



Carlton Listens To Women

11 August 2016

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The Carlton Football Club established a Community & Diversity Board sub-committee in 2016 as part of its commitment to be a leader in inclusion with a specific focus on gender equality.

Chaired by Federal Sex Discrimination Commissioner and Carlton FC Board member Kate Jenkins, the sub-committee includes Steven Trigg (CEO, Carlton FC), Karen Jackson (Director - Moondani Balluk Indigenous Academic Unit, Victoria University), Rudy Monteleone (Project Director - Social Policy, Family Violence & Service Delivery Reform, Department of Premier and Cabinet), David Talalla (Match Referee, Cricket Australia), Mary Crooks AO (Executive Director, Victorian Women's Trust), Shawn Wilkey (Head of Community, Diversity & Strategic Projects, Carlton FC) and Doug Stevenson (Community & Diversity Manager, Carlton FC).

The Board sub-committee held its first meeting in March 2016. At this meeting, the Club made a commitment to listen and engage directly with women:

“Improvements here are not going to happen if we just produce a membership product for women, or if we just get a Carlton women's team, it won't happen this way... it has to be a fully integrated approach to meaningful engagement with women and girls as employees, supporters and players.”

Steven Trigg (CEO, Carlton FC)

In collaboration with the Club, Mary Crooks designed the inaugural 'Carlton Listens to Women' event, which took place on 11 August 2016 in the George Harris Function Room at Ikon Park.

Female members of the Club were invited to participate in this new and exciting chapter in Carlton's history and development.

One hundred and twenty women took part in a conversation which focussed on the following questions:

- What do you most enjoy about AFL football?
- Are there any downsides?
- What is important to you in following a club like Carlton?
- What are the kinds of values you want to see espoused and practiced by the Club in the modern era?
- What would make your experience of football even more enjoyable?
- What could the Carlton FC do that would make your experience as a member even more enjoyable?
- Apart from further premierships (!), what does success look like for a club like Carlton?

The following report is an account of the insightful and fruitful conversations that took place. It has been compiled with a view to enable participants to see that their contributions have been taken into account, as well as assisting the Club in realising its commitment to inclusion and gender equality.

The responses to each question are captured comprehensively in bullet form. The statements in bold are ideas or comments which were expressed several times and across several groups. These responses have been synthesised in a way that is an accurate and faithful distillation of the contributions.

“Creating the means for people to give voice, in ways that are constructive, respectful and genuinely inclusive is vital in any issue of social or cultural change. Football clubs are no exception.”

Mary Crooks AO (Executive Director, Victorian Women's Trust)



What Carlton heard

What do you most enjoy about AFL football?

ritualistic, authentic and traditional aspects of the game • 'family' feeling, not just at the game, but the people it brings together who become friends outside of footy • **tribe, strong and rich community** • game itself and its tribal nature • excitement, passion and drama • atmosphere • being a member, sitting with fans, cheering, yelling, having a laugh with friends • family environment, everyone having fun together doing the same thing at the same time • ritualistic nature – scarf, pilgrimage – scan ticket, walk in • likened to a religious experience • only good thing about winter! • women are welcome in the stands • **banter that goes on with friends who barrack for the opposition** • competition and watching the game • **winning!** • seeing more of the 70's style of game and the flow of the game • less cluster around the ball • can go with a friend from Collingwood and still be friends, even though we hate each other's team • family – taking grandchildren • players are lovely at training • after-match functions are great – able to interact with players • **being a passionate, lifelong supporter** • success over the years with 16 premierships • being surrounded by football • feeling part of something, one big family • opportunity to join the social fabric of city culture • AFL gives opportunity to women • In Melbourne, footy is a big part of people's social lives • sense of belonging both as members and supporters • more than just a game, the entertainment value, comedy on the radio • 40 years of going to the footy • having favourite players • watching people grow up • 'legends stand' – everyone knows everyone • **social club** • great memories of Princes Park • let off steam • constant – no matter what is going on, football is always there, always having something to look forward to (each week, year, season) • the journey • **friendship and companionship** • footy tipping • conversation starter, it provides a universal language • being part of the club culture • footy is the centre of everything! who you are, a priority • game itself – hard, fast and high scoring • **entertaining!** • can watch any team and still enjoy it, can put on the Friday night match and still appreciate the game • roar of the crowd • overseas admiration • **amazing skills and athleticism** • getting to know the other people around you which creates unity and everyone looks out for one another, as though there is an 'unspoken bond' with Carlton members around them • **sense of belonging** • being able to look out on the field and see a female mascot each week • seeing AFL players get involved in community e.g. players walking down Lygon Street whilst mingling with supporters • lots of interaction between players, members and supporters creates better relationships • showing of mateship that has formed within the club and even after a loss, their positivity together makes members proud of their efforts • **thrill of the game** • no other sport in the world that you feel safe as you do at AFL games • safe atmosphere • each week brings optimism and a fresh start, regardless of previous results • style of play – fast paced • **unites people, regardless of social barriers or team** • outlet to switch off from work and everyday life

