This surplus was ahead of budget and up significantly on the prior year's net surplus of \$6.7 million. Additional revenue from the Commercial Operations department, including sponsorship and the finals series, contributed to this positive result.

The consolidated result, which includes all of the AFL's controlled state subsidiaries, produced a net surplus of \$18.2 million. All of these state subsidiaries recorded positive operating surpluses, which reflected the fact they managed their businesses in line with their budgets.

AFL FUTURE FUND

The AFL Future Fund, which was established over the 2007-11 financial years, still has a balance of \$89.4 million as at the end of the 2013 financial year. This Future Fund was established to assist with the long-term financial health of the AFL. At this point in time, the funds will continue to be invested in accordance with the AFL's Investment Policy.

AFL CLUBS' FINANCIAL RESULTS

The AFL clubs recorded mixed financial results in 2013. A number of clubs recorded good results, but there were 10 clubs who recorded a financial loss for the year.

The AFL has recognised there is a growing financial disparity between clubs and has started a review into the financial equalisation strategies of the competition. It is planned to complete this review during 2014 for implementation in 2015. A summary of the specific financial results of the AFL clubs is as follows:

- Five clubs recorded an operating profit of more than \$1 million.
- Three clubs recorded an operating profit of less than \$1 million.
- Ten clubs recorded an operating loss.

INFORMATION TECHNOLOGY

The AFL's IT department continued to manage the AFL and the state-controlled football bodies' day-to-day IT needs. As well they assisted with a number of major IT projects during the year, which included the following:

- The continued development of the Player Database system, including the completion of the player contracting module which is now being used by all clubs.
- The completion of a disaster recovery plan with full implementation to take place in 2014.
- The design of a new Player Supplements Reporting System.

INSURANCE AND RISK MANAGEMENT

The AFL continued to invest in the development of its risk management strategies across the AFL, the AFL clubs and community football. These strategies are aligned with our insurance programs, which are managed by our Insurance Broker, JLT.

The AFL clubs' risk management program is now developed to the extent that the majority of clubs have reached the AFL's minimum risk management standards and are striving to achieve the higher targets that we now set. Each club now gets a detailed risk management report, prepared by the AFL on an annual basis.

The AFL's community football insurance program has also continued to develop over the past few years. In particular, one of the major aims has been to provide the most comprehensive cover of any major sport in Australia, striking a balance between appropriate cover and affordability.

We are always focused on the need to further improve the level of cover for serious injuries such as quadriplegia and paraplegia. The standard level of this cover has increased considerably from the initial sum of \$100,000



The AFL would like to acknowledge the contribution of Beau Vernon, Trent Rothel and most recently Casey Tutungi.

to \$250,000 and all community clubs have the option to upgrade their players to \$1 million, which is strongly recommended by the AFL and the state football bodies.

Pleasingly in the 2014 season, all junior and senior players will have a minimum level of cover of \$500,000 at no additional cost to the football community. The AFL would like to acknowledge the contribution of Beau Vernon, Trent Rothel and most recently Casey Tutungi, who all suffered serious spinal injuries and who have worked with the League to promote better insurance cover for their type of injuries. Beau and Trent and their families were guests at the 2013 AFL Grand Final.

PROCUREMENT

In late 2012 the AFL set up a new procurement department to manage the AFL and the state-controlled football bodies' procurement requirements. With the department fully operational in 2013, there were a number of significant purchasing initiatives focused on during the year. These included:

- The extension of the AFL's airline travel contract with Virgin Australia.
- The tendering of the AFL Industry's accommodation requirements, including AFL clubs.

- The tendering of the Auskick packs manufacturing and distribution requirements.
- The tendering of the AFL clubs' match-day vision requirements.

