

# 2018 ANNUAL REVIEW



FOOTBALL  
FEDERATION  
AUSTRALIA





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# CHAIRMAN'S REPORT



# CHAIRMAN'S REPORT

**I AM PROUD TO PRESENT THIS 2018 ANNUAL REVIEW – THE THIRD AND FINAL SUCH REPORT SINCE MY ELECTION AS A DIRECTOR AND CHAIRMAN OF FOOTBALL FEDERATION AUSTRALIA (FFA) IN NOVEMBER 2015. THE BOARD INTRODUCED THIS ANNUAL REVIEW TO INCREASE THE LEVEL OF COMMUNICATION ABOUT FFA'S STRATEGY, ACHIEVEMENTS, CHALLENGES, OPERATIONS AND FINANCES.**

Australia's football community is vast, diverse and interested to know more about what their national governing body is doing. Rightly so. After all, this is the game we all love. It is the game played by more Australians than any other. It is the game which holds the greatest potential of any in our country. For all these reasons, it is critical that the football community is informed and engaged.

The past 12 months have been challenging in some respects, but we continue to see progress in so many areas of the game especially where it matters – on the pitch. The highlights and achievements are covered in more detail below.

Off the pitch the focus has been on the development of a new Congress model – the governance structure through which stakeholders in our game are represented. The FFA Board argued strongly for an expanded Congress which could take in greater representation from groups not currently, or sufficiently, represented, especially the women's game. But importantly, the FFA Board proposed a model which preserved the independence of the Directors.

Football has so many competing priorities, so many stakeholders, such scale and so many needs - it makes the process of allocating relatively scarce resources especially difficult. The benefit of an independent board, with directors not aligned to any particular stakeholder group, is that such decisions can be made without vested interests at play. They are decisions taken with the overall

interests of the game of football at heart, based on independent thought, strong debate and careful analysis.

Ultimately, the existing Members voted for a Congress model which the current board believes can potentially put the independence of the Board at risk of factional interests. This was the principal reason I decided not to seek re-election as Chairman. It is the independence of the Board that is the primary foundation for the success of the game over the past 15 years or so.

Now that the decision about the future governance of the game has been decided it will be up to the new members of Congress, and future boards of FFA, to build on the success and solid foundation put in place by previous FFA boards and carried on during the past three years by the current board.

In my time as Chairman, we have established a four-year strategy that takes the first steps towards the targets established in the 20-year Whole of Football Plan. Notwithstanding the huge revenue gains made to date the strategy addresses the immediate challenge that the game does not have sufficient revenue to realise its objectives. Accordingly, activity which seeks to grow the revenue base of FFA has been prioritised.

The major revenue generator for Australian football is now the Hyundai A-League. The more eyeballs on the Hyundai A-League, the more sponsors and broadcasters will invest in the game. It is imperative that the A-League, and the Westfield W-League, continue to be football's economic engine room. But it is this engine room that has an obligation to help fund our national teams and grassroots so that the entire ecosystem of the game can thrive.

The Hyundai A-League 2017/18 season had mixed success. Despite record club memberships and FFA distributions designed to better market the league, its clubs and players, traditional broadcast metrics and attendances dipped. The reasons for this are well understood and have been addressed for the 2018/19 season. The last season did, however, finish on a high with a memorable Finals Series and the first-ever Hyundai A-League Grand Final in Newcastle, won by Melbourne Victory.

The centralised marquee player fund was reinstated for 2018/19 and has already had success in attracting marquee players, in particular Keisuke Honda to Melbourne Victory and Sam Kerr with Perth Glory. This is a strategic initiative that needs to continue in order to drive fan interest.

The 2017 Westfield FFA Cup saw a record 732 clubs participate in what remains the only true celebration of the pyramid of grassroots and elite in Australian sport. That number was bettered in 2018, with a new record 772 clubs entering this truly special and unique competition. I congratulate Sydney FC on their victory against Adelaide United to claim the title of Westfield FFA Cup Winners 2017.

The Westfield W-League saw double-headers with Hyundai A-League fixtures introduced on Friday evenings – an important step in broadening the fan-base for our domestic women’s competition, won this year by Melbourne City FC for the third consecutive time. It was also the first year of our new Collective Bargaining Agreement covering Westfield W-League players, ensuring the minimum wage for players for the first time.

The Caltex Socceroos have appeared at the past four successive FIFA World Cups, something only 12 nations can lay claim to. It has now become a recurring expectation that the Caltex Socceroos qualify regularly for this showpiece event.

The victories over Honduras and Syria were the product of excellent player and coaching performance, meticulous planning by team staff and a ‘no stone unturned’ mentality by FFA management to equip the team. This level of professionalism served us well and this, together with sufficient resource allocation, must continue if we are to maintain our success.

After qualifying for the FIFA World Cup we had to contend with the decision by Head Coach Ange Postecoglou not to continue on to Russia. This was clearly a difficult decision for Ange and I would like to again place on record our thanks for his service and congratulate him on his achievements during his time as Head Coach, the highlight of which was victory at the 2015 AFC Asian Cup.

With little time before the 2018 FIFA World Cup, we undertook a global search which settled on Bert van Marwijk as the man to lead Australia to its fifth ever FIFA World Cup. In a matter of months, Bert hardened Australia’s defensive organisation and made the Caltex Socceroos very hard to beat in Russia. We were desperately unlucky not to get something out of our opening match against eventual champions France. I would like to thank Bert and his team for their expertise and the speed and professionalism with which they prepared the Caltex Socceroos for the 2018 FIFA World Cup.

We were excited to secure the services of Graham Arnold as the long-term Head Coach. Graham is well-known and highly respected in the Australian football community and he and his team have shown early promise as he prepares

for the first major challenge being to retain the AFC Asian Cup in the United Arab Emirates in January.

Being in Russia and having the opportunity to spend time with the thousands of Australian fans who travelled huge distances in support of their team and country was a huge privilege, and on a personal level, a highlight of my time as Chairman. Our nation should be proud of the way our fans represented Australia abroad, something that was remarked upon to me by FIFA President Gianni Infantino.

It reminded me how important continued participation in the FIFA World Cup is in order to maintain mainstream interest in football in Australia. Record television audiences exceeding 3 million people for our matches proved this, along with the significant spike in participation which is now interdependent with World Cup participation.

Following the conclusion of the FIFA World Cup, the retirement of our greatest ever goalscorer Tim Cahill was confirmed, as well as the retirement of Mile Jedinak whose hat-trick against Honduras and two goals at the 2018 FIFA World Cup will feature as just a couple of highlights from his stellar career. Both players, who have seven FIFA World Cup appearances between them, have led the team magnificently over the years and I personally thank them for their extraordinary contribution. Both will occupy a special place in Australia’s football and sporting history.

In this context, I’d also like to acknowledge the role of both our national teams as ambassadors for our country. No sport is immune from lapses in behaviour by players or staff and constant discipline is required by all involved to ensure our Caltex Socceroos and Westfield Matildas, and our junior teams, uphold the values of Australian football and promote those values on the world stage. I am incredibly proud of their professionalism and the way they play our game – hard but fair. They are always gracious in victory and dignified in defeat and I am sure this is why they are held in such high regard not just by football fans but by all Australians.

The Westfield Matildas had a particularly busy year at home and abroad. The Westfield Matildas played five home matches against Brazil, China and Thailand across Sydney, Newcastle, Melbourne and Perth, selling out Penrith Stadium and setting a new crowd record in Newcastle. The Westfield Matildas participated in the AFC Women’s Asian Cup in Jordan in April 2018. After some challenging group stage matches, and a particularly difficult Semi-Final against Thailand, the Westfield Matildas were unlucky to finish Runners-Up in the tournament by losing to Japan 1-0.

The focus for the Westfield Matildas now turns to the 2019 FIFA Women’s World Cup in France. Currently ranked 6th in the world and having recently held the reigning world champions USA to a draw at the 2018 Tournament of Nations, we can hold realistic hopes of winning our first ever FIFA Women’s World Cup. What an amazing achievement that would be and what an impact that

would have on girls’ participation. We wish this incredible group of players, led by Head Coach Alen Stajcic and the rest of the coaching and medical staff, all the very best.

The success of the Westfield Matildas is the product of an increased and continuing level of investment in women’s football in accordance with FFA’s strategic imperative of becoming a leading sport for women. Again, I urge the incoming board to continue this strategic focus and allocation of resource.

Our Youth National Teams qualified for AFC Youth Championships both male and female. However, with the exception of Australian Boys Under-16 National Team (the Joeys) who qualified for the FIFA U17 World Cup, results in AFC Championships have not been adequate. This remains an area of much needed improvement. As it stands, we are limited in the preparation that youth national teams can be afforded, whilst we are unable to participate in multiple ASEAN Football Federation (AFF) competitions as well as in futsal due to inadequate financial resources. Improvement will only come through the hosting and participating in more competitive matches against both Asian and other international opponents. The allocation of additional financial resources to this area is essential for the future development of our talented players.

At the grassroots, the game continues to grow. Participation increased by a staggering 22.5% in 2017. Member Federation grants reached record levels and, in line with our four-year strategy, are focussed on improving participant experience (through the Community Services Fund) and broadening the early stages of the talented player pathway (through Technical and Skill Acquisition Phase funding).

It is important we continue to nurture the grassroots which is why FFA has invested in a digital transformation program to support amateur football administration and enhance our ability to market all areas of the game in a modern and effective way.

While I will be leaving my formal role this year, I will continue my life-long love of the game. It has been a privilege to serve as Chairman of FFA with such dedicated fellow directors. These individuals fulfil a wide range of duties and make enormous sacrifices for no personal gain other than the satisfaction of serving the game they love and their country.

It has also been a privilege with work with such a high calibre executive team, led so ably by David Gallop. I have witnessed these executives perform at the highest levels across the wide spectrum of football activities both in Australia and internationally. David is widely admired as one of Australia’s most experienced and outstanding sports administrators and our game is fortunate that he serves as Chief Executive Officer of FFA.

While managing the finite resources of our game is always challenging I am extremely proud of what FFA has achieved during the past three years. Just some of these include:

- A record 6-year, \$346 million broadcast agreement with Fox Sports Australia and News Limited, including first-time commercial free-to-air coverage on Network Ten
- Record distributions to Hyundai A-League Clubs
- Record distributions to Member Federations in the areas of grassroots and technical development
- The first-ever Collective Bargaining Agreement covering Westfield W-League players
- Qualification by the Caltex Socceroos for the 2018 FIFA World Cup
- Record levels of investment in the Westfield Matildas program
- A Runner-Up performance by the Westfield Matildas at the 2018 AFC Women’s Asian Cup
- Commitment to a digital transformation program that will position FFA for success in terms of supporting amateur football administration, and enhancing our ability to market all areas of the game in a modern and effective way
- The building up of FFA’s government relations and international relations capabilities resulting in FFA being held in high regard by State and Federal Governments and by AFC and FIFA
- The securing of Federal Government support for a bid for the 2023 FIFA Women’s World Cup
- A robust process to commence the expansion of the Hyundai A-League

In addition, the revenues flowing to the game have continued to grow. In 2015/16 annual revenue was \$104 million. In 2018/19, a comparable year in the World Cup cycle, it is budgeted to grow to \$121 million, with approximately 60% of that income now deployed to the A-League and its clubs and players, with the balance going to our national teams and grassroots development.

FFA has successfully increased its revenues so that it can either redistribute or reinvest in the game to greater effect. It has made investments for the future benefit of the game whilst ensuring the balance sheet, with net assets of \$6.9 million, remains sound.

The strong foundation which was put in place by previous boards has definitely been built upon further over the past three years and it is now up to the new expanded Congress and a largely new FFA Board to protect the gains already made, and take the game to new heights.

This remains my fervent hope and I wish the incoming custodians of our great game the very best in realising the enormous potential of football in Australia.

**STEVEN LOWY AM**



# CEO'S REPORT





# CEO'S REPORT

## FOOTBALL IN AUSTRALIA IS ENTERING A NEW ERA.

It is a crucial time for the game.

Our new Board, with four directors to be elected at our Annual General meeting, will be entrusted with reaching some important decisions for the future of football in Australia.

My management team and I look forward to working with them as we strive to make Football the largest and most popular sport in this country.

While a Board and management team have importantly different roles in terms of the day to day operations of the business, we must come together to unite the game's stakeholders to secure the confidence of all football lovers as well as embrace new partners and fans.