There are many things we enjoy about AFL football, and the sense of belonging that comes from being involved with a club like Carlton, with its long and successful history, is high on our list. We love the atmosphere, the passion for the game and the thrill of being amongst family, friends and other members, as we barrack passionately for our team. AFL brings people together, creating a community of like minded people and gives the opportunity to see the players as more than just players but as people contributing to something that is bigger than the individual. While we love seeing the Blues win, we are proud to see our team having given it their all, even if when the result doesn't go our way.

AFL football is at the front and centre of our lives. We enthusiastically look forward to it each week, with optimism, to be entertained and love the pace and flow of the modern game.



What Carlton heard

Are there any downsides?

negative portrayal of players in the media • **don't want the elevation of women or family violence in AFL to be tokenistic** • cluster in the modern game • AFL rules • inconsistent umpiring between one club and another • **off-field behaviours** • role models need to play their part • country clubs dealing with ice addiction • less spin and more access to information e.g. list management • **racist, sexist and homophobic language on and off the field** • not feeling safe at the footy • comments about Caroline Wilson • need statistics to be public e.g. Carlton FC female board and committee representation • predominantly male environment at the football • not great media role models, e.g. the AFL footy show • away games- ticket prices, limited seating, club input for ticketing interstate • night games at the MCG - cold venue in cold weather, harder for older people, need to consider country and interstate supporters, AFL fixture - night games at Etihad? • **lives outside of football, e.g. Sunday 4pm games & Thursday night matches, hard for families (expense of babysitter) or people who have to travel** • need to consider the safety of older people at night games • televising of games on Foxtel • fireworks appeal to children • game day experience - disorganized, noise (music at halftime), NFL more organized - a lot happening before the game, keep kids entertained (play games instead - wifi at the MCG), ringing of the bell - not explained, didn't know it's purpose or meaning, couldn't see. AFL should help facilitate • Navy Nina - secondary to CAPTAIN Carlton, good addition but she's a sidekick, equal addition or don't have her at all, rename her, more powerful • Navy Nina - not equal, thrown in for the sake of it, don't need her, tokenism • Navy Nina - already created, hard to change, bring someone else, blue crew • Navy Nina is great - help girls have a hero • remove everyone off the field closer to the game time • too much happening at once • pre-booking seats (no one is there to see everything) • longer time to get into the stadium • NAB challenge - no value, take it to the country, play at Punt Road and walk to the ground • **sense of detachment from Etihad and the G, no involvement at these venues, seats are empty** • supporters aren't as passionate • single people can feel isolated, not part of captain's club, people just go to general admission • single people not feeling part of the community, connection is gone • **safety issues as a woman going to the footy as a single person or travelling home at night** • yelling in an aggressive and offensive way • need to get young people involved, young players have a big role to play in this transition phase, where parents stop paying for membership because they don't earn enough to pay for it all • cost is an issue, we are not winning, why should we go? • reserve seats for members at the G are pathetic, can't see the scoreboard, behind the goals is not good • Navy Nina runs in front of Captain Carlton • blue birds no longer around, grew up wanting to be one • best decision to get rid of Women of Carlton- only old people attended, needed more focus on professional women, didn't connect with the people, missed opportunity to connect with younger women, have to connect with all women, continuous communication needed. • worst decision to get rid of Women of Carlton — not communicated well, past members felt they weren't considered in the process, members want to support the club through another group but the current coteries are too expensive for the past members of the Women Of Carlton • Carlton Respects is a great initiative but more education needed, especially children, what does it mean and look like to them • **negative incidents and the message that sends** • very expensive add-ons in merchandising • make merchandise more relevant to age groups and to women, the merchandise is all about boys • times of matches - twilight games are terrible • social media - how it is being used at games and how it is being played to • lack of recognition or gratitude of wives when husband buys the membership • you don't get to be in the community feeling at Etihad because the social club seats are too close to opposition supporters, makes them feel uncomfortable • want more secluded watching environment, AFL membership is on the 'wrong' side of the field • **seating arrangements - when supporters buy GA tickets they are with Carlton supporters, with membership they're not in the midst of it and don't feel the sense of belonging** • not enough promotion around Viv Kerr or inspirational Carlton FC women • when women join they want more access to women staff e.g. Megan Gale got promotion, that's a platform to promote the longevity of the women in and around the club • losing games - brings people down, stop enjoying the game • **gambling advertising on the screen and LED's surrounding the ground on our home games, kids are talking about the odds and not the game** • players injuries, seeing them put their bodies on the line and getting hurt, this is their livelihood, you worry it could be a career or season ending injury • not enough focus on the positive in media, it ruins our image • media negative towards sportspeople • clubs need to take more care of players in their day to day lives, young people more focused on sport than on growing as a person each day • media scrutiny of