PAYMENTS TO CLUBS

The AFL makes a number of different distributions and payments to AFL clubs. These payments included the following in 2013:

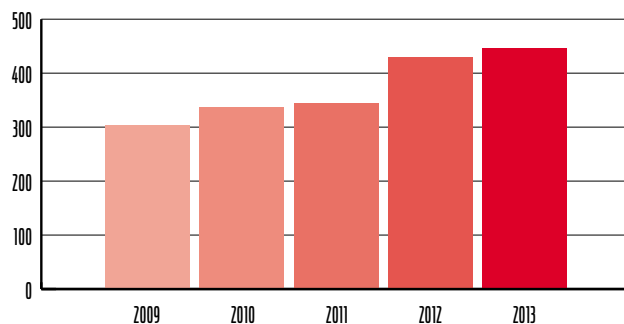
- A base distribution to all clubs which totalled \$129.5 million, an increase of \$7.9 million.
- A bonus distribution of \$1.2 million to all clubs from the broadcast rights proceeds.
- The AFL distributed equal and disequal payments totalling \$33.9 million to all clubs in 2013 from the Club Future Fund.
- Other payments to clubs included prizemoney, distribution of the AFL's signage rights at Etihad Stadium and promotional funding to help clubs develop the game around Australia.

2013 PAYMENTS TO CLUBS

CLUB	BASE	CLUB FUTURE FUND	OTHER	TOTAL
Adelaide	7,196,244	1,000,000	2,156,095	10,352,339
Brisbane Lions	7,196,244	2,994,000	1,067,155	11,257,399
Carlton	7,196,244	1,000,000	3,313,913	11,510,157
Collingwood	7,196,244	1,275,000	3,585,298	12,056,542
Essendon	7,196,244	3,325,000	2,603,589	13,124,833
Fremantle	7,196,244	600,000	2,558,717	10,354,961
Geelong Cats	7,196,244	1,137,500	3,170,480	11,504,224
Gold Coast Suns	7,196,244	500,000	2,078,942	9,775,186
GWS Giants	7,196,244	1,734,781	1,808,586	10,739,611
Hawthorn	7,196,244	575,000	4,094,550	11,865,794
Melbourne	7,196,244	3,885,000	999,547	12,080,791
North Melbourne	7,196,244	3,045,000	2,535,812	12,777,056
Port Adelaide	7,196,244	2,450,000	2,440,456	12,086,700
Richmond	7,196,244	2,475,000	3,208,223	12,879,467
St Kilda	7,196,244	2,370,000	3,219,521	12,785,765
Sydney Swans	7,196,244	1,945,609	2,181,083	11,322,936
West Coast Eagles	7,196,244	575,000	1,700,521	9,471,765
Western Bulldogs	7,196,244	2,995,000	3,015,218	13,206,462
Total	129,532,392	33,881,890	45,737,707	209,151,990

**REVENUE**

Up 4 per cent
to \$446 million

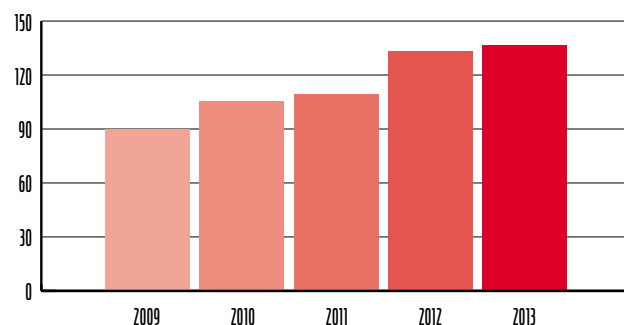


Revenue increased by \$18 million with the major movements comprising:

- ▀ Commercial Operations Revenues up \$10 million.
- ▀ Broadcasting and Media Revenues up \$7 million.