Together, we will work hard to deliver on our strategy, which is to advance our game from the grassroots, through to our national teams and our professional leagues.

One of the first decisions which will require important collaboration, is the expansion of the Hyundai A-League.

It is universally acknowledged that expansion is an important next step forward. Our team has undertaken extensive work with prospective clubs and we know expanding our competition will provide a shot in the arm for our game by providing more opportunities for young Australian footballers, encouraging and rewarding investment from our existing and new Hyundai A-League club owners as well as bringing in new fans and engaging new communities.

This is just one of the important decisions facing our game.

Over the past year we have focussed on executing against our strategy. Our strategic vision is clear, to grow fan connection and enable further investment into the game. The four pillars of our strategy for the whole of the game drive us to:

- Lead towards a unity of purpose
- Connect more fans with football in Australia

- Build generations of successful national teams
- And improve the experience for all participants

When we reflect on the past year, we immediately turn our minds to the big events, The FIFA World Cup, where our Caltex Socceroos performed admirably again, the rise and rise of our Westfield Matildas, the dramatic Hyundai A-League Finals Series which saw Melbourne Victory crowned champions as well as an incredible Westfield W-League season which saw Melbourne City FC continue their amazing record by securing a third successive Championship.

These achievements underline the hard work of many within the organisation, in our clubs and of course from our players and when you look across our sport, this is just the beginning.

The FFA strategy seeks to increase revenue growth which will enable FFA to do more, as well as significantly increase the fan base of the Hyundai A-League and Westfield W-League.

The financial results for the year show an operating surplus of \$43.8 million, an increase of 37 per cent on last year. This was distributed in grants, which increased to a record \$43.9 million from \$32.4 million in the prior year. After distributions, the operating result was a small deficit of \$126,000. More detail is provided in the financial report.

Within the strategic plan, the Leading Pillar seeks to build alignment and unity of purpose among the game's key stakeholders in pursuit of common objectives.

The new broadcast agreement with Fox Sports Australia facilitated the implementation of a new stakeholder funding model.

The allocation of financial resources across the game underpins the development of the Hyundai A-League and Westfield W-League whilst growing the fan-base of clubs and also supporting State/Territory Member Federations to improve the grassroots playing experience and expand player development pathways. There are many areas which require funding and providing the financial support to all facets of our game remains a great challenge.

Our fans pillar has a significant focus on the Hyundai A-League and Westfield W-League and this year our main objective was to improve the participation experience and evolve the way fans are able to consume our game.

After consultation with the clubs and fans, we decided to commence the Hyundai A-League season two weeks later than last season, to give us a better opportunity to promote the start of our campaign. This allowed us to launch the "Where Heroes Are Made" campaign in clear air, importantly with the Hyundai A-League and Westfield W-League integrated in the one marketing message.

The re-introduction of the marquee fund saw both leagues attract interest from all over the world. Securing players like Keisuke Honda and Sam Kerr are a significant endorsement for our game from both players and clubs. The return of some of our best female and male talent is also a strong vote of confidence in our leagues. The overwhelming majority of our Westfield Matildas are playing in the Westfield W-League and emerging talent like Craig Goodwin, Thomas Deng, Rhyon Grant and Dimi Petratos are proving the Hyundai A-League can provide the pathway to national team selection.

This year also saw FFA take on a new look. We refreshed football's brand, delivered new digital services, launched a new digital platform, the Football Network which features new websites and apps for the Hyundai A-League and Westfield W-League clubs.

Our broadcast exposure continued to increase with 19 broadcast partners covering 79 territories broadcasting Australian football around the world and for the first time, both leagues were broadcast on YouTube and Twitter in territories that are not covered by traditional broadcasters.

We are proud of our partnership with Fox Sports, who continue to invest in our game. For the first time in our history we reached an agreement for every Hyundai A-League and Westfield W-League game to be broadcast live.

We also worked with our free to air partner Network Ten to build their audiences by fixturing marquee fixtures on Saturday evenings to give as much exposure as possible to our big games.

Our long-time partner SBS also recommitted to football, becoming the official free to air broadcaster of the Westfield W-League.

We also acknowledge that fans consume content differently, so this year we were proud to join into a partnership with Telstra to launch the MyFootball Live app which allowed, for the first time, streaming of all Hyundai A-League, Westfield W-League and FFA Cup games live, as well as Caltex Socceroos and Westfield Matildas internationals.

Our community programs continue to evolve, with more children experiencing our game than ever before.

We have introduced initiatives aimed at connecting the grassroots to the Hyundai A-League and Westfield W-League with the ALDI MiniRoos Kick-Off program including tickets to a selected game so more of our kids playing our game will now have the chance to go along to their local stadiums and see their heroes up close.

The strength in our community programs was further highlighted when we became the first member of the Asian Football Confederation (AFC) to be awarded a Gold Standard for our work at grassroots level.

We are proud that AFC has recognised the significant work that FFA does in this area and we look forward to doing more work to service the grassroots, and to share our knowledge with the AFC and its Member Associations.

Within our home region of South East Asia, FFA was honoured to host the ASEAN Football Federation Council in Sydney in March 2018. The meeting occurred during the week of the ASEAN-Australia Special Summit hosted by the Australian Federation Government. In parallel to this and with the support of DFAT, FFA hosted a women's development program which was attended by nine AFF Member Associations. This was the third year of the program and I am pleased that FFA can make a significant contribution to the development of the game across ASEAN. The use of football diplomacy to bring Australia and the rest of the world closer is a major focus of FFA.

We have also been working hard on improving the participant experience and focusing on delivering service initiatives to the community. This is a major focus of the FFA 4-year plan through the Participation Pillar.

Our ALDI MiniRoos program is critical to the game as this is the first touch point parents and kids have with Football.

Looking ahead, we are working towards expanding our Hyundai A-League. We look forward to continuing to work with our stakeholders including the existing clubs, Member Federations and government to make expansion a success for the whole of the game.

We must ensure we can be satisfied the successful bidders will be sustainable from day one as well as meet a variety of commitments that will benefit longer-term growth.

When we focus on our performances on the field of play, the Westfield Matildas proved themselves against the best in the world with an impressive performance at the Tournament of Nations in America against World number one USA, Japan and Brazil. The Westfield Matildas also successfully qualified for the 2019 FIFA Women's World Cup in France by finishing in the top 5 of the AFC Women's Asian Cup in Jordan eventually finishing runners up to Japan.

The Caltex Socceroos successfully qualified for the 2018 FIFA World Cup in Russia. Qualification was followed by the resignation of Head Coach Ange Postecoglou.

A thorough process to replace the Head Coach was undertaken and resulted in the appointment of Bert van Marwijk, an experienced and successful World Cup coach to lead the team in Russia on a short-term appointment followed by the long-term appointment of leading Australian coach Graham Arnold for the following World Cup cycle. Graham has already put his stamp on the team on and off the pitch.

We are looking forward to a new era for the men's national team and seeing young players like Awer Mabil and Thomas Deng combine for a goal in Graham's first game in charge gave us a sign of the bright young talent emerging in our National team and genuine excitement about the "kids", as Graham would say, who are emerging onto the national stage.

The progress in our development pathway was highlighted when the Joeys, our U-17 national team, qualified for the U-17 FIFA World Cup in Peru next year. This is the first generation of young players to emerge from the national curriculum which was implemented almost ten years ago.

We also bid farewell to two of our great servants in the Socceroos.

Tim Cahill, the scorer of the most goals in the history of the Socceroos and a player who represented his country at 4 FIFA World Cups, along with Mile Jedinak who captained Australia at this year's World Cup in Russia.

Mile started his professional career in the Hyundai A-League and leaves an incredible legacy after becoming the only Australian to lead his team at two FIFA World Cups (2014 and 2018), and an AFC Asian Cup (2015).

Tim is one of Australian sport's national treasures and will be forever remembered for his contribution to Football during an international career spanning an incredible 14 years, which included a record breaking 50 international goals.

2019 will be an important year for the future of professional club football in Australia as a national working group is convened to explore a new leagues governance model. The new leagues model will need to address club owner considerations, guarantee rewarding careers for players, coaches and match officials, ensure that the overall funding model for the game is sustainable and optimised, pave the way for the establishment of a national second tier and take into account the unique aspects of the Australian sporting landscape. FFA management has undertaken extensive work in preparation for this process and is ready to work in a constructive and collaborative fashion with all stakeholders to arrive at the optimal governance and operating model.

Finally, I want to thank the outgoing Chairman Steven Lowy and outgoing Directors Joseph Healy and Simon Hepworth for their contribution to our game. Steven and his board have worked tirelessly and passionately to advance football in Australia and they leave our sport in a strong position as we enter a new chapter.

**DAVID GALLOP AM**



# FINANCIAL REPORT



# FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2018

**THE 2018 FINANCIAL YEAR REPRESENTED THE FIRST YEAR OF THE NEW SIX-YEAR BROADCAST PARTNERSHIP WITH FOX SPORTS AUSTRALIA. THIS AGREEMENT ALLOWED ADDITIONAL REVENUE TO BE CHANNELLED INTO THE VARIOUS STRATEGIC PILLARS OF FOOTBALL TO CONTINUE THE GROWTH AND DEVELOPMENT OF THE GAME. AS A DIRECT RESULT OF THIS UPLIFT IN BROADCAST REVENUE, DIRECT DISTRIBUTIONS TO STAKEHOLDERS REACHED AN ALL-TIME HIGH ACROSS THE A-LEAGUE AND W-LEAGUE, AS WELL AS ACROSS MEMBER FEDERATIONS IN SUPPORT OF THEIR FOOTBALL DEVELOPMENT ACTIVITIES. THIS UPLIFT HAS ALSO BEEN SHARED WITH PROFESSIONAL PLAYERS IN THE FORM OF AN INCREASED SALARY CAP FOR THE A-LEAGUE AND THE INTRODUCTION OF THE MINIMUM SALARY AND IMPROVED CONDITIONS FOR W-LEAGUE PLAYERS.**

This year was also an important year as far as funding our elite national teams was concerned with the level of investment in the Matildas program allowing for a strong showing at the AFC Women's Asian Cup whilst every effort was made to assist the Socceroos to qualify for the FIFA World Cup and to perform to their potential at the tournament. Specifically, investment was made to streamline travel logistics for the Play-Off matches against both Syria and Honduras, as well as securing the services of experienced coach Bert van Marwijk and his team to guide the Socceroos in Russia. For the Matildas, FFA secured a series of home matches against Brazil, China and Thailand in preparation for the AFC Women's Asian Cup.

Off the field, the financial year to 30 June 2018 saw our investment in digital infrastructure deliver a suite of websites and mobile applications servicing Hyundai A-League and Westfield W-League clubs along with the national teams. Work continues on the development of FFA's digital assets with the focus now shifting to community programs across registration and competition management, both of which are due to be completed in the financial year to 30 June 2019.

Whilst our commercial performance has allowed the sport to achieve these and many other milestones in the past year, FFA remained focused on operating efficiently to continue our attention towards control of overhead expenditures to maximise our investment into the pillars of the game.

We highlight the following consolidated results:

- **Operating Surplus for the year ended 30 June 2018 is \$43.8m**
- **Net Deficit for the year ended 30 June 2018 is \$0.1m**
- **Net Members' Equity at 30 June 2018 is \$6.9m**

The financial results encapsulate the revenues and expenditures of administering and/or supporting the key pillars of our global game including:

- Five National Competitions (Hyundai A-League, Westfield W-League, Foxtel Y-League, Westfield FFA Cup, National Premier Leagues)
- Nine National Teams (junior national teams through to both the men's and women's senior teams – the Caltex Socceroos and Westfield Matildas) competing across all corners of Asia and the world
- Football Development (ALDI MiniRoos, National Premier Leagues, player pathways, coach education, etc)

The Financial results of FFA fluctuate over the 4-year FIFA World Cup cycle.

The two years following a FIFA World Cup provide fewer revenue opportunities, but a lower cost base, whereas the final round FIFA World Cup Qualifiers increase gate and host government revenues against a higher operating cost base. The year of FIFA World Cup participation provides for prize money and subsidies to offset the considerable costs of preparation and participation.