What Carlton heard

coaches and job security, media scrutiny of players • lack of duty of care — too little too late • AFL more commercialized than NRL • AFL culture as a whole needs a rebuild • players playing for job rather than passion • **are players well supported? depression and mental health issues are common amongst players** • player's stepping down from AFL need greater support, they need support throughout their whole career and often it's women who bear the brunt of progression and downfalls of players • dislike betting agencies being sponsors • **gambling is a major issue that needs to be eradicated from the game, it's a major problem and distraction from the actual sport** • players who gain support because of their playing career when they are involved in issues of rape or drugs, it's unacceptable • AFL needs to be more diligent in dealing with repercussions for bad behaviour • there's more focus on specific players, so individualism is favoured instead of a whole team focus, need to build the profile of all the supporting player • quite a lot of Carlton supporters who aren't members, we need to be able to convert them to members • **pricing of a family going to a game is too high i.e. tickets and food prices** • some women don't always feel part of the club - use of language at functions e.g. dress code 'business attire and women accordingly', women feel like they are the token female to the male guest • general public actions and negative comments towards Carlton members on game day • not enough relaying of membership information to multicultural communities where there may be a language barrier • **need to improve on including more women or people from other nationalities on their advertising as opposed to just men** • club people not used enough at events or advertising e.g. Jo Silvagni • Foxtel and free to air can provide just as good of an experience • **dislike Etihad as a venue** • food prices are expensive at Etihad compared to the MCG • negative comments and reflections postgame made public via social media • dislike attempts to excite the crowd, can be disruptive and offensive e.g. bongo and dance cam, would rather see stats and highlights during breaks • game day themes can be too diluted, keep them relevant to footy • opposition supporters sitting in Carlton member bays, pay a lot of money for the seats to sit with other Carlton members not with the opposition • **fixture clashes with junior footy, especially games that start 1.10pm** • lost the Women of Carlton 'meet the recruits' event for 2016 - affordable events like this need to be brought back • current coterie groups have unclear goals - we want to be able to clearly see how they contribute to the growth of Carlton • Blues Premier Finance - confused why Carlton went down this path, why associate our brand so strongly to something completely unrelated to football? • seat hoppers, security don't do anything about people when they are in the right bay but wrong seats, women often feel intimidated to ask security to move them

There are downsides to AFL football but we can see there are ways to improve and change things. We don't want the Club's approach to increasing the representation of women or addressing family violence to be tokenistic. It's important that the advances made in this area are meaningful, inclusive and relevant. The disrespectful language and behaviour at the game and in the media is of great concern and makes going to the footy difficult especially those of us with children or who are single.

Consideration needs to be given to all those who attend, including their age, location, especially regional and interstate members, singles or families and their commitments, along with addressing affordability and safety issues.

We are concerned about the negative impact of bad press, negative media role models and the amount of media scrutiny on players and coaches, not to mention gambling advertising. We can see it has a direct and negative impact on children and also on the game day experience.

In order for the Club to grow and prosper, communication on decision making needs to be transparent and consultative, with the outcomes being tangible and practical to those impacted the most.



What Carlton heard

What is important in following a club like Carlton?