**EXPENDITURE**

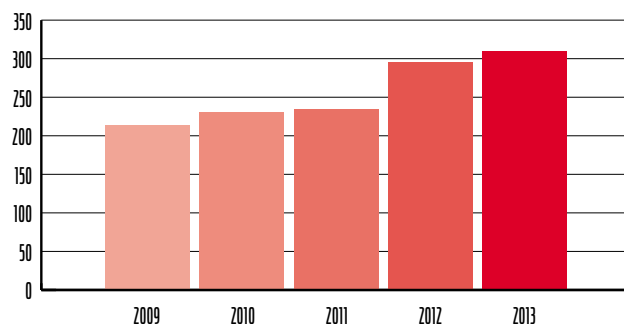
Up 3 per cent
to \$137 million



Expenditure increased by \$3 million due primarily to revenue-related increases and legal fees incurred during the year.

**OPERATING PROFIT**

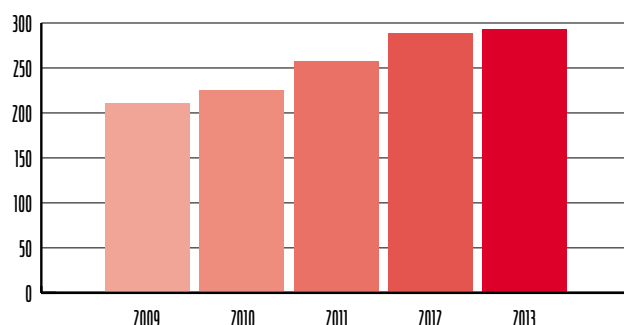
Up 5 per cent
to \$310 million



The AFL's Operating Surplus increased by \$14 million to \$310 million. This increase enabled greater distributions to all stakeholders.

**DISTRIBUTIONS**

Up 1 per cent
to \$293 million

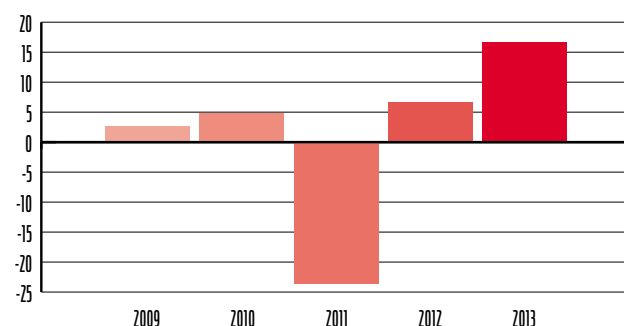


Distributions increased by \$4 million in the following areas:

- ▀ Payments to clubs up \$9 million.
- ▀ Reduction in direct expansion funding for the Gold Coast and Greater Western Sydney teams, down \$3 million.

**NET PROFIT**

Of \$16.6m



The AFL's Net Profit increased by \$10 million in 2013. This profit is being used to reinvest in the AFL's Future Fund.