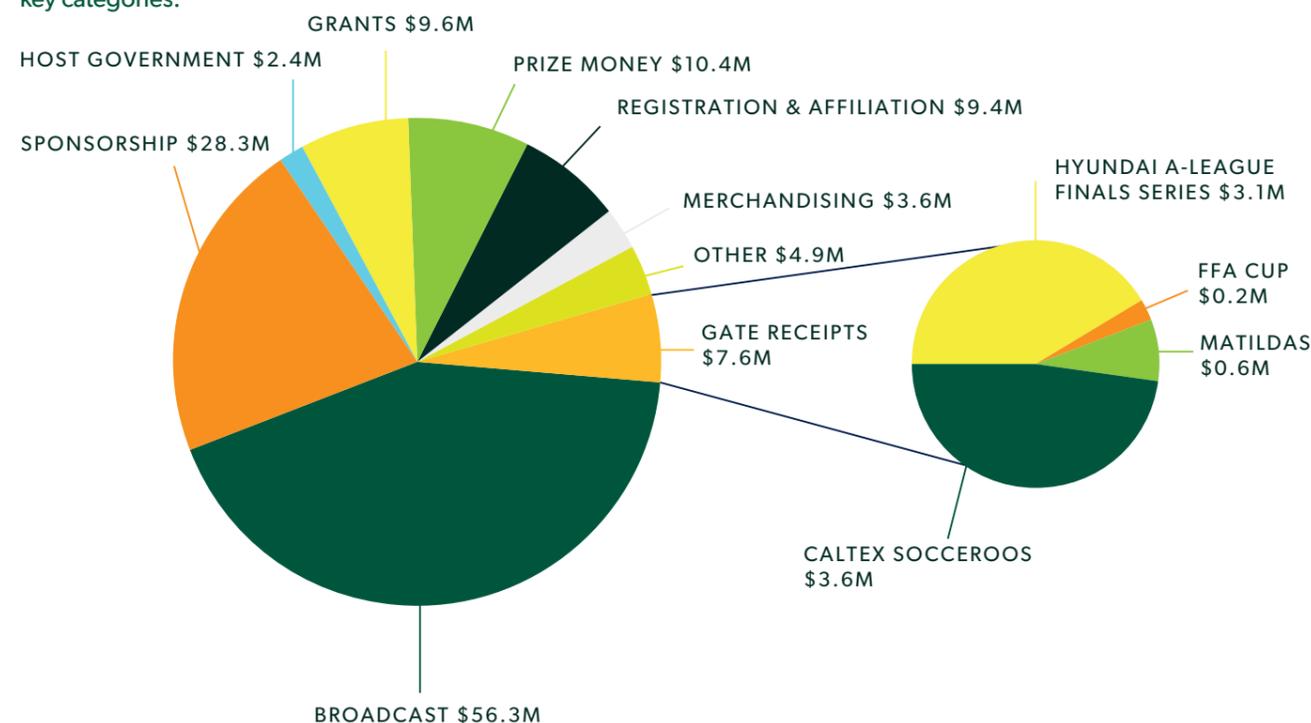


## FINANCIAL SUMMARY

Summarised Profit & Loss (\$'000)	2018	2017
<b>Operating Revenue</b>		
Broadcast	56,323	39,446
Sponsorship	28,315	26,183
Gate Receipts	7,590	8,250
Host Government	2,420	5,225
Grants	9,613	8,364
Prize money	10,413	2,211
Registration & Affiliation	9,434	9,657
Merchandising	3,555	2,153
Other	4,885	4,129
<b>Total Operating Revenue</b>	<b>132,548</b>	<b>105,618</b>
<b>Operating Expenses</b>		
Employee Benefits	32,675	26,608
Travel	16,165	10,807
Marketing & Media	14,879	12,426
Event Hosting	3,397	3,186
Administration	2,655	2,367
Broadcasting	411	3,386
Other Team Expenses	3,821	2,546
Professional & Consultants	3,234	3,317
Commissions	4,236	4,139
Other	7,273	4,765
<b>Total Operating Expenses</b>	<b>88,746</b>	<b>73,548</b>
<b>Operating Surplus (before Grants &amp; Distributions)</b>	<b>43,802</b>	<b>32,070</b>
Grants & Distributions	43,928	32,405
<b>Net Surplus/(Deficit)</b>	<b>(126)</b>	<b>(335)</b>
<b>Summarised Balance Sheet Extract (\$'000)</b>		
Total Assets	50,590	44,835
Total Liabilities	43,731	37,850
<b>Net Assets</b>	<b>6,859</b>	<b>6,985</b>

## OPERATING REVENUE

Total revenue has increased by 25% from \$105.6m in FY2017 to \$132.5m in FY2018. Revenue comprises the following key categories:



### Broadcast (\$16.9m increase from FY2017)

This category comprises the domestic and international broadcast rights to FFA competitions (Hyundai A-League, Westfield W-League and FFA Cup) along with Caltex Socceroos and Westfield Matildas friendlies and certain World Cup Qualifiers. The significant increase represents the first year of the new six-year partnership with Fox Sports which commenced in July 2017.

### Sponsorship (\$2.1m increase from FY2017)

This includes all sponsorship revenue in both cash value and value in kind. Part of this increase is attributable to sponsorship associated with participation in the 2018 FIFA World Cup, however sponsorship increased overall excluding World Cup incentives.

### Gate Receipts (\$0.7m decrease from FY2017)

Gate receipts revenue was received across Caltex Socceroos, Westfield Matildas and Hyundai A-League Finals Series and FFA Cup matches. This reduction was attributable to fewer Caltex Socceroos matches in FY2018 when compared with the prior year.

### Host Government (\$2.8m decrease from FY2017)

This category includes revenue received from various state governments to secure the rights to host Caltex Socceroos and Westfield Matildas matches. This decrease reflects the difficulty in maximising the commercial return on unplanned playoff matches compared to the structured qualification process in FY2017.

### Grants (\$1.2m increase from FY2017)

FFA receives grants for specific purposes from sources

including various government departments, the Australian Sports Commission, FIFA and AFC. In FY2018 activity in preparing Australia's bid to host the FIFA Women's World Cup in 2023 commenced against which grant revenue has been recognised.

### Prize money (\$8.2m increase from FY2017)

Prize money received in FY2018 relates to the Caltex Socceroos participation in the FIFA World Cup in June 2018 whereas prize money in FY2017 related to the Confederations Cup. Note that under the Collective Bargaining Agreement 30% of all prize money is distributed to the players.

### Registration & Affiliation (\$0.2m decrease from FY2017)

This category includes National Registration Levies, registration fees for various courses and competitions (coaching, refereeing accreditation, ALDI MiniRoos, FFA Cup) and license fees for certain Hyundai A-League clubs.

### Merchandising Revenue (\$1.4m increase from FY2017)

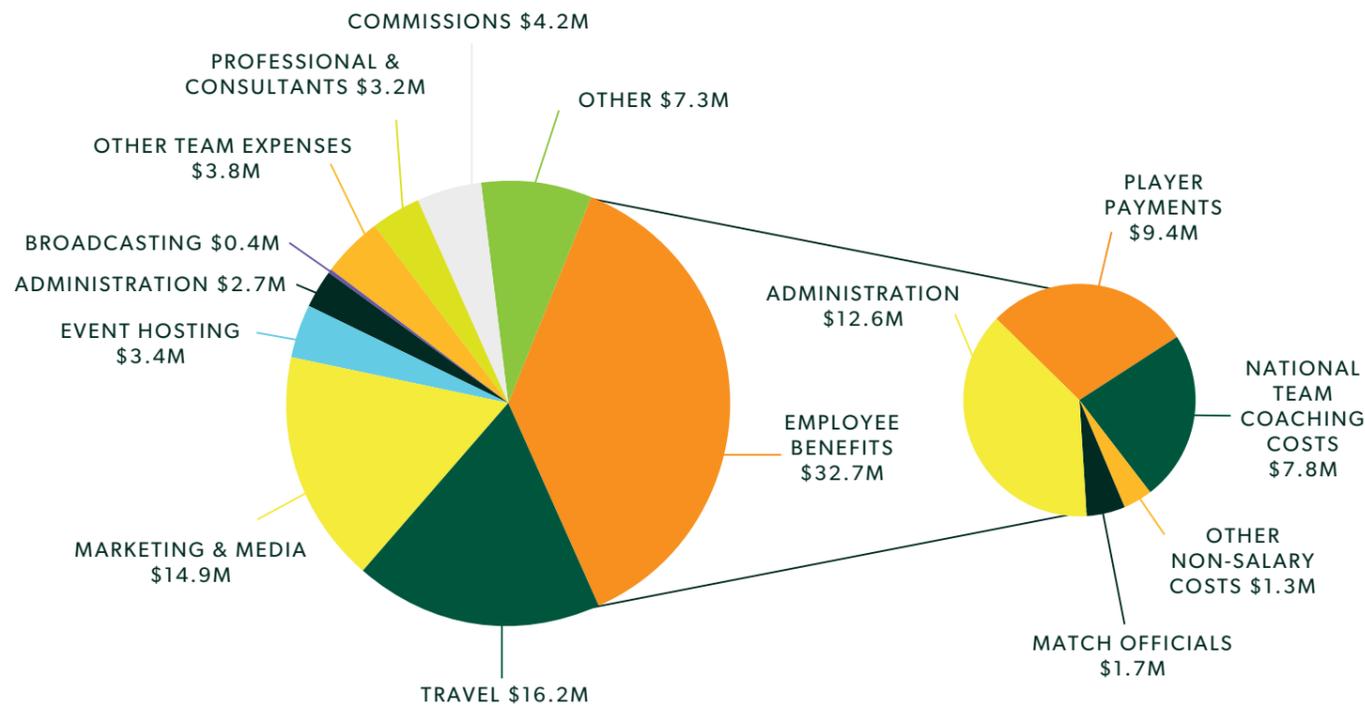
FFA centralises the management of the official merchandising programs across the Hyundai A-League, Westfield W-League and national team products.

### Other (\$0.8m increase from FY2017)

All other revenues not captured under specific categories are allocated to Other Revenue. Significant items include sanctioning fees for visiting international club matches and insurance recoveries on the centralised insurance program procured on behalf of Hyundai A-League clubs. The increase from FY2017 is attributable to the recovery of increased insurance charges along with growth in royalties received from gambling operators.

## OPERATING EXPENSES

Operating expenditure increased by 20.7% from \$73.5m in FY2017 to \$88.7m in FY2018. The key elements comprising operating expenditure are as follows:



### Employee and team benefit expenses (\$6.1m increase from FY2017)

This increase is attributable to Socceroo player payments, largely as a result of participation in the 2018 FIFA World Cup and their contractual share of those revenues (\$4.3m). Secondly, the investment in the replacement coaching staff for the 2018 FIFA World Cup along with incremental support staff costs for the tournament resulted in an increase against coaching costs compared with the prior year (\$2.0m).

### Travel expenses (\$5.4m increase from FY2017)

This increase is mostly due to additional travel, accommodation and associated costs for the World Cup (\$4.2m) and incremental costs across the remainder of the Caltex Socceros match program in FY2018 compared with FY2017 (\$0.9m) which included charter flights for both the Syria and Honduras play off matches. Of the FY2018 total, \$11.3m is attributable to National Teams activities, \$3.7m relates to the delivery of the domestic competitions (including funding the travel costs for Hyundai A-League, Westfield W-League and Foxtel Y-League teams) with the balance incurred across implementation of the pathway, coach education, stakeholder relations, international engagement and 2023 FIFA Women's World Cup Bid operations (which is fully funded by the Commonwealth Government).

### Marketing and media (\$2.5m increase from FY2017)

This account category includes the recognition of the broadcast contra expense which was a \$2.8m increase against FY2017 and was offset by various minor items.

### Event hosting (\$0.2m increase on FY2017)

This category includes expenses incurred in delivering matches across Caltex Socceros, Westfield Matildas, Hyundai A-League and Westfield W-League Finals Series as well as the FFA Cup Final.

### Administration (\$0.3m increase on FY2017)

This allocation includes corporate overheads such as office rental, depreciation, utilities and legal fees.