want to feel respected, included, acknowledged as women and as Carlton supporters • know what clubs do at a younger level to ensure good role models and education • happy with the amount of communication and information received before it's in the media • **honour the brand and the sense of belonging at all levels** • want the league to place education at the grass roots level supporting leadership • not focused just on winning, important that members know staff and players • family - sense of belonging, not following • **respectable club that has integrity from the inside out** • opening training and players speaking with supporters/members • great coach • recruiting • sharing the journey, barracking, meaningfully supporting • growth of club so we can enjoy success • **list management, creating depth and talent, not bringing in rejects from other clubs and repeating recent times** • to be up to date and relevant and new initiatives • one club players • the club to be open with events such as this • warmth when walking into the club • supporters being friendly to each other • feeling wanted and invited • team colours — 'everyone looks good in navy blue' • passion the players bring for the Guernsey • integrity, honouring the brand; sound in mind, sound in body • everyone to feel welcome • **cultivating our diversity** • the club facility, banners on the wall • the Club, team and admin to reflect the diversity of the supporter base • the history of the club, hearing old stories of past players, having it represented through positive initiatives pre-game, ringing the bell, picket fence • father son rule and soon to be father daughter rule • haven't had social issues or bad press in the media • positive language in the club, methodical approach, inclusive, can notice the difference • change in the club, both day to day and in its culture • intersection between players and administration • players seem happier • female positions at Carlton • Women of Carlton, didn't reach a wide enough audience • **celebrate Carlton FC's past, present and future, it's a foundation club** • supporting through the good and the bad times, staying until the final siren • identify what the supporters can do for the club not what the club can do for them • move forward, clearly communicate what the focuses are for the season ahead • being a member and contributing • how can we achieve same amount of members as rival clubs? • finding ways of turning supporters into members (5 game membership?) • cadets — kids engaged with little kids on the field, boys and girls • women's team- making sure we educate everyone about the women's game vs men's game, how the roles are different and are there differences in the way we support the new team? • **women's team - making it easy for us to go and watch them play** • see women play at IKON park • women's team - make sure it gets the exposure it deserves • women's team - comparable to basketball and cricket • women's team might expose us to more people • supporting the future of girl's potential • women's team - positive influence for younger female and while harder for older members to associate with it shapes the future • women's team - opens the eyes of children to equal opportunity • timing of the women's league facilitates a market for those who want to support with men's and women's league being separate times of the year so do not clash • the cheerleaders create a sense of breaking boundaries • female involvement to be integrated so it's the norm not tokenism • **to feel safe getting to and from the game, as well as at the game** • women join to support other women - promote our women and they will tribe together, increasing women memberships 'immediately sisters because you have blue on like me' • culture for players and staff 'Carlton does it best' • leader on and off field e.g. women focus, 'Carlton Respects', fair and equitable workplace regardless of roles or gender - the behaviour should be the same • reliance on positivity • growth beyond traditions - an evolving club • **winning - paying to see a flag** • the Journey - focus on making players better people • Bolton's input through mentality for players • Bolton's reflection on Malthouse has shown a current focus on an outdated view • greater supporter base not reflected through membership number • strong links with schools and foundations e.g. continuing to support the Luke Batty Foundation • **being a club that understands their members and listens to what they are saying or wanting** • seeing the players put in so much hard work and effort when they are playing • follow Carlton FC despite organisation — it's family, tradition, loyalty, connected to people, grew up with the club, however facts should be there for those that it appeals to • the 'home' of Carlton at Princes Park, we still exist at our original venue • keeping younger girls engaged in football • building foundation for players to come • "bound by blue" is highly valued • rebuilding has been well communicated and we feel part of the 'journey' • **we see the club 'walking the talk'** • with change of coach it has shifted from 'I' to 'we'



What Carlton heard



Federal Sex Discrimination Commissioner and Carlton FC Board Member Kate Jenkins reiterates the importance of the event



Female members of Carlton FC engaged in rich and productive conversations

The important things about following a club like Carlton are the qualities they can bring to the community, that is, a resolve to grow and change in a positive and constructive way, that encourages diversity and engagement with all of our supporter base. It's important to us that the women's team is promoted in a healthy and sustainable manner, using it as a platform to have a positive impact on young girls, that it's easily accessible and creates another avenue that will see the membership numbers grow.

It is key to us that the Club, from the CEO down acts with respect and integrity. We want to see that reflected in the way we recruit and retain players, in the way we treat women and girls and the way we as members are able to meaningfully contribute and support our great club.



What Carlton heard

What are the kinds of values you want to see espoused and practiced by the Club in the modern era?