THE AFL 2004-2013

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
PROFIT & LOSS (\$ MILL)										
Revenue	186.260	203.695	215.220	284.794	302.139	303.450	335.862	343.017	428.623	446.505
Operating Expenses	58.112	69.430	72.141	81.047	94.666	89.885	105.479	109.479	132.988	136.682
Interest Expense	4.138	3.861	2.982	1.272	0.028	0.022	-	-		
Operating Surplus	124.010	130.404	140.097	202.475	207.445	213.543	230.383	233.538	295.635	309.823
Payments to Clubs	89.563	91.964	96.559	125.488	131.752	135.808	141.978	158.866	200.251	209.152
Payments to AFLPA	7.653	7.767	8.701	12.131	12.518	13.897	14.491	21.992	21.986	21.692
Game Development Grants	18.492	18.997	21.495	25.852	25.871	27.305	29.129	30.750	36.520	37.292
Ground Improvements	5.110	5.148	5.591	4.951	5.095	5.014	4.547	5.065	6.025	6.071
AFL Foundation	-	-	0.200	0.231	0.255	0.300	0.300	0.161	0.150	0.329
Facilities Development				4.665	8.655	13.735	9.524	6.720	7.731	5.890
Strategic Partnership				1.198	0.877	1.502	1.848	1.915	1.645	1.237
New Markets				1.618	2.967	13.349	23.738	31.683	14.594	11.553
Net Profit/(Loss) before Transfers (to)/from Reserves	3.192	6.528	7.551	26.341	19.455	2.633	4.828	(23.614)	6.733	16.607
Facilities Development Reserve	(1.500)	(3.000)	(3.600)	(4.535)	0.314	6.333	2.123	(0.682)	1.731	0.190
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)	1.692	1.728	2.151	5.222	2.368	(7.526)	(10.632)	(43.255)	8.464	16.797
BALANCE SHEET (\$ MILL)										
Total Assets	146.649	142.353	110.094	124.581	152.073	151.640	155.967	185.294	138.331	151.003
Total Liabilities	100.440	89.617	52.179	40.325	48.361	45.295	44.798	97.741	44.044	40.109
Net Assets	46.209	52.736	57.915	84.256	103.712	106.345	111.169	87.553	94.287	110.894
TPP & CLUB DISTRIBUTION STATISTICS (\$ MILL)										
Total Player Payments (TPP)	97.850	100.813	103.565	111.100	118.900	123.100	127.200	139.613	158.173	164.500
TPP per Club	6.116	6.301	6.473	6.944	7.431	7.694	7.950	8.213	8.787	9.139
Base Distribution per Club	4.084	4.270	4.442	4.913	5.411	5.673	5.930	6.182	6.757	7.196
Base Distribution as a % of TPP	66.8%	67.8%	68.6%	70.8%	72.8%	73.7%	74.6%	75.3%	76.9%	78.7%
ATTENDANCE STATISTICS (MILL)										
Home & Away Season Attendance	5.910	6.284	6.204	6.476	6.511	6.371	6.496	6.525	6.239	6.368
Finals Series Attendance	0.458	0.480	0.532	0.574	0.572	0.615	0.651	0.615	0.540	0.558
Total Premiership Season Attendance	6.368	6.764	6.736	7.050	7.083	6.986	7.147	7.140	6.779	6.926
Pre-Season Attendance	0.259	0.307	0.235	0.244	0.240	0.283	0.227	0.256	0.298	0.267
Total Attendance	6.627	7.071	6.971	7.294	7.323	7.269	7.375	7.396	7.077	7.193
MEMBERSHIP STATISTICS										
Total of Club Members *	494,311	506,509	519,126	532,697	574,091	586,748	614,251	650,373	650,562	670,811
No. of Clubs in the AFL	16	16	16	16	16	16	16	17	18	18
Average No. of Members per Club	30,894	31,657	32,445	33,294	35,881	36,672	38,391	38,257	36,142	37,267
Total AFL Members	45,129	44,866	44,726	46,871	49,150	51,013	53,959	55,216	56,595	56,513

* Access memberships only including AFL Club Support Members
All revenue figures exclude contra advertising received from TV Broadcasters

CONCISE FINANCIAL REPORT

31 OCTOBER 2013

AUSTRALIAN FOOTBALL LEAGUE AND ITS CONTROLLED ENTITIES

DIRECTORS' REPORT

The Directors present their report together with the 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 2013 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; Chairman, Infrastructure Capital Group Pty Ltd; Player, Carlton Football Club 1975-83; Director, Carlton Football Club 1989-95; Chairman, Australian Sports Commission 1995-98; Player, Subiaco Football Club 1970-74; Founder and Managing Director, Hastings Fund Management Ltd, 1994-2005

Mr A Demetriou

Chief Executive Officer – Appointed 2003

Qualifications: Bachelor of Arts (La Trobe University); Diploma of Education (La Trobe University)

Experience: Player, North Melbourne (Kangaroos) Football Club 1981-87; Player, Hawthorn Football Club 1988-89; Director, Ruthinium Group; Chief Executive Officer, AFL Players' Association 1998-2000; Director, AFL (NSW/ACT) Commission; Director, NAB Community Advisory Council; Director, Australian Multicultural Advisory Council; Board Member, Robert Rose Foundation; Public Appeal Chairman, Olivia Newton-John Cancer Centre; Director, Australian Multicultural Advisory Council