### Broadcasting expenses (\$3.0m decrease from FY2017)

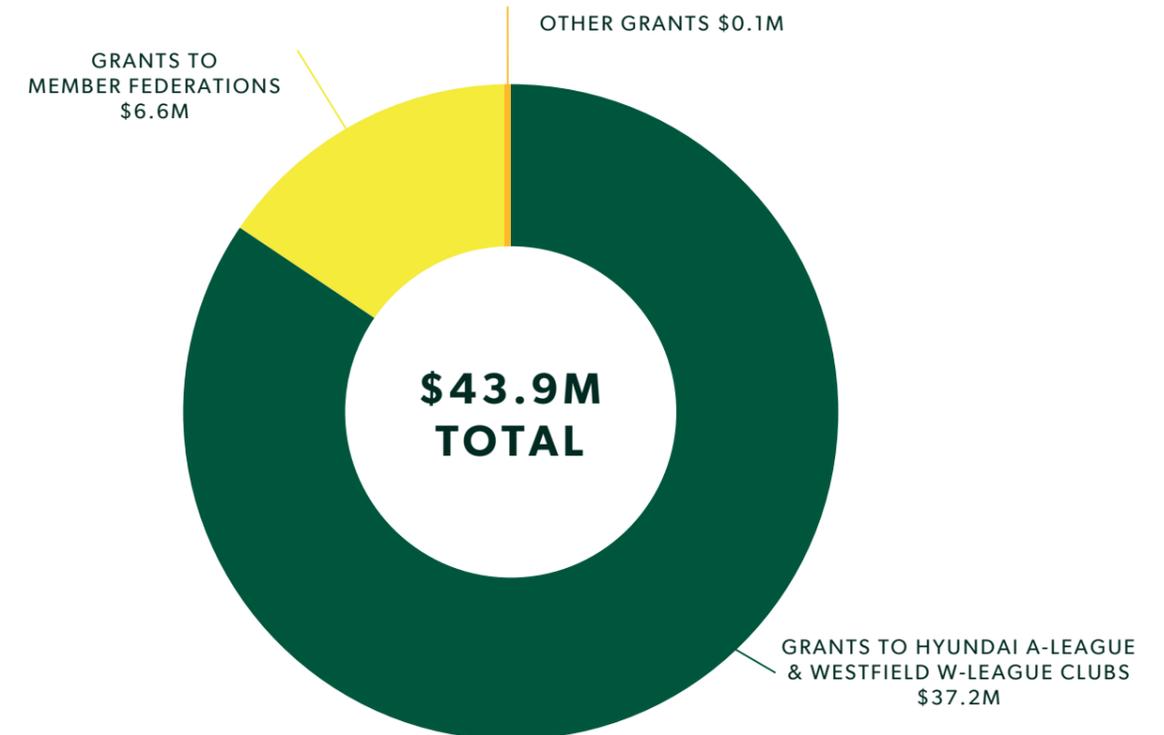
This reduction reflects the completion of contracted payments to Lagardere (formerly World Sports Group) for 2018 FIFA World Cup Qualifiers broadcast rights in FY2017 (\$2.0m) along with an absence of fees paid to consultants who assisted on the broadcast renewal in FY2017 (\$0.5m).

### Other team expenses (\$1.3m increase from FY2017)

This increase comprises Caltex Socceros team expenses incurred at the 2018 FIFA World Cup such as ticketing, freight and base camp operating costs (\$0.9m) plus additional payments to the PFA's Player Welfare program (\$0.5m) committed via the CBA as a proportion of the broadcast uplift.

## DISTRIBUTIONS

Total distributions increased by 35.6% from \$32.4m in FY2017 to \$43.9m in FY2018. The key elements comprising distributions are as follows:



### Professional and consultants (\$0.1m decrease from FY2017)

This category includes external expertise engaged across several areas including audit, expansion, ALDI MiniRoos inventory management, security and digital technology.

### Commissions (\$0.1m increase from FY2017)

These expenses primarily represent the accounting recognition of sponsorship contra along with contracted servicing costs for sponsors and broadcasters. The cost of the external management of the centralised merchandising program is also allocated to this category.

### Other expenses (\$2.5m increase from FY2017)

This increase represents the peak period of investment in the Digital Transformation program which included both website and mobile applications development (\$2.0m increase). Secondly there has been an increase in Insurance expenses (\$0.6m increase) due to increases in the Hyundai A-League player injury program (the cost of which is passed through to the clubs) along with additional insurances to appropriately manage the Caltex Socceros program over FY2018.

### Grants and distributions expenses (\$11.5m increase from FY2017)

This increase represents the uplift in annual Hyundai A-League Club grants as a result of the new broadcast agreement (\$8.7m) along with increased distributions to Member Federations (\$2.9m).

## THE FFA PROVIDES ANNUAL DISTRIBUTIONS TO CLUBS COMPETING IN THE HYUNDAI A-LEAGUE AND WESTFIELD W-LEAGUE AND FINANCIALLY SUPPORTS A VARIETY OF PROGRAMS ADMINISTERED BY THE STATE/TERRITORY MEMBER FEDERATIONS.

### Distribution to Clubs

Base cash distributions increased from \$25.8m in FY2017 to \$35.6m in FY2018. This total includes a marketing grant, club services grant and Westfield W-League subsidy to those clubs competing in the competition. The distributions are cash based and over and above support provided directly by FFA for the operation of the Leagues, for example to subsidise air and ground transport.

### Distribution to Member Federations

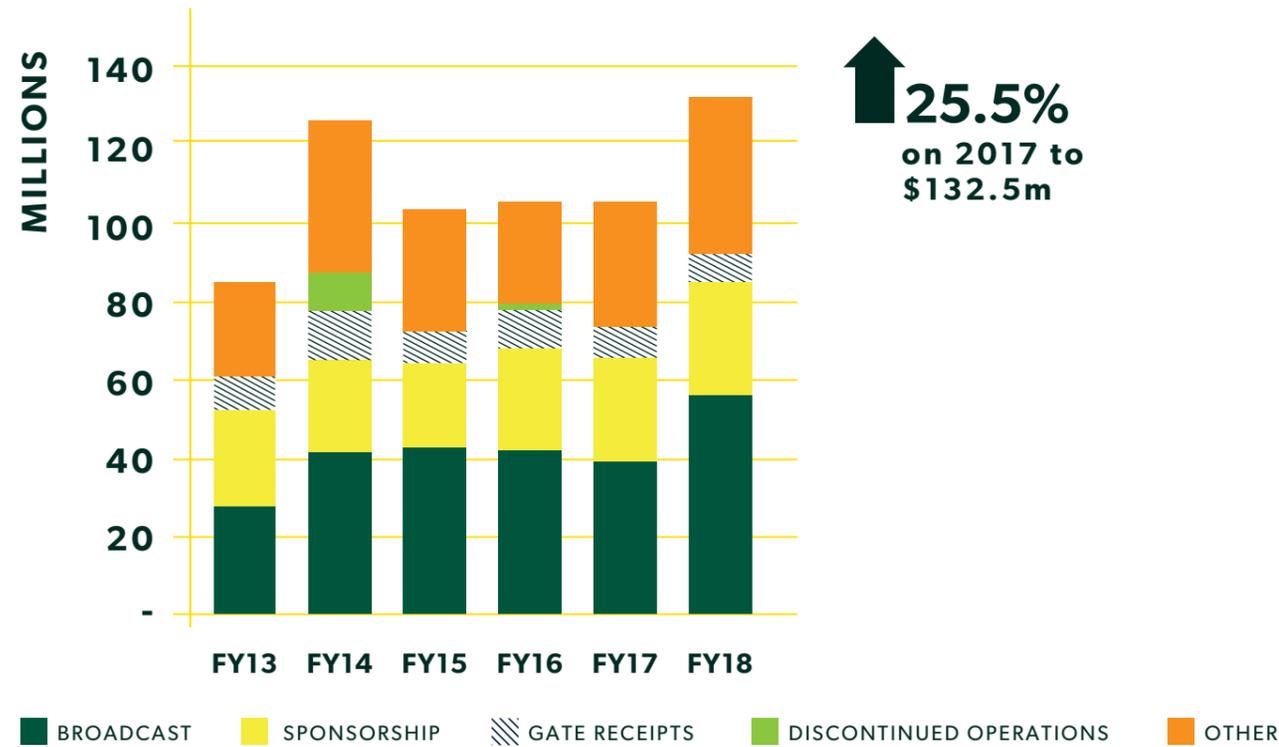
A variety of programs are financially supported by FFA and administered by the State Member Federations including Pathway (Skill Acquisition, National Training Centres, Technical Directors), MiniRoos and National Premier Leagues. Grants increased to \$6.6m from \$5.4m in the prior year.

### Other Grants

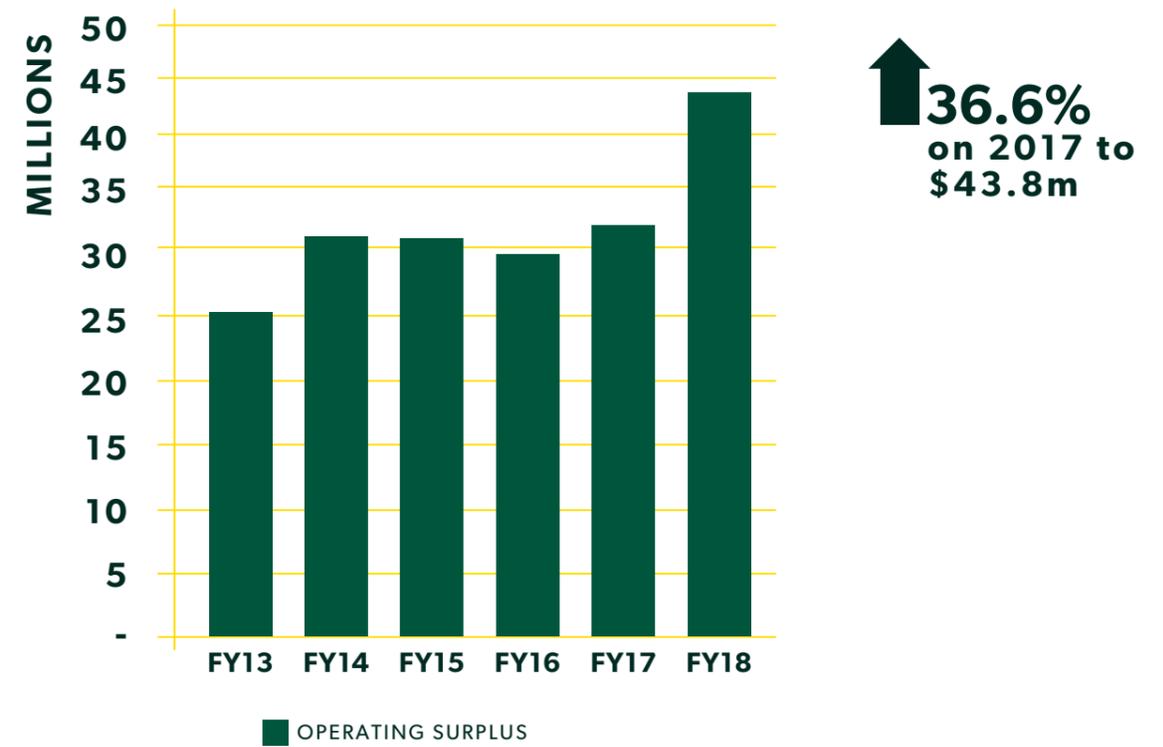
A small number of programs managed via International Affairs and Government Relations.