word 'respect' resonates in many ways, toward women, members and supporters and general respect of others • **being respectfully listened to and able to share** • 'women' is a diverse group and need to ensure that a wide range of women's experience are taken into account • as men in power, you need to listen more than you speak - so thank you for this opportunity! • ensure the club is represented as 'extended family' • **important that the club shows strong values that can be shown to their children** • love the team values that Brendon has brought to the club, feeling the boys are very respectful and are working well as a team and working hard • **not winning at all costs, we want to see hard work and effort** • transparency and communication - hear from all the people at the club, the decision making process and where we are looking to go in the future • honesty - we can see more than you think and don't want to be lied to, making sure the club doesn't blanket the truth • staying the course - we are happy to be patient as we rebuild but we don't want the strategy to swap and change • **diversity and an inclusive environment for all, regardless of cultural background, religion, socio-economic status or gender, without prejudice** • memberships need to be as easily accessible as possible and that membership advertising is representative of all supporters not just the stereotypes • affordability - the club needs to remember its humble working class beginnings and not to try to be too exclusive, affordable event options to be provided to everyone, e.g. live streaming of the Best and Fairest in the George Harris room with every ticket price at around \$20 • acknowledging the past e.g. Sir Doug Nicholls, our 152 year history • growth and development of the people • connecting with people that help the club • connecting with the community in a tangible, meaningful way, giving back • making our surrounding parks known and available to those people visiting or using the large local hospitals • ensuring we are putting in place things that are sustainable • accountability of players and dealt with appropriately if they misbehave • **professional approach off field** • it's a sporting club that needs to be run as a business, but don't lose its sporting values • sponsors don't reciprocate or resonate with supporters, would like them to connect with the members more • be innovative in forward thinking about how to get the club out of debt and demonstrate business acumen • innovative off field thinking, it's not a level playing field e.g. Hawks have Tasmania and Cats have state government funding, find innovative ways to find a way to eventually withdraw from gambling as a revenue raiser, this comes back to respect • definition of a code of ethics, players made aware of this • change will happen slowly and it filters down from CEO with core values • **our coach is making positive changes** • 'brutal blues?' - doesn't gel with prevention of violence against women • all players, women and men to wear helmets • breast protection for women, concern about links to breast cancer and breast health, need women involved in this discussion • members can sense the vibe of the club changing, it's more than a slogan, it has genuine meaning • 'true blue' is depressing, not inspiring, it's not about the Football Club • the song is not relating, not clear how it relates to our values, need a new song that is chosen by the public or the members • **integrity - communicating well with members and supporters, backing up the words we preach and actioning them** • the board is thinking about and considering the members and supporters in the decisions that are being made • educating members and cheer squad in the values practiced by the club • valuing members and not just their money • **loyalty** • being accessible, approachable • be a positive influence • Bolton - respectful, role model, leads with composure, has turned the media around (less pressure) • the values we want to see, we are starting to see • **saying no to gambling including profits from pokies venues** • financial independence • strong on field attitude and confidence • being unified in our values • **culture and direction of the club is positive and lifting**

Values are central to how well we relate to the Club. We can see things are changing and improving for the better. We want to see respect and integrity across the whole club, on and off the field. We value honesty, loyalty, constancy and consistency. It's important that our humble history as a working class club is remembered. It's important to us to see the Club embracing its duty of care to the players, both men and women and that this is held to the highest standard so the players can be the best they can be, as part of the team but also as citizens of a the broader community. Financial independence is another important area, where we would like to see the club, through creative means gradually eliminate gambling revenue and attract sponsors to the club that have more connection and meaning to the club than currently exists.



What Carlton heard

What would make your experience of football even more enjoyable?

bring back curtain raisers • make stadiums more accessible for people with disability • **address poor crowd behaviour, safety and respect, difficult to bring children to the game, purely because of swearing** • Carlton set the standards on anti social behaviour • clever campaign targeting the people behaving poorly with new, energetic ways they can behave • use of big screens at MCG and Etihad to educate about anti-social behaviour, e.g. similar theme to 'dumb ways to die' campaign • having a 'watch out for your buddy' campaign - be able to text a number to alert security to inappropriate behaviour • safe and inclusive environment for families • **feeling safe and having respect for other people in the stands** • get rid of live betting • responsible gambling signage • finding ways to fundraise so to reduce the need for pokies revenue • authentic experience - no fake cheering on speakers • food at the stadiums, more vegetarian options, food trucks that cater to different food options • **jerseys designed to fit a female figure - a women's range of Carlton FC clothes** • women not being stereotyped for pre-game experience • big flags at pre-game • transport • cost of everything • having children catered for - kids zone in the social club • post match functions are terrific • Hassett Room, less people • have kick to kick, the SCG does is very well • carpark closure at MCG • make the promo code for secure parking shorter, currently too long • **culture where sexist and homophobic language is unacceptable** • bus to get members to the game "BUber" • family day have a jumper presentation with the kids • membership book that is interactive, game by game, stickers • **leadership from players as the children look up to them** • kid friendly and focused • feel less valued as an AFL member • recognise members more - have supporters/members round like the Italian round/multicultural round • **family friendly sections in the stands – more dry areas** • family section is not the solution - implies you have to be in a zoned area to be respected • gate opening hours • people promoting their support and membership when the club does amazing things • Kate Jenkins on SEN promoting our initiatives, positive messages instead of having to be on defensive and respond to bad press • **membership seating with guests** • better timings of games - more Friday night games • display a code of conduct at the games to help create a more family friendly environment • players family, partners or local people for entertainment e.g. the Cadets dance group • **volume of music before the game and in the quarter time breaks to be turned down so you can talk with those around you** • have the theme song be played on time as the boys walk out of the race • parents room for people with little children, more accessibility • game day entertainment is great • seeing improvement and development of younger players, shows an exciting future • put Captain Carlton and Navy Nina up on the screen - creates a family experience • different shows at night and day games • improve crowd control - members and MCC members speaking to players and fans disrespectfully - ruins the family experience • more MCC staff at the games • **warn people of repercussion for inappropriate behaviour e.g. ban seating** • **have more police or security walking through the crowds not just at the gate** • no bias with the fixture, more even competition by being able to play teams twice • women's football played as a double header to the men's team or VFL, would definitely watch if it was scheduled with the men's game • **no games at Etihad, MCG is preferred** • players breaking the banner on game day with more enthusiasm and excitement • banner turned around so everyone can see both sides • day games after 2pm