Mr C Lynch

Non-Executive Commissioner – Appointed 2008

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 of McGuire Media Advisory Board; Former Secretary, ACTU; Former Director, Reserve Bank of Australia; Chairman, Evans & Partners Advisory Committee; Council Member, La Trobe University

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 1980-97; 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, Sydney Theatre Company; Director, Australian Volunteer International; Director, Transurban Holdings Ltd; Director, Citi Australia Ltd; Commissioner, Australian Mental Health Commission

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 1978-95; Director, Winston Churchill Memorial Trust; Chair, AFL SportsReady; Director, Melbourne Festival; Trustee, National Gallery of Victoria; Director, Unicorn Foundation**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; Chairman, Scotch College Council; 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; Director, Faculty of Business and Economics, The University of Melbourne; Member, Mount Scopus College Foundation; Director, Wesfarmers Ltd; Director, Wego Pte Ltd**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:

DIRECTORS' MEETINGS

	DIRECTORS' MEETINGS		AUDIT COMMITTEE MEETINGS		REMUNERATION COMMITTEE MEETINGS	
	ATTENDED	HELD*	ATTENDED	HELD*	ATTENDED	HELD*
Mr M C Fitzpatrick	13	13	1	1	3	3
Mr A Demetriou	13	13	-	-	-	-
Mr W J Kelty	13	13	-	-	-	-
Mr C D Langford	12	13	2	2	-	-
Ms S J Mostyn	12	13	-	-	1	3
Mr C Lynch	12	13	1	1	2	2
Ms L Dessau	12	13	-	-	-	-
Mr P Bassat	12	13	-	-	1	1
Mr R Goyder	12	13	2	2	-	-

* 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 participants number 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 \$18.2 million, compared with an operating profit of \$8.1 million in 2012.

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; and
- 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 2013.

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 16th day of December 2013.

Signed in accordance with a resolution of the Directors:

Mr M C Fitzpatrick
Chairman

Mr A Demetriou
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 2013 there has been:

- i. No contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- ii. No contravention of any applicable code of professional conduct in relation to the audit.

KPMG

M Bisetto
Partner
Melbourne

16th December 2013

STATEMENTS OF PROFIT & LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 October 2013

	NOTE	CONSOLIDATED		THE COMPANY	
		2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Revenue	3	502,699	471,117	459,495	437,853
Net financing income/(expense)		(42)	518	(137)	446
Expenses from operating activities		(484,428)	(463,583)	(442,751)	(431,565)
Profit from operating activities before related income tax expense		18,229	8,052	16,607	6,734
Income tax expense relating to operating activities		-	-	-	-
Profit for the year		18,229	8,052	16,607	6,734
Other comprehensive income for the year		-	-	-	-
Total comprehensive income for the year		18,229	8,052	16,607	6,734
Profit attributable to:					
Owners of the Company		17,405	7,241	16,607	6,734
Non-controlling interests		824	811	-	-
Profit for the year		18,229	8,052	16,607	6,734
Total comprehensive income attributable to:					
Owners of the Company		17,405	7,241	16,607	6,734
Non-controlling interests		824	811	-	-
Total comprehensive income for the year		18,229	8,052	16,607	6,734

The statements of profit & loss and other comprehensive income are to be read in conjunction with the notes to the financial statements set out on pages 157-158.

Discussion and analysis of the Statements of Profit & Loss and Other Comprehensive Income

The consolidated operating profit was \$18.2 million which compared with an operating profit of \$8.1 million in 2012.

Consolidated revenue increased by \$31.6 million to \$502.7 million. There were five main areas of revenue which contributed to this movement:

- ▶ An increase in media revenues totalling \$8.8 million.
- ▶ An increase in commercial operations revenue totalling \$6.8 million.
- ▶ An increase in finals ticketing revenue totalling \$1.9 million.
- ▶ An increase in AFL club-related fine revenue totalling \$3.5 million.
- ▶ An increase in subsidiaries' consolidated revenue totalling \$9.6 million.