# KEY HISTORICAL FINANCIAL COMPARATIVES

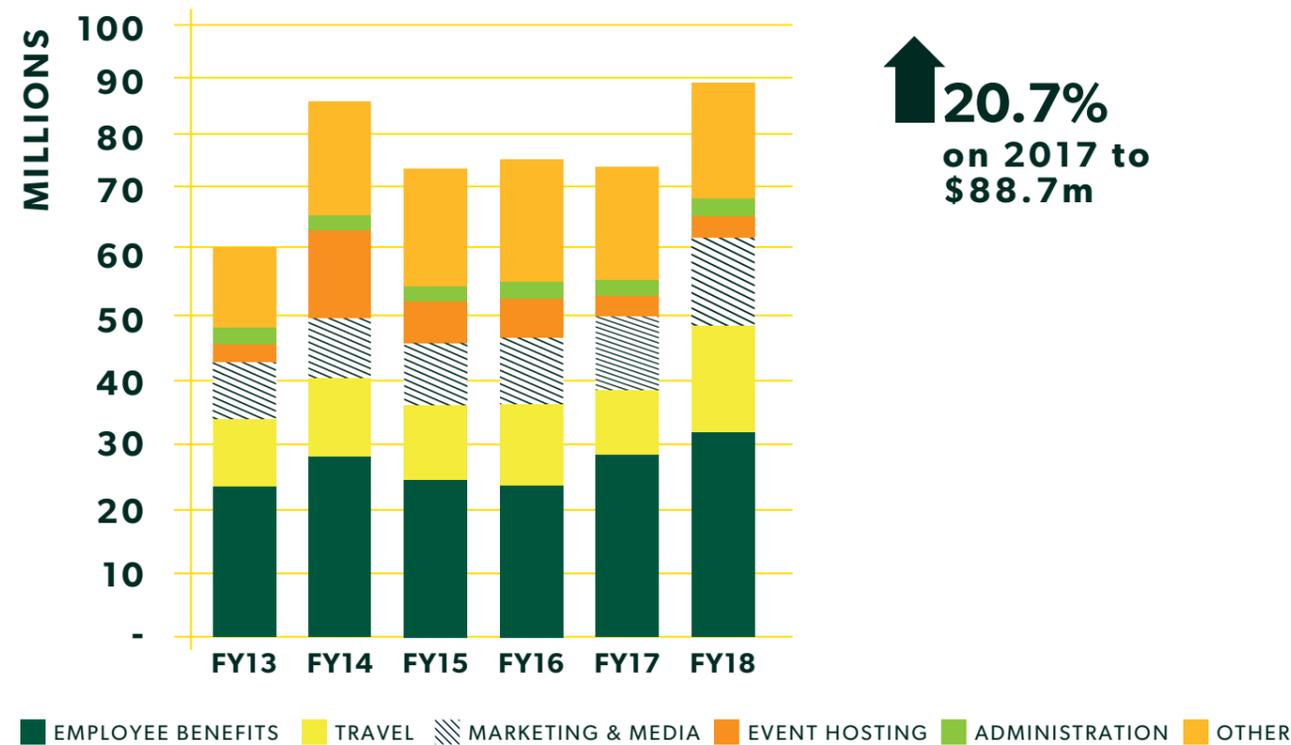
## REVENUE - OPERATING REVENUE



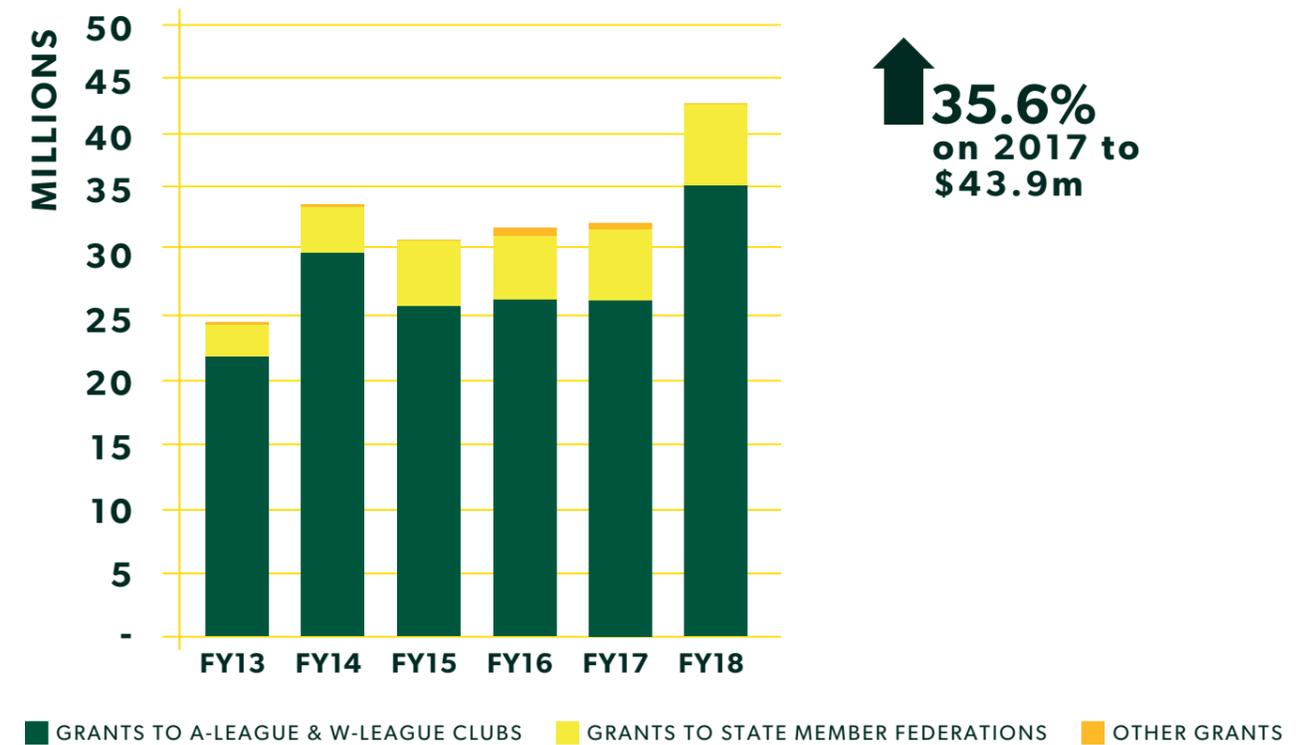
## OPERATING SURPLUS BEFORE GRANTS, DISTRIBUTIONS & DISCONTINUED OPERATIONS



## EXPENDITURE - OPERATING EXPENSES



## GRANTS & DISTRIBUTIONS



# STRATEGY REPORT



# LEADING

**FFA IS NOW THREE YEARS INTO ITS FOUR-YEAR STRATEGIC PLAN (2016-2019). THE PLAN IS DESIGNED TO SECURE THE LONG-TERM GOAL OF MAKING FOOTBALL THE BIGGEST AND MOST POPULAR SPORT IN AUSTRALIA. IN THE SHORTER TERM, THE STRATEGY SEEKS TO INCREASE REVENUE GROWTH TO ENABLE FFA TO DO MORE, AS WELL AS SIGNIFICANTLY INCREASE THE FAN BASE OF THE HYUNDAI A-LEAGUE AND WESTFIELD W-LEAGUE.**

Within the strategic plan, the Leading Pillar seeks to build alignment and unity of purpose among the game's key stakeholders in pursuit of common objectives.

The year was the first to see the new stakeholder funding model in operation, designed following the conclusion of the new broadcast agreement with Fox Sports Australia. The allocation of financial resources across the game is intended to underpin the development of the Hyundai A-League and Westfield W-League whilst growing the fan-base of clubs, whilst also supporting State/Territory Member Federations to improve the grassroots playing experience and expand player development pathways.

In the case of the Leagues, FFA distributed a record level of club grants in 2017/18 of \$37.2m. At the request of Hyundai A-League Clubs' request, FFA decentralised the marquee and marketing fund for the 2017/18 season, resulting in additional funding for club-based marketing. Despite the added funding, the 2017/18 season of the Hyundai A-League was challenging in terms of attendance and broadcast metrics and the decentralised marketing approach achieved mixed success.

There were however some positive achievements through collaboration with Hyundai A-League and Westfield W-League Clubs focussed on converting more participants to fans and becoming more technology-led. Engagement metrics on the newly implemented digital systems were up significantly from prior seasons, and the FFA successfully launched its inaugural e-League, achieving significant reach with over 2m viewers.

The year saw the launch of the Hyundai A-League expansion process which received nationwide interest in the form of 15 expressions of interest spread across Sydney, Melbourne, Brisbane, Perth, Adelaide, Canberra,

Wollongong, Ipswich and Tasmania. FFA later requested and received detailed proposals from nine separate bidders. The process of expansion remains ongoing however the intention remains to expand the competition from 2019/20 at the earliest.

Following a significant body of work under the "A-League 2020" project title, a range of changes have been delivered to the Hyundai A-League to ensure that the upcoming 2018/19 season has strong momentum. This included strategically targeting marquee talent, resulting in FFA supporting Melbourne Victory signing Keisuke Honda. This strategic pivot builds upon an Asian engagement strategy that aims to grow interest in the league throughout the region and engage more within the Asian Football Confederation. FFA has also worked with Hyundai A-League clubs to build upon a more 'fan-centric' approach that includes providing free passes to participants, improved social media content and piloting a range of fan engagement initiatives that aim to provide a more atmospheric experience at matches. These initiatives form part of the 2020 project and new operating model while also being aligned to the 2016-19 strategy, which aims to connect participants to fans.

FFA Management has also undertaken extensive research and development of new operating models for the league competitions which will be beneficial to the New Leagues Working Group process when it commences.

Increased distributions were made to Member Federations to underpin a high number of Skill Acquisition Phase participants nationally, provide technical support and establish the Community Services Fund. The total distribution to Member Federations increased from \$5.4m in the 2016/17 financial year, to \$6.6m in the 2017/18 financial year.

FFA has been working closely with Member Federations, with a particular focus on maximising potential government partnerships in the upcoming election cycles in Federal, NSW and Victorian elections. This has been highly successful, with positive funding announcements in Victoria, NSW and South Australia in particular.

FFA's Government Relations efforts continue to generate positive results. In early 2018, FFA published a white paper seeking the establishment of a \$100m fund to support grassroots facilities. Successful advocacy with the Federal Government has influenced the establishment of a new Sport Australia grant program, the Community Sport

Infrastructure Fund, which offered an initial \$30m for community facilities.

FFA has also been able to unlock significant federal government funding for new football-based initiatives, including \$1.1m for a Multicultural Program, rolling out ALDI MiniRoos for new arrival refugees aged 5-11 years old, with this program now operating in NSW, Victoria and Queensland.

The successful piloting of Walking Football programs for older Australians has led to a new federal fund, with \$22.9m invested in the Move it Aus – Better Ageing Program, also administered by Sport Australia. With full support from the Commonwealth, FFA has initiated a national approach to this derivative of the game, which will provide tangible physical and mental health benefits to the 65+ age group.

The Government Relations Department, itself a strategic initiative of the current four-year strategic plan, continues to engage with federal and state/territory government and opposition members of parliament on a regular basis, to advocate for funding and on various policy issues. This support for the Member Federations and Hyundai A-League and Westfield W-League clubs covers a wide range of subjects such as Temporary Skill Shortage Visas or the Taxation of Image Rights for players.

FFA's International Relations focuses on supporting the growth of the game across Asia through collaboration with AFC Member Associations and working with the Australian Government to use football as a supporting vehicle for diplomacy.

The year started with FFA being invited to be the sporting partner in the Australian Government's 2018 ASEAN – Australia Week, where funding was secured from the Department of Prime Minister & Cabinet to host a camp and match for the Young Matildas and the Thailand Women's U-19 National Team. As part of this week, FFA hosted a Council Session of the ASEAN Football Federation, which was attended by Presidents and General Secretaries from our closest neighbours.

FFA's work with the Department of Foreign Affairs and Trade's Australia ASEAN Council, a longstanding grant funding partner, continued through the delivery of two more Women's Development Workshops. Nine ASEAN Member Associations sent staff to take part in sessions that occurred in Sydney, Melbourne and Canberra. Another workshop is scheduled for November 2018, and FFA's commitment to the development of women's football internationally will continue through this program.

A successful grant application to DFAT's Council of Australia – Arab Relations supported travel alongside the 2018 AFC Women's Asian Cup, with several FFA

administrators visiting Member Associations and Australian Embassies in Jordan, Qatar, Oman and Bahrain.

A number of programs are ongoing in Indonesia, with FFA partnering with the Football Association of Indonesia (PSSI), the German Football Association (DFB), FIFA, AFC and the Australian and German Governments to deliver sport for development coach education to teachers across East Java and Maluku. The first courses were delivered at the beginning of October, and the initiative will run until June 2019.

With the Young Socceroos in Indonesia for the AFC U-19 Championship, FFA partnered with DFAT's Australia Indonesia Institute to deliver coaching clinics to young students studying at Asialink Australia-Asia Bridge Schools in Jakarta, and also had members of the squad attend a function at Australia's largest Embassy abroad.

Ongoing is FFA's commitment to using the travel range of Australian National Teams to support Australian Embassies with their outreach and diplomacy abroad. Embassies from six countries across Asia and Europe were involved in sports diplomacy activities. While in Portugal for the Algarve Cup, the Westfield Matildas visited a shelter for young girls in Portugal – a reciprocal visit, having hosted the girls in camp the previous year. The involvement of the Caltex Socceroos in the 2018 FIFA World Cup saw team activity with Australian Embassies in Austria and Russia.

Capital Football, with the support of FFA, also hosted the inaugural Diplomatic Corps Cup, which was participated in by Embassies and High Commissions across Canberra in the lead up to the 2018 FIFA World Cup. The tournament was won by the Lions of Morocco, and saw 20 countries represented.