We would love to see a creative education campaign to address the anti social behaviour and language at the game so it's better for everyone. Addressing this issue would make the experience more enjoyable because everyone would feel safe to enjoy the game. Even having more police or security guards present in the stands would help. Add to this, the return of curtain raisers, making the entertainment relevant plus activities that engage children, would make the experience more family friendly. Simple things like changing up the entertainment, having stats and highlights on the big screen, turning the volume of the music down during the breaks so we can enjoy the company of those around us and getting rid of the fake cheering over the PA would make the experience even more enjoyable.

More consideration needs to be given to the facilities at the grounds for those with a disability and having a broader range of food options on offer for those who need it.

Transport to and from the game and parking cause issues for us and we think there are ways to improve it.

We would enjoy being able to go to the game decked out in Carlton FC branded clothing, that has been specifically designed for women that we can wear with confidence and be comfortable in.



What Carlton heard

What could the Carlton FC do that would make your experience as a member even more enjoyable?

membership staff are helpful, great when someone genuinely wants to help and solve a problem, greater sense of belonging • online membership portal not user friendly, inefficient • **getting less calls about raffles** • better connection between being an AFL member and a Carlton member makes it easier to have two separate memberships • **more events such as Carlton Listens to Women in more diverse way, so everyone can attend and more opportunity to contribute** • women need to be able to voice their views • notification on membership of disability or need for assistance at the ground • have the players on the phones during peak membership time • better communication from membership about changing of seats • stop the reclassification of seats and memberships • **don't need scarf and hat annually, use the money for something else, give members the option**, or an option for a more expensive better quality scarf, current scarves not ethically manufactured, respect for the workers who manufacture the scarves • have a choice between scarf, cap or gloves etc., more variety so families don't all receive the same items • have the number of membership years on scarf • have the year on the scarf • option to donate a scarf back to schools (community & diversity) • get membership packages earlier (when ordered) • have an online, user-generated member profile section on the website, share memories and connection to the club • rebuilding our community, recognise the more senior, long time members, who are pensioners and give them a complimentary 2 game membership each year • have better shade facilities on the family days - a 'chill out' area where there might be big screens showing the previous season, pre-season and the women's team • **interstate packages, advertised well enough in advance so people want to go to interstate could budget for the additional costs of flights, accommodation and ticket** • interstate cheer squad connections through the website so if you go to an interstate game you can join them • any future events like this to have better access on the website so all options and times are known, for those not attending, have a survey monkey link • members should be given a summary similar to that of the taxation department detailing where money the club receives is spent • **more female orientated nights, e.g. a cheese and wine evening** • don't expect the club to do anything for the supporters - see the effort/endeavor on the field • bring VFL to IKON park • have the women's team play at IKON • better access to the Best and Fairest e.g. watch at MCG - meal entertainment \$100-\$150 • **has to be affordable if we want people part of the club** • more entertainment and make the entertainment worthwhile, MCG and IKON work but Etihad doesn't • when we are in the finals, have them on the big screen at IKON • food and drinks at IKON when interstate games are on, builds community watching the game together • women want to hear from women of influence, high profile women who are Carlton members • social media is awesome • watching 'The Journey' was great, left members wanting more though - keep members up to date so to keep them on the journey • better explanation of what each membership includes i.e. social club and who can attend post match functions • **more access to players, fosters connection for children and other supporters** • advertise open trainings more clearly, time and details of light or hard training sessions • ensure there are some players accessible after training especially during school holidays so families who travel for these sessions aren't disappointed, this is great way for families to 'feel part of it' with little cost • have a game day function for Females of Carlton • club staff to be more involved and attending events like Carlton Listens so members can know them better; create better sense of belonging • open days of club facilities • women's apparel is limited, need more choice, larger sizes e.g. pajamas, shirts with longer sleeves, tracksuit pants, leggings • goodie bags/sponsor items at the football and functions • President leading song for social club after wins • luncheon with captain and coach, once a month • more events, 'doesn't feel like a social club anymore' • welcoming event for members before the season begins • more discounts for members, e.g. family day, members free, non members \$5 • more incentive to be a member, little difference to non member • direct debit for membership for following years • **if you have value, then members will join** • have more family days so more supporters get to mingle with players, too many queues to wait in otherwise • **better experience at family day - food vans, water and sunscreen available, wet area with sprinklers to cool down** • better change room experience, post game and get players interacting with supporters who are lucky enough to be in there • include women's team players at family days and junior clinics • **keeping younger girls engaged in football** • knowing how the women's fixture will fit into the