Consolidated expenditure increased by \$20.8 million to \$484.4 million. There were seven main areas of expenditure which contributed to this movement:

- ▶ An increase in distributions to clubs totalling \$8.9 million.
- ▶ An increase in administration expenditure totalling \$2.2 million.
- ▶ An increase in media expenditure totalling \$1.1 million.
- ▶ An increase in commercial operations expenditure totalling \$0.8 million.
- ▶ An increase in football operations expenditure totalling \$0.8 million.
- ▶ An increase in subsidiaries' consolidated expenditure totalling \$9.7 million.
- ▶ A decrease in new markets expenditure totalling \$3.1 million.

STATEMENTS OF CHANGES IN EQUITY

For the year ended 31 October 2013

	CONSOLIDATED		THE COMPANY	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Total equity at the beginning of the year	105,009	97,102	94,287	87,553
Other member contributions	-	(145)	-	-
Total comprehensive income for the year	18,229	8,052	16,607	6,734
Total equity at the end of the year	123,238	105,009	110,894	94,287
Equity attributable to:				
Owners of the Company	121,603	104,198	110,894	94,287
Non-controlling interests	1,635	811	-	-
Total equity at the end of the year	123,238	105,009	110,894	94,287

The statements of changes in equity are to be read in conjunction with the notes to the financial statements set out on pages 157-158.

STATEMENT OF FINANCIAL POSITION

As at 31 October 2013

	CONSOLIDATED		THE COMPANY	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Assets				
Cash and cash equivalents	59,235	48,597	51,958	46,567
Trade and other receivables	34,976	32,075	28,555	30,180
Inventories	168	88	-	-
Other	18,966	7,567	14,490	4,039
Total current assets	113,345	88,327	95,003	80,786
Trade and other receivables	8,000	5,500	8,000	5,500
Property, plant and equipment	23,243	25,181	17,940	19,327
Other	30,060	32,080	30,060	32,080
Goodwill	-	638	-	638
Total non-current assets	61,303	63,399	56,000	57,545
Total assets	174,648	151,726	151,003	138,331
Liabilities				
Trade and other payables	32,682	29,165	33,072	32,141
Deferred income	9,114	8,767	2,854	7,138
Interest-bearing loans and borrowings	10	27	-	-
Provisions	8,343	7,630	3,411	4,089
Total current liabilities	50,149	45,589	39,337	43,368
Interest-bearing loans and borrowings	1	11	-	-
Provisions	1,260	1,117	772	676
Total non-current liabilities	1,261	1,128	772	676
Total liabilities	51,410	46,717	40,109	44,044
Net assets	123,238	105,009	110,894	94,287
Equity				
Member contributions	44	44	-	-
Reserves	90,874	91,064	90,874	91,064
Retained earnings	30,685	13,090	20,020	3,223
Total equity attributable to equity holders of the Company	121,603	104,198	110,894	94,287
Non-controlling interest	1,635	811	-	-
Total equity	123,238	105,009	110,894	94,287

The statements of financial position are to be read in conjunction with the notes to the financial statements set out on pages 157-158.

Discussion and analysis of the Statement of Financial Position

The consolidated entity's total assets increased by \$22.9 million to \$174.6 million.

The movement in total assets principally comprised:

- An increase in cash and cash equivalents of \$10.6 million.
- An increase in current trade and other receivables totalling \$2.9 million.
- A decrease in property, plant and equipment totalling \$1.9 million.

- An increase in non-current trade and other receivables totalling \$2.5 million.

- An increase in other current and non-current assets totalling \$8.8 million.

The consolidated entity's total liabilities increased by \$4.7 million to \$51.4 million over the year.

The movement in total liabilities principally comprised:

- An increase in trade and other payables totalling \$3.5 million.
- An increase in provisions totalling \$0.9 million.
- An increase in deferred income totalling \$0.3 million.