FFA has also been active in a range of AFC programs and initiatives, with staff undertaking the Football Administration Certificate and attending the inaugural International Relations Workshop hosted in Kuala Lumpur at AFC House.

A bid was submitted to host a group of the AFC U-23 Championship Qualifiers, and while ultimately unsuccessful, it underscores FFA's commitment and interest in hosting youth international fixtures on home soil in the future.

Finally, the Australian Government is currently undertaking reviews into Sports Diplomacy and Soft Power as part of a new approach to foreign policy. FFA has written submissions for both of the reviews and has also spoken internationally on the role that football is able to play in this space.

It has been a busy year for FFA's International Relations, and the organisation will continue to increase its footprint and support in 2019.



# PARTICIPATING

## **THE PARTICIPATION PILLAR WITHIN THE FFA STRATEGY IS FOCUSED ON ENSURING GRASSROOTS PARTICIPANTS HAVE A GOOD EXPERIENCE IN FOOTBALL, WHILE INSPIRING FAMILIES TO BECOME FANS OF THE GAME.**

The grassroots area of football has always been one of its strengths. Football continues to grow year on year, particularly in the club structure, whereas other codes are struggling to grow club based areas of their sports. Football is a sport for everyone, and truly reflects in a community sense the diversity of Australia.

FFA must continue to work with all stakeholders. In the 2017 calendar year 1.63 million participants were involved in football, a 22.5% increase from 2016. Football is the largest club-based participant sport in Australia, and ALDI MiniRoos is the largest 4-11 sporting program in Australia, with 223,138 participants playing football.

It plays a critical role in introducing boys and girls to Football at the grassroots, offering a fun, safe and accessible experience. Football is the sport of choice for families, providing accessible options nationally through the large club network. ALDI's partnership enables FFA to provide greater support to the football community, through a network of development officers, increased promotion nationally and locally, and equipment to assist local clubs.

The fastest growing area of Football is women's and girls' participation, with just below 140,000 women and girls players participating in regular structured football. This has been identified as a strategic priority with increased investment in development officers at Member Federations, with increased focus from all levels of the game.

The increased promotion of the Westfield Matildas and the Westfield W-League, plays a critical role in inspiring girls to enjoy the game across Australia.

As Football continues to grow at the grassroots from year to year, we are also focused on ensuring we link boys and girls with heroes through the Hyundai A-League and Westfield W-League, to become lifelong fans of the sport.

The connection to the professional leagues is growing with 73% of all club participants indicating they support a Hyundai A-League and Westfield W-League team.

This creates a good foundation to now engage the community to attend matches, and eventually become rusted on members of a professional club.

Melbourne company Interact Sport was appointed to develop a new registration and competition management platform, Play Football, to replace the old My Football Club service. The new registration platform will be live for the 2019 season, whilst competition management will be phased in for the 2020 season. The new Football Account was also launched in June allowing FFA to have a single data platform for all fans and participants, providing greater insights into how people interact with and consume the game, and a powerful database to market the Leagues and convert more participants into fans.

Finally, none of this would be possible without a focus on delivering a good quality experience to all participants. In 2017 the overall player satisfaction rating was 89%, and it is important all levels of the game continue to work together to improve the satisfaction for all participants.

As a result, FFA through the Community Services Fund distributed through the Member Federation Funding model, invested \$2.5 Million annually into servicing projects, such as Facilities, Club Development, Digital support, and Referee development.

The success of Football at the grassroots is down to the dedication of a huge club network, thousands of dedicated volunteers, committed administrators, and mums and dads. FFA will continue to work with stakeholders to support the Football community to continue to thrive, as a healthy football community leads to a healthy sport for the future.



# PARTICIPATION INITIATIVES

**FFA WORKED WITH MEMBER FEDERATIONS AND HYUNDAI A-LEAGUE AND WESTFIELD W-LEAGUE CLUBS ACROSS A RANGE OF INITIATIVES:**

## **SPORTING SCHOOLS**

FFA's schools strategy, launched in 2014, places Hyundai A-League and Westfield W-League Clubs at the shopfront in schools. In FY2018 83,000 children participated in Sporting Schools programs delivered by the professional club network, up from 53,000 in FY2017. Football again remains the number one team sport within the Sporting Schools program.

## **ALDI MINIROOS**

**Football's 4-11 Introductory Football opportunity.**

223,000 boys and girls participated in Football in the 4-11 year age group in the 2017 calendar year, with 20% of participants being female. Increasing the number of girls playing has emerged as an opportunity in this age group.

Further to this in partnership with Member Federations, the first ALDI MiniRoos Multicultural program was launched in Western Sydney, providing opportunities for newly arrived communities. The success of the program has now led to further programs being established in Melbourne and Brisbane with the assistance of Federal Government funding.

## **rebel FEMALE FOOTBALL WEEK**

**A nationwide initiative to celebrate and promote the involvement of women in all areas of the game.**

This is a whole of game initiative which includes Member Federations at the grassroots, through to Hyundai A-League and Westfield W-League clubs at the elite end. Due to the success of Female Football Week, rebel have now been secured as a partner, and will provide greater opportunities for promotion of women in football.

## **COMMUNITY SERVICES FUND**

The Community Service Fund was established to provide funding to Member Federations to better service the grassroots. The types of initiatives which have been funded include;

- Increased investment in facilities, including Football NSW and Northern NSW Football's light up Football project.
- Increased Club Development support – through networks of Club Development Officers.
- Dedicated Referee development projects.
- Increased resourcing to support digital capacity building.



# ENTERTAINING



**THE PAST YEAR HAS SEEN DELIVERY OF MANY KEY ELEMENTS OF THE FANS PILLAR OF THE FFA STRATEGY, WHICH HAVE BEEN IN DEVELOPMENT OVER THE PRECEDING TWO YEARS. MAJOR COMMITMENTS TO REFRESH FOOTBALL'S BRAND, DELIVER NEW DIGITAL SERVICES, IMPROVE THE PARTICIPATION EXPERIENCE AND EVOLVE THE WAY FANS CONSUME OUR GAME WERE DELIVERED, WITH THE IMPACT OF THESE TO BE EXPERIENCED DURING FY2019 AND BEYOND.**

A review of the Hyundai A-League and Westfield W-League season windows was conducted, considering a range of initiatives to improve and grow the Leagues. Amongst the decisions taken, the introduction of breaks for FIFA international windows during the Hyundai A-League season was most welcomed by clubs and fans. This initiative led to moving the start of the Hyundai A-League two weeks to avoid kicking off in early October and then breaking for the October FIFA window in what would be the second week of the competition. This decision had the added benefit of providing a clear weekend for FFA Cup semi-finals and providing more clear air to promote the start of the Leagues' seasons post the other codes' grand finals.

A review was also undertaken of the marketing of the game, with the decision to take both the creative services and media buying contracts to pitch. Publicis agencies Saatchi & Saatchi and Starcom were successful in securing the two contracts. Saatchi's creative concept showed a deep understanding of the game in Australia and the growth opportunities that are available in the coming years. Their work expands on the rebranding work which was launched for the 2017/18 season, and with a significant increase in marketing funds available in FY2019 it is believed it will lift both Leagues at the start of the 2018/19 seasons. It will also provide a campaign platform for future years, allowing FFA to build on what is achieved in the coming season.

FFA is seeking FIFA approval to receive USD1.5m in Forward Funding in FY2019. Under FFA's 4-year strategy, the organisation is particularly focused on connecting more grassroots participants to the Hyundai A-League and Westfield W-League. The marketing campaign for the

forthcoming season is a key strategic initiative to achieve this outcome. There are several sizable investments behind the marketing of the leagues relating to creative and media agency services which qualify for the FIFA Forward program.

Final approval of the funding proposal to FIFA will be sought from the newly elected FFA Board following the AGM on 19 November 2018.

The digital evolution of the game continued in the past year with the deployment of a new digital platform, the Football Network. New websites and apps for Hyundai A-League and Westfield W-League clubs were released, along with new FFA sites and playfootball.com.au, a new participation portal. In June, in partnership with Telstra, FFA released the MyFootball Live app. The app allows, for the first time, streaming of all Hyundai A-League, Westfield W-League and FFA Cup games live, as well as Caltex Socceroos and Westfield Matildas matches for which FFA owns the rights. This is a significant development for the game, with millions of Telstra customers having free access to all of our games for the first time, whilst non-Telstra customers can access the stream by paying a small fee.

In the first year of the new broadcast deal with Fox Sports, long-time partner SBS recommitted to football, becoming the official free-to-air broadcaster of the Westfield W-League. In an extremely competitive sports broadcast market that included a number of one-off events such as the Ashes and Rugby League World Cup, ratings were down on previous years and much work was done post season to improve the 2018/19 results. A recommitment to securing marquee players was one of these initiatives, and FFA successfully partnered with Melbourne Victory to secure Japanese star Keisuke Honda and Sam Kerr at Perth Glory.

Finally, FFA launched into the world of esports in February with the inaugural e-League featuring teams from each Hyundai A-League club playing EA Sport's FIFA18 game. The League was a great success in its first year with more than 2 million viewers on Fox Sports and Twitch and 12 million social media interactions. e-League delivered over 200,000 first-time visitors to the Hyundai A-League website, growing our fan base, and was a key driver of the growth experienced across FFA's digital platforms during the year.

# WINNING

**HISTORICALLY THE TALENTED PLAYER PATHWAY IN AUSTRALIA HAS BEEN TOO NARROW. THEREFORE, THE WINNING PILLAR, THROUGH DEVELOPMENT PROGRAMS AND COMPETITION OPPORTUNITIES, AIMS TO INCREASE THE NUMBER OF PLAYERS WITHIN THE PATHWAY, INCREASE THE QUANTITY OF FOOTBALL HOURS AND IMPROVE THE COACHING ENVIRONMENT.**

Clubs are at the heart of the player pathway with Hyundai A-League, Westfield W-League and National Premier League clubs developing talented players, supported by Member Federations and FFA. Further to this, the development of coaches is a key initiative which underpins the development of talented players at all levels within the game.

The first step - to put Clubs at the heart of the pathway - was demonstrated through the decision to close the Centre of Excellence (CoE) to direct players and future investment towards club-based development programs.

The CoE had been at the heart of the boys' pathway for many decades. This decision was in line with the strategy and the first step to broaden the pathway and ensure clubs are the main developers of players.

Winning is an important aspect of any sport but it is not just defined by outcomes on the pitch. The football community in Australia is successful in many ways, not least by being the largest club-based participation sport in the country. FFA's strategies are designed to connect that huge grassroots community to the professional leagues and our national teams and make the whole bigger than the sum of the parts.

In that context, international success with the Westfield Matildas and Caltex Socceroos inspires young players and attracts new fans to football. A strategic imperative is to continually improve the pathways through which elite players emerge.

## NATIONAL PREMIER LEAGUES

The 2017 National Premier Leagues was the fifth season of the Australian National Premier Leagues football competition. The league competition was played amongst eight separate divisions, divided by FFA state and territory member federations. The divisions are ACT, NSW, Northern NSW, Queensland, South Australia, Tasmania, Victoria and Western Australia.

The winners of each respective divisional league competed in a finals playoff tournament at season end, with Heidelberg United crowned as Champions, which gave them direct qualification for the 2018 FFA Cup Round of 32.

## FFA 2-STAR CLUB ACADEMIES

Following the accreditation of Sydney FC, Western Sydney Wanderers and Central Coast Mariners as FFA 2-Star Club Academies in 2017; Perth Glory, Newcastle Jets and Brisbane Roar were awarded 2 Star status in 2018. All six clubs have successfully transitioned into their respective local National Premier Leagues competitions.

FFA will continue to work with remaining Hyundai A-League Clubs to transition them into 2-Star Club Academies by 2020. FFA are currently in the process of establishing 1-Star Club Academy criteria which will enable NPL clubs to apply for accreditation and recognition of their youth academies.



## COACH DEVELOPMENT

FFA and the Member Federations had another big year in the Coach Development space with:

- 1,608 coaches attended an advanced course in 2017/18.
- Total pool of 7,000 accredited coaches – a 27% increase from 2016/17.

From 2019, FFA will join the AFC Coaching Convention which will provide FFA with full ownership of the C License, while maintaining continental recognition of the B, A and Pro Licenses. The Coach Development team is currently redeveloping the C License into modules, to provide tailored development options for community coaches.

In early 2018, FFA launched the Home of Coaching digital platform on the PlayFootball website, aimed at providing support and development opportunities to coaches online.