What Carlton heard

membership • more dry areas at the footy • more comedy, social media, banter, not so serious all the time across the media platforms • make the process seamless when transferring from AFL member to Carlton, and enable new member to keep their consecutive years of support and not begin as a first year member • ensure female merchandise is stocked on game day • **have small events and discussions at the club to target and 18-25 demographic, include past players/coaches etc** • offer an alternative to Young Carlton Professionals for those who don't have additional money to spend • additional Professional Women's Group • have a 'game buddy' register for women who want to go to the game but don't want to travel or watch alone to find another woman from their area • bling on merchandise • **host a range of events from casual to formal so every member has opportunity to be involved regardless of their financial status** • more ladies toilet at IKON park, the wait is too long when there's event on • child care for women to attend events like this • **'this is the best Carlton event they've ever been to'** • the cups being on show • receiving emails and information help to feel included at the Carlton FC • important we don't rest on being a 'multicultural' club, assumed people would come to us • getting a better app, current app is boring - have footy game on it, collecting data on players during a match • offer scholarships for players, support staff, friends of women's team • engage with more young people, engaging half time show • make it affordable, university student • discount merchandising aimed at 16-22yr olds, ear rings, bracelets, hair accessories • monthly emails, letters and kid friendly messages that recognise 10-15 yr and 16-20 yr olds - Blue News, express appreciation for their loyalty • make functions/events affordable and balanced between regular and corporate so families can attend • **look after and include remote and interstate supporters, encourage them to be members, have more interstate functions, 'Spirit of Carlton' functions in Adelaide and Perth, needs more focus** • lack of membership renewal due to inability to get to games - interstate focus e.g. no games in Adelaide for 3 years • bring some old memories - Peanut bag man to throw and catch the money, where is he now? • Navy Nina - clearly define her purpose - why can't they both be captains? • help families with split followings - find innovative ways so they can attend the football, partner with other club to offer a different sort of membership? • eliminate segregation at social games and events, have a 'scratch match' of mixed teams of the men and women's team • greater flexibility with guest passes, pending availability, so guest who has purchased a GA ticket can sit with members • **'Carlton Respects' initiative is well received but could have been more widely advertised on TV, radio instead of just at the game** • club needs more of a presence in the media, using people like Kate Jenkins to get more recognition of belonging • clean up the email system, too many emails • make club initiatives known - cheaper pies on Sundays, Triggs initiative but members don't know about it • members are a voice of the club and the club to the AFL, we need to use that more • more exposure to players at functions rather than just game day, players at the end of a game are not at their most engaging state • **post match isn't striking with members, family days are more important, have players on the field not on stage or behind a fence** • functions feel like we are having money taken from us again • President's function with women was positive • show club goals, member targets etc. so we can actively participate in achieving • identify why young people aren't joining up and address this • more things like ABBA girls in Carlton jumpers, famous people in our apparel • relationship building • better social club, make more inclusive, more tables • pre-match gathering, partnership with a pub so can meet up and walk to the game together • **screen 'away' games at the club, create atmosphere and community** • more events like Carlton Listens, and out of hours too • team performing better on the field • a signature song for all Carlton supporters to sing at the game to get everyone off their seats • **history of club on show, improve the ringing of the bell - make it more spectacular, so people understand its significance, show a write up of past players so younger generations can connect with the history** • 'pre-season' game at Royal Parade needs to continue, shows grassroots of club and connection to community • continuing with a female mascot - love her and her crowd interaction



What Carlton heard



More than 100 women filled the George Harris Room at Ikon Park for the first ever 'Carlton Listens to Women' event

We would like to see resources used wisely, in consultation with members so the membership packages are the best value they can be, making them affordable, appealing to different demographics and families who have split followings. As members, it would be better if the website for signing up was more user friendly and that it had the capacity to address the different issues associated with selecting the appropriate membership.