STATEMENTS OF CASH FLOWS

For the year ended 31 October 2013

	CONSOLIDATED		THE COMPANY	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Cash flows from operating activities				
Cash receipts in the course of operations	518,371	475,076	475,874	451,152
Cash payments in the course of operations	(501,841)	(468,558)	(468,376)	(443,461)
Net cash from operating activities	16,530	6,518	7,498	7,691
Cash flows from investing activities				
Interest received	612	3,954	513	3,875
Payments for business combinations	-	(500)	-	(500)
Payments for property, plant and equipment	(5,823)	(10,318)	(1,970)	(8,294)
Net cash used in investing activities	(5,211)	(6,864)	(1,457)	(4,919)
Cash flows from financing activities				
Interest paid	(654)	(3,436)	(650)	(3,429)
Payment of finance lease liabilities	(27)	(66)	-	-
Repayments of borrowings	-	(55,000)	-	(55,000)
Segregated cash (invested)/re-assigned	3,000	(3,000)	3,000	(3,000)
Net cash from/(used in) financing activities	2,319	(61,502)	2,350	(61,429)
Net increase/(decrease) in cash and cash equivalents	13,638	(61,848)	8,391	(58,657)
Cash and cash equivalents at the beginning of the financial year	45,597	107,445	43,567	102,224
Cash and cash equivalents at the end of the financial year	59,235	45,597	51,958	43,567

The statements of cash flows are to be read in conjunction with the notes to the financial statements set out on pages 157-158.

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 \$13.6 million.

The major movements in cash during the year included the following:

- ▮ Funds provided by the operating activities for the year totalling \$16.5 million.
- ▮ Purchases of property, plant and equipment totalling \$5.8 million.
- ▮ Funds relating to the Jim Stynes Scholarship Fund transferred totalling \$3.0 million.

NOTES TO THE CONCISE FINANCIAL STATEMENTS

For the year ended 31 October 2013

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.

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	
	2013 \$'000	2012 \$'000	2013 \$'000	2012 \$'000
Revenue from Operating Activities				
Broadcasting & AFL Media	234,384	225,577	234,384	225,577
Commercial Operations	168,275	159,744	168,275	159,744
Football Operations	314	760	314	760
Game Development	9,442	8,542	9,442	8,542
Other Revenue	64,284	50,494	21,080	17,230
Contra Advertising Revenue	26,000	26,000	26,000	26,000
Total	502,699	471,117	459,495	437,853

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 license 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 the AFL Players' Association Inc. for a period of five years commencing on 1 November 2011 whereby the Company has an obligation to share the net revenues of the AFL above the original five-year forecasts.
- iii. 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.
- iv. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Carlton Football Club Limited to Westpac to a maximum of \$5.5 million. The guarantee expired on 31 October 2013. A new annual guarantee has commenced on 1 November 2013 for \$4.9 million.
- v. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Melbourne Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2013. A new annual guarantee has commenced on 1 November 2013 for \$5.5 million.
- vi. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the North Melbourne Football Club Limited to Westpac to a maximum of \$4.6 million. The guarantee expired on 31 October 2013. A new annual guarantee has commenced on 1 November 2013 for \$4.2 million.
- vii. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the St Kilda Football Club Limited to Westpac to a maximum of \$4.75 million. The guarantee expired on 31 October 2013. A new annual guarantee has commenced on 1 November 2013 for \$6.75 million.
- viii. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Richmond Football Club Limited to Westpac to a maximum of \$1.5 million. The guarantee expired on 31 October 2013. A new annual guarantee has commenced on 1 November 2013 for \$1.5 million.

- ix. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Footscray Football Club Limited to Westpac to a maximum of \$4.55 million. The guarantee expired on 31 October 2013. A new annual guarantee has commenced on 1 November 2013 for \$4.55 million.
- x. The Company has entered into an agreement with Westpac whereby the Company annually 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 2013. A new annual guarantee has commenced on 1 November 2013 for \$8.0 million.
- 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 2014.
- xii. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Essendon Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2013. A new annual guarantee has commenced on 1 November 2013 for \$5.0 million.
- xiii. 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 2014.
- xiv. 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 2014.
- xv. 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 2014.
- xvi. 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 2014.