## FFA HIGH PERFORMANCE SCHOOLS

FFA commenced a pilot program with Westfields Sports High in NSW in 2017 to provide additional training for talented players supplementing club and/or NTC sessions. The program targets players in Years 9-12 and is an important part of FFA's strategy to create elite training environments.

The program aims to increase the number of football contact hours, which is a critical aspect in the development of elite player development. FFA has commenced a program in Maribyrnong College (Victoria) in 2018 and John Curtin College of the Arts (Western Australia) will commence in 2019 after consulting with Member Federations and key football stakeholders.

## FFA NATIONAL YOUTH CHAMPIONSHIPS

Held annually in partnership with Northern NSW Football, with the support of Coffs City Council, the most talented players from across Australia participate in the National Youth Championships (NYC). The U-14 and U-15 Girls NYC took place in mid-July in Coffs Harbour with all Member Federations present. A total of 336 girls participated in this year's edition.

The Boys NYC took place in late September with all Member Federation teams present. For the first time ever, 2-Star Club Academies were also invited to compete. Brisbane Roar, Newcastle Jets and Perth Glory took up the invitation and participated in both age categories. A total of 612 boys participated in this year's edition, making it by far the largest National Youth Championships in history.

The National Training Centre Championships were held for U-17 girls at the Australian Institute of Sport in Canberra in late May. All Member Federation teams were represented with the exception of Football Federation Northern Territory. A total of 144 girls participated in this year's edition.

The purpose of the NYC and NTC tournaments is to identify potentially talented players for Australia's national youth teams. A Technical Study Group (TSG) comprising of FFA Technical staff, National Team Unit and Member Federation Technical Directors identifies talented players to add to the database of potentially talented players across the country.



# NATIONAL TEAMS



# WESTFIELD MATILDAS

**AFTER WINNING THE INAUGURAL TOURNAMENT OF NATIONS (ToN) HELD IN THE UNITED STATES OF AMERICA IN AUGUST 2017, THE WESTFIELD MATILDAS RETURNED TO HOME SOIL IN SEPTEMBER 2017 FOR A TWO-MATCH FRIENDLY SERIES AGAINST BRAZIL. OFF THE BACK OF THE ToN TRIUMPH THE MATCHES CAUGHT THE IMAGINATION OF THE AUSTRALIAN SPORTING PUBLIC.**

The first fixture saw the Westfield Matildas defeat Brazil 2-1 in front of a sold-out crowd of over 15,000 fans in Penrith, before they headed north to Newcastle to play the South American heavyweights again three days later. This time the attendance was 16,829 – a record for a standalone women’s football match in Australia – as the Westfield Matildas once again performed strongly to beat Brazil 3-2

November saw the Westfield Matildas assemble again, for a two-match series against China PR in Victoria at AAMI Park in Melbourne and GMHBA Stadium in Geelong. The Westfield Matildas extended their winning streak against strong opponents to seven games – claiming 3-0 and 5-1 wins respectively.

The Westfield Matildas travelled to Portugal for the 2018 Algarve Cup in February. Placed in Group A against hosts Portugal, Norway, and China PR, the Westfield Matildas managed to top their group after securing a 4-3 win over Norway, a 0-0 draw with Portugal, and a 2-0 win over China PR. The group results meant that the Westfield Matildas finished as the ‘third best first-placed’ team in the tournament, resulting in a play-off game against Portugal for third place in the tournament overall. At the Albufeira Municipal Stadium, the Westfield Matildas fell behind 1-0, but managed to level proceedings close to half time through Caitlin Cooper. Portugal found a winner in the second stanza though, meaning Australia finished the 2018 Algarve Cup in fourth place and the team’s impressive 13-match unbeaten run came to an end.

After returning to Australia, the Westfield Matildas convened in Perth as part of their preparations for the 2018 AFC Women’s Asian Cup. After a week-long training camp, a farewell match against Thailand was held at Perth’s nib Stadium, the Westfield Matildas first ever official match in Western Australia. The Westfield Matildas produced an impressive performance to win 5-0. In the days following, the Westfield Matildas swapped Perth for Amman, as kick-off in the 2018 AFC Women’s Asian Cup approached.

Placed in Group B of the 2018 AFC Women’s Asian Cup alongside Japan, Korea Republic and Vietnam, the Westfield Matildas top the first phase of the tournament thanks to a late goal in their final group game against Japan from Sam Kerr. The 1-1 draw with Japan at the Amman International Stadium saw the Westfield Matildas shift from third in the group at the time of the strike, to first, ensuring direct qualification for the 2019 FIFA Women’s World Cup in France, plus a semi-final showdown with Thailand for a place in the AFC Women’s Asian Cup Final.

Thailand proved to be a tough test for the Westfield Matildas in the Semi Final of the 2018 AFC Women’s Asian Cup, with the South-East Asian nation almost booking a ticket to the Final. The Thai’s led 2-1 late in the second half, before Alanna Kennedy drew Australia level in dramatic fashion. The game ultimately went to penalties, where the Westfield Matildas sealed a spot in the competition’s showpiece against Japan. Like the Semi Final, the Final was a tight affair. Locked at 0-0 late in the encounter, Japan scored in the 84th minute via Kumi Yokoyama. But unlike previous fixtures in the tournament, Australia couldn’t fashion a late goal in this game, and had to settle for second place in Amman.

In July the Westfield Matildas returned to the United States for the ToN where they faced Brazil, the United States and Japan. Unfortunately, having gone through the competition undefeated courtesy of wins against Brazil (3-1) and Japan (2-0) as well as a draw (1-1) against the USA, the Westfield Matildas had to settle for second place based on goal difference.



# CALTEX SOCCEROOS

## **AFTER SUCCESSFULLY SECURING QUALIFICATION FOR AUSTRALIA'S FOURTH CONSECUTIVE FIFA WORLD CUP FINALS APPEARANCE IN NOVEMBER 2017 AGAINST HONDURAS, THE CALTEX SOCCEROOS EMBARKED ON THEIR JOURNEY TO RUSSIA 2018.**

Shortly after qualification for the world's biggest sporting event was realised in front of 77,060 supporters at ANZ Stadium on 15 November, FFA began the hunt for a new Caltex Socceroos Head Coach of the team after Ange Postecoglou resigned from the post. After a thorough process which included input from former Socceroos, as well as international experts, FFA appointed experienced Dutch coach Bert van Marwijk to the role until the completion of Australia's participation at Russia 2018. And in the months following FFA announced that Graham Arnold would take the reins from van Marwijk post-Russia on a four-year contract.

Van Marwijk's tenure as Caltex Socceroos boss began in Oslo in March 2018 with a 4-1 loss to Norway. Things improved four days later as Australia held South American heavyweights Colombia to a 0-0 draw at Craven Cottage in what was a far more impressive and determined display. In early May, van Marwijk named his preliminary squad for the 2018 FIFA World Cup as the Caltex Socceroos got to work on better learning the Dutchman's style at a training camp in Belek, near Antalya, Turkey. Following the first week of camp in Turkey the Caltex Socceroos travelled to Sankt Polten in Austria to play Czech Republic at the NV Arena, and ran away deserved 4-0 winners. Matthew Leckie impressed with a double, while there was also a maiden international goal for Andrew Nabbout in the friendly against the Czechs.

Van Marwijk named his final 23-player list for the 2018 FIFA World Cup in early June as the build-up to the tournament proper began to intensify. Before arriving in Russia to contest Group C of the tournament, the Caltex Socceroos stopped over in Budapest to play Hungary. Youngster Daniel Arzani found the back of the net for the

first time with Australia's senior men's national team in this match played at the Groupama Arena as Australia won 2-1.

After settling into the team's base camp in Kazan, Australia took on France in the team's opening match of the 2018 FIFA World Cup on June 16 at the Kazan Arena. After going into the sheds locked at 0-0 at half time, France took the lead in the 58th minute via an Antoine Griezmann penalty. But Australia responded just four minutes later as captain Mile Jedinak stepped up from the spot to level proceedings. Unfortunately, the Socceroos were pipped towards the end of the match as a Paul Pogba effort deflected off Aziz Behich in the 81st minute and found its way beyond goalkeeper Mathew Ryan.

Australia produced arguably its best display of the tournament in the team's second fixture against Denmark at the Samara Arena. Despite going behind early to a crisp Cristian Eriksen strike, Australia hit back once again via captain Jedinak towards the end of the first half. Van Marwijk's Socceroos enjoyed the better of the play thereafter and were ultimately disappointed to only depart Samara with one point following the 1-1 draw.

The Caltex Socceroos ventured to the Fisht Stadium in Sochi for the team's third and final Group C fixture of the tournament with hopes of progression to the last 16 of the tournament still alive. However, Australia failed to fire against the South Americans, who secured a 2-0 win thanks to goals from Andre Carrillo and Paolo Guerrero. Ultimately, Australia finished Group C of the 2018 FIFA World Cup in fourth place.



# REPRESENTING AUSTRALIA

**FROM THE JOEYS TO THE PARAROOS, AUSTRALIA WAS REPRESENTED BY NUMEROUS NATIONAL TEAMS THROUGHOUT ASIA AND AROUND THE WORLD DURING 2017/18.**

## **U-23 AUSTRALIAN MEN'S NATIONAL TEAM**

Australia's U-23 Men's National Team travelled to Myanmar and China in July 2017 and January 2018 respectively to compete in qualifying for the 2018 AFC U-23 Championship Qualifiers, then the Championship proper. In Yangon, Australia secured three wins from three matches at the Thuwunna Stadium to ensure progression to January's Championship. A predominately Hyundai A-League-based squad won 2-0 over Brunei Darussalam in their opening game, before silencing Singapore 7-0 in game two. In front of 30,000 fans on the final matchday, Australia's U-23's kept their composure to defeat hosts Myanmar 3-0. In January 2018 Australia ventured to Kunshan for the 2018 AFC U-23 Championship. Drawn in Group D, Australia started the competition brightly by defeating Syria 3-1. A narrow 1-0 loss to Vietnam in game two meant that Australia would require a win in their third and final Group Stage encounter, but three goals to Korea Republic by the 65th minute mark made Australia's task tough. While Nick Cowburn and Trent Buhagiar managed to score in the 72nd and 76th minutes to give Australia hope, it proved too little too late for the Green and Gold who were eliminated after finishing the group stage in third position. As this was the in-between year of this biennial tournament and did not act as Olympic qualification, Australia took a fifty-fifty split of players born in 1995 and 1997 to expose younger players who will make up the core of the team in the future to elite international competition.

## **U-20 AUSTRALIAN MEN'S NATIONAL TEAM (YOUNG SOCCEROOS)**

In November 2017, Australia's Young Socceroos headed to Hanoi in Vietnam to play Hong Kong and DPR Korea for a place at the 2018 AFC U-19 Championship to be held in Indonesia. Originally, Australia was due to host Group J of qualification in Shepparton, Victoria, however qualification was moved to neutral territory due to restrictions on DPR Korea citizens entering Australia at the time. Northern Mariana Islands were also due to participate in Group J, however they withdrew prior to the qualification tournament. Australia performed strongly in Vietnam, winning both of their fixtures to seal a spot at the 2018 AFC U-19 Championship. Australia started with a 3-0 win over Hong Kong, before securing first place with a solid 4-1 victory of DPR Korea four days later. Prior to the team's qualification tournament FFA arranged for the team to participate in a friendly tournament in Qatar which included invaluable preparation fixtures against the host nation, Croatia, and Japan.

## **U-17 AUSTRALIAN MEN'S NATIONAL TEAM (JOEYS)**

The Joeys commenced their new cycle and preparations for their 2018 AFC U-16 Championship qualifiers by participating in the U-15 AFF Tournament in Thailand. The Joeys finished third in the tournament, winning five of their seven games but incurring defeats to both Thailand and Vietnam. In September 2017, Australia's Joeys ventured to Ulaanbaatar in Mongolia with the goal of qualifying for the 2018 AFC U-17 Championship to be held in Malaysia. Pooled in Group I alongside the hosts, as well as South-East Asian nations Vietnam and Cambodia, Australia enjoyed a strong qualification tournament to book their place in Kuala Lumpur. Australia defeated Mongolia 10-1 in their first match, before securing a 5-0 win over Cambodia in game two. Vietnam offered the strongest test in the



group, however a 3-1 victory in the team's final outing at the MFF Football Centre in the Mongolian capital ensured that Australia would play at the 2018 AFC U-17 Championship the following year. Joey Tyson Savas was one of the top scorers throughout qualification – the young Australian marksman netting seven goals in three fixtures.