We would like to connect more as a community both online and face to face in ways that are meaningful and fun, especially 'female orientated' events. We loved 'Carlton Listens' and would like to see this and other more diverse events happen again. Having Carlton help facilitate pre match functions would help people connect and then go to the game together.

We would like to see the Club honour the longevity and commitment of our older members and ensure their needs are met both as members and at the game. It's important to us that we can still be part of it all when the game is being played interstate or if there's an event that is out of the reach of most, like the B&F, by having it televised at IKON park.

It's important to us that the Club continues to improve its engagement with families through its family events. These are great because they allow us to connect with the players and Club in a way that we otherwise wouldn't.

We are all about community. We want the Club to build better relationships with its members. To communicate well with them about initiatives and club goals so we can help the Club achieve them. We want to be connected with each other both locally and interstate to help our club be the best club, on all levels, in the league. We want to be the envy of other clubs, taking the lead on new initiatives in the modern era of football.



What Carlton heard

Apart from further premierships (!) what does success look like for a club like Carlton?

community rebuilt • **having this event annually** • BBQ's on Sunday mornings • being a club that players want to come to and other supporters envy e.g. Chris Judd • we don't get overlooked but stand out because of our on and off field cohesion • **pride in the jumper** • facilities • bums on seats, increased game attendance • **sense of belonging** • connecting online • a well prepared women's team with strong supports helping them deal with media scrutiny • exhibition matches with the male and female players • **effort and improvement each year** • players trying and enjoying themselves • competitive, no blow outs, trying for all four quarters • no three week byes • people want to play and work for us • **our club chosen by players because of our reputation** • hope and possibility • team built from the draft, recruiting younger players, depth • loyal team, faith back in players, not traded like commodities due to high salaries • with support from the club, players make successful transition into society at the end of their careers • providing leadership and direction within the community from grass roots to the top level of admin at the club • **engage those on lower incomes, have a scheme so people can buy or sponsor a ticket for those who can't afford it** • increase in women members (50%), especially lapsed female members • women will come back to the club and see the progress • accountable • see the outcome of this exercise utilised well • great network between men and women • **continually trying & improving, giving 110%** • no bad press • **(consecutive) top 8 appearances** • stability and positive growth • **growing membership tally** • positive attitude with solid community reputation • happy players - supporters can see this regardless of win/loss ratio • great participation of women • targeted marketing to migrant communities, include advertising in different languages to make us more accessible • 1%ers are amazing e.g. Navy Nina, strong women, Emily Angwin as a known Carlton presence • target health issues in demographic — focus on well being messages, e.g. Western Bulldogs with obesity in men — do something similar other than football but even better than competitors • **eradicate and educate about gambling** • sponsorship that actually means something - more purposeful for members • **a code of ethics** • events that are more relatable to sponsors, not just at the game but also at events • proactive in promoting mental health - it can happen to anyone • run clinics by the women's team for girls • **a club with respect and inclusion (not limited to gender) as its foundation, it underpins everything we do and are proud of that** • Carlton netball team would be another way to get more women and girls on board • a united club which understands their member base • our players aren't just players but we can see the person they are outside of the club • retaining key players on our list • sustainability • promote the good work that the players and staff do through the media, instead of only seeing the negative • state of the art training facilities • developing players e.g. overseas training and development trips, ensure balanced lifestyle • **advertises and educates diversity within the club (e.g. Carlton Respects)** • database clarity - clearer understanding of who are targeting and just how big our supporter base is • brave decisions in terms of list management • hold onto our first draft picks • keep our history strong • bring Carlton back to the force it was in the 70's • win games! • **relentlessness in players effort** • **winning! but effort is important and noticed**

Carlton of the future is a club that is respectful, inclusive and dynamic. It is leader in the community from the grassroots level to the CEO.

Players will want to come and play for us and those that do will stay because of the values and culture we espouse and practice. We will help to make players better people therefore better citizens when they leave their AFL career. The team will have (continuous) top 8 appearances, going from strength to strength each season, giving 110%.

We all love winning, but even when we aren't the effort and hard work are recognized and acknowledged.

We are pro-social, helping our local communities with any number of initiatives to make a difference where we can. We look at all avenues to engage with women and girls, and other marginalised groups continuing to strengthen our inclusive and diverse club.



Carlton Listens to Women

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