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.

DIRECTORS' 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 2013, set out on pages 153-158:

- 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 16th day of December 2013.

Signed in accordance with a resolution of the directors:



Mr M C Fitzpatrick
Chairman



Mr A Demetriou
Director

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF AUSTRALIAN FOOTBALL LEAGUE

Report on the concise financial report

We have audited the accompanying concise financial report of the Consolidated Entity comprising 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 statement of financial position as at 31 October 2013, the income statement and statement of comprehensive income, statement of changes in equity and statement 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 2013 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 and presentation 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 Standard ASA 810 *Engagements to Report on Summary Financial Standards*. We have conducted an independent audit in accordance with Australian Auditing Standards, of the financial report of Australian Football League for the year ended 31 October 2013. We expressed an unmodified audit opinion on the financial report in our report dated 16 December 2013. 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

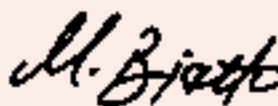
In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*.

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 2013 complies with Australian Accounting Standard AASB 1039 *Concise Financial Reports*.



KPMG



Maurice Bisetto

Partner
Melbourne

16th December 2013

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

AFL Community Committee (Management Committee)

The Hon Linda Dessau (Chair), Chris Langford, Andrew Dillon, Jason Mifsud, Tony Peek

AFL Executive Committee

Andrew Demetriou (Chair), Gillon McLachlan, Ian Anderson, 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, Patrick Cunningham, Simon Gorr, Patrick Keane, Simon Laughton, Jennie Loughnan, Tessie McManus, 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 Pittman, Wayne Schimmelbusch, Richard Loveridge, David Neitz, Wayne Henwood, Patrick Clifton (Secretary)

AFL Laws Of The Game Committee

General Manager Football Operations Mark Evans (Chair), Wayne Campbell, Michael Christian, Joel Bowden, Brett Burton, Rodney Eade, Tom Harley, Hayden Kennedy, Leigh Matthews, Michael Sexton, Beau Waters, John Worsfold, Patrick Clifton (Secretary)

Appeals Board

Peter O'Callaghan QC (Chair), Brian Collis QC (Deputy Chairman), Brian Bourke, John Schultz, Michael Green, Michael Sexton, Patrick Clifton (Secretary)

Match Review Panel

Mark Fraser (Chair), Joel Bowden, Des Gleeson

AFL Grievance Tribunal

Chair (TBC), Darren Baxter, James Dowsley, Kevin Power, Michael Moncrieff

AFL Legal Counsel

Jeff Gleeson SC, Andrew Woods, Nicholas Pane SC

Four'N Twenty All-Australian & NAB AFL Rising Star Selectors

Andrew Demetriou (Chair), Kevin Bartlett, Luke Darcy, Mark Evans, Danny Frawley, Glen Jakovich, Cameron Ling, Mark Ricciuto, Matthew Richardson, Kevin Sheehan (NAB AFL Rising Star only), 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)

AFL Research Board

Dr Ross Smith (Chair), Dr David Buttifant, Neale Daniher, Dr Peter Harcourt, Assoc Prof Colin McLeod, David Parkin, Dr Anthony Schache, Dr Hugh Seward, Lawrie Woodman, Patrick Clifton (Secretary)

AFL Concussion Working Group

Dr Peter Harcourt (Chair), 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 Linda Dessau AO (Chair), Peter Jackson (leave of absence), James Montgomery (Chief Executive Officer), Jenny Samms, Graeme Billings, Andrew Blair, Andrew Dillon, Matt Finnis, Marilyn Morgan, Leigh Russell

A NAB AFL Auskicker enjoys
the half-time experience
on the field.





AUSTRALIAN FOOTBALL LEAGUE
117TH ANNUAL REPORT 2013