## U-20 AUSTRALIAN WOMEN'S NATIONAL TEAM (WESTFIELD YOUNG MATILDAS)

Australia's Westfield Young Matildas ventured to two major tournaments in 2017/18 – the 2017 AFC U-19 Women's Championship held in China, and the 2018 AFF Women's Championship hosted by Indonesia. In China, the Westfield Young Matildas finished second in Group B behind Japan, but ahead of Korea Republic and Vietnam. In Australia's first match, the Young Matildas secured a 2-0 win over Korea Republic, which represented Australia's first victory over Korea Republic at that level for some 12 years. Ultimately, Australia made the Semi Finals of

the competition, but defeats to DPR Korea and China PR saw the team finish the tournament in fourth place and miss out on qualification for the 2018 FIFA U-20 World Cup. This tournament highlighted the gap between Australia and the stronger Asian nations in this age group, which was the catalyst for the development and launch of the Future Matildas program. This program is aimed at providing a high-level daily training environment for talent female players aged between 16 and 20 to help bridge the gap we are facing at international level. The program operates between Westfield W-League seasons. In June and July 2018, Australia took part in the 2018 AFF Championship in Palembang, Indonesia. Despite entering a predominately U-20 side against full senior women's national teams, Australia performed well, winning three of their four Group A games to finish the pool stage behind Thailand. In their Semi Final, the Young Matildas again performed admirably to defeat Vietnam 4-2. And in the Final, a Mary Fowler double had Australia 2-0 up before the strong Thai team rallied to score three goals to claim the tournament. 15-year-old Mary Fowler finished as the competition's top scorer, netting an impressive ten goals from Australia's six games. Fowler has since made two appearances for the Westfield Matildas.

## U-17 AUSTRALIAN WOMEN'S NATIONAL TEAM (WESTFIELD JUNIOR MATILDAS)

The Westfield Junior Matildas failed to progress from Group B at the 2017 AFC U-16 Championship held in Thailand. Heavy defeats to Japan and DPR Korea in the team's opening two fixtures underlined the work that needs to be done at this level to compete with the stronger nations across Asia. The Westfield Junior Matildas finished their 2017 AFC U-16 Championship campaign with a 3-2 win over Bangladesh at the IPE Stadium in Chonburi, thanks in part to goals from Laura Hughes, Kyra Cooney-Cross, and Sophia Sakalis. The establishment of the Future Matildas program is also designed to assist with the progress and development of the Junior Matildas for AFC and FIFA competitions.

## PARAROOS

Australia's Pararoos ventured to Argentina in September 2017 for the IFCPF\* World Championship. Kai Lammert's team ensured their best ever finish in at the tournament, finishing 10th in the competition. After losses against strong IFCPF nations USA and Ukraine in their first two fixtures, Australia posted victories against Northern Ireland, Portugal and Japan. In the 9th/10th play-off, Australia was narrowly defeated by hosts Argentina at the Estadio Juan Gilberto Funes in San Luis. FFA continues to work to secure funding to maintain this program, and in November 2018 the team will seek to qualify for the 2019 IFCPF World Championship via the 2018 IFCPF Asia-Oceania Championship to be held in IR Iran.

*\*International Federation of Cerebral Palsy Football*

## FUTSALROOS

There was no activity for the Futsalroos in 2017/18. Activity is due to recommence in 2019.



# COMPETITIONS



# HYUNDAI A-LEAGUE

## THE HYUNDAI A-LEAGUE 2017/18 SEASON SAW SYDNEY FC BECOME THE FIRST CLUB IN THE HISTORY OF THE COMPETITION TO CLAIM BACK-TO-BACK PREMIERSHIPS.

Sydney FC's third Premier's Plate came from 20 wins, 3 draws throughout the regular season which gave them 64 points as well as scoring 64 goals and conceding just 22.

Melbourne Victory went on to claim their fourth Hyundai A-League Championship after they defeated the Newcastle Jets 1-0 in the Hyundai A-League 2018 Grand Final which was held at McDonald Jones Stadium in Newcastle. Melbourne Victory goalkeeper, Lawrence Thomas, was named the Joe Marston Medal winner as the player of the Hyundai A-League 2018 Grand Final.

Foreign players continued to feature prominently in the Hyundai A-League post-season awards with Sydney FC's Polish Midfielder, Adrian Mierzejewski, claiming the prestigious Johnny Warren Medal as the player of the season. Mierzejewski became the sixth foreign player to win the Johnny Warren Medal.

Sydney FC's Brazilian striker Bobo claimed the Nike Golden Boot award with a record breaking haul of 27 goals throughout the regular season, an amazing 12 goals more than his nearest rival.

After a quiet start to the season, Melbourne City FC's Daniel Arzani burst onto the scene in round 14 and on the back of some outstanding performances, not only won the Hyundai A-League NAB Young Footballer of the Year award, but also earned himself a debut for the Caltex Socceroos and place in the Australia Squad for the 2018 FIFA World Cup in Russia.

One of the most notable achievements during the Hyundai A-League 2018 Finals Series was a "Scorpion kick" goal by the Newcastle Jets' Riley McGree against Melbourne City FC. The amazing goal went viral around the world and earned a nomination for the prestigious FIFA Puskas Award for the goal of the year.

The Hyundai A-League used the Video Assistant Referee (VAR) system for the entire season and was one of the first leagues in the world to do so.

Over the 140 matches of the Hyundai A-League 2017/18 Season, 828 incidents were checked by the VAR with 5.9 checks per match and one review per 3.8 matches. Of the 828 incidents there were 47 clear errors detected which led to an accuracy without VAR of 94.3%. The VAR was able to correct 33 errors which led to an accuracy of 98.3% with VAR.

The results obtained using the VAR in the Hyundai A-League 2017/18 are similar to the results that were recorded during the 2018 FIFA World Cup which saw, during the 64 matches of the tournament, 455 incidents checked at an average of 7.1 checks per match and one review every 3.2 matches. During the tournament there were 20 clear errors at an accuracy of 95.6%. The VAR corrected 17 errors which led to an accuracy of 99.3% with VAR.

Unfortunately, one of the errors that was not corrected by the VAR was during the Hyundai A-League 2018 Grand Final. Following a review, it has found that a technical failure in the VAR system meant that the VAR did not have access to the camera views which would have enabled him to make an offside ruling in the 9th minute goal scored for Melbourne Victory by Kosta Barbarouses.

To prevent such an incident happening again in the future, FFA has moved to a centralised VAR Centre, where possible, to reduce the risk of technical issues. In addition, a smaller pool of VARs will be used to improve the consistency of decisions.

Off the field there were many key milestones for the Hyundai A-League and its participating clubs.

Club Memberships grew to reach 118,500 across the competition, the highest ever combined total.





# WESTFIELD W-LEAGUE

**THE TENTH EDITION OF THE WESTFIELD W-LEAGUE WAS ANOTHER THRILLING INSTALMENT WHICH SAW MELBOURNE CITY FC ONCE AGAIN CREATE HISTORY BY CLAIMING THEIR THIRD WESTFIELD W-LEAGUE CHAMPIONSHIP IN A ROW IN JUST THEIR THIRD SEASON OF THE COMPETITION.**

Brisbane Roar FC claimed their third Westfield W-League Premiership on a thrilling final match day of the Westfield W-League 2017/18 season in round 14.

With Sydney FC kicking off their round 14 derby match against the Western Sydney Wanderers FC thirty minutes beforehand, Brisbane Roar FC knew going into their final fixture against Canberra United that a win or a draw would guarantee them top spot on the ladder and the Premiers Plate.

Sydney FC applied the pressure early scoring three goals in the first half of courtesy of Chloe Logarzo, Caitlin Foord and Caitlin Cooper. Remy Siemson added Sydney FC's fourth shortly after the start of the second half, but Brisbane Roar FC were up to the challenge scoring twice in their first stanza through Hayley Raso and Emily Gielnik. Sydney FC conceded a late goal, but got the three valuable points to keep them in contention. All they could do at full-time was pray for a late Canberra United fightback.

Unfortunately for Sydney FC, their prayers went unanswered. Abbey Lloyd scored Brisbane Roar's third in the 72nd minute, but Elise Thorsnes replied two minutes later with a goal to give Canberra United a slight glimmer of hope. Lloyd then doubled her tally in the 90th minute to seal a memorable 4-1 victory.

Sydney FC hosted the Newcastle Jets at Leichhardt Oval in the first of the Westfield W-League Semi Finals. Sydney FC got off to the perfect start with two goals in the first half courtesy of Caitlin Foord and Kylie Ledbrook. The Newcastle Jets pulled a goal back in the 53rd minute through Arin Gilliland and Tara Andrews equalised deep in time added on to send the match into extra time. But Sydney FC prevailed with a Lisa De Vanna goal in the 98th

minute to book a berth in the Westfield W-League 2018 Grand Final.

The following day, the newly crowned Premiers, Brisbane Roar FC, faced the defending Champions, Melbourne City FC, at Perry Park. After a tense scoreless first half, Melbourne City FC broke the deadlock in the 66th minute through Aivi Luik, before Jess Fishlock doubled the visitors lead six minutes later to secure a place in their third consecutive Westfield W-League Grand Final.

As the higher placed team, Sydney FC had the honour of hosting the Westfield W-League 2018 Grand Final against Melbourne City FC at Allianz Stadium. In front of vocal crowd of 6,025, it was Melbourne City FC who scored first with Jess Fishlock continuing her fine finals series form with a lofted shot from distance to give her team the lead in the 35th minute. The second half saw Melbourne City FC continue to exert their dominance on the game and in the 75th minute Jodie Taylor doubled her team's lead after being set-up by Fishlock. Sydney FC were unable to reduce the deficit and Melbourne City FC held on to claim an historic three-peat of Championships. Jessica Fishlock was also a deserved recipient of the Player of the Westfield W-League Grand Final medal.

Perth Glory's Sam Kerr and Clare Polkinghorne from Brisbane Roar FC were joint winners of the Julie Dolan Medal, the Westfield W-League's highest honour, after they both polled 17 points.

Kerr also claimed the golden boot award courtesy of her 13 goals throughout the season.

Ellie Carpenter from Canberra United was named the Westfield W-League NAB Young footballer of the Year.

FOX SPORTS broadcast and/or streamed twenty seven (27) matches throughout the Westfield W-League 2017/18 Season.

The Westfield W-League also welcomed a new free-to-air broadcast partner with SBS TV broadcasting nine (9) matches on their SBS VICELAND Channel.



# WESTFIELD FFA CUP

## THE 2017 EDITION OF THE WESTFIELD FFA CUP CONTINUED TO BREAK RECORDS WITH 721 TEAMS FROM ALL 9 MEMBER FEDERATIONS AROUND AUSTRALIA, FROM THE GRASSROOTS TO THE HYUNDAI A-LEAGUE, COMPETING IN THE KNOCK-OUT COMPETITION.

Sydney FC claimed their first Westfield FFA Cup Trophy in 2017 defeating Adelaide United 2-1 after extra time at Allianz Stadium in front of a crowd of 13,452.

Milos Ninkovic gave Sydney FC the lead in the 19th minute with a clinical finish under pressure after being played in by Alex Brosque. Adelaide United equalised in the 68th minute thanks to a sublime curling left-footed effort by Nikola Mileusnic from inside the box. With the scores level at the end of regulation time the match went into extra-time for the first time in Westfield FFA Cup history. The winning goal came in the 111th minute when Bobo headed in from an Adrian Mierzejewski free kick from the left.

Mierzejewski was later awarded the Mark Viduka medal for the best player of the Westfield FFA Cup Final 2017.

For the Final Rounds of the Westfield FFA Cup 2017, there were 118 goals at an average of 3.8 goals per match, with an aggregate crowd of 85,199 at an average attendance of 2,748 per match.

The Round of 32 saw Heidelberg United score the upset of the round when they defeated Perth Glory 1-0 courtesy of a Kenny Athiu goal shortly after half-time. Blacktown City were the other member federation club to defeat a Hyundai A-League club running 3-2 winners over the Central Coast Mariners.

The Round of 16 featured rivals facing off against each other with Adelaide United defeating the reigning Cup Holders, Melbourne Victory 3-0 whilst Blacktown City knocked out their cross-town rivals APIA Leichhardt 3-1 at home.

The Quarter Finals had two member federation against Hyundai A-League club fixtures. Unfortunately, neither of the member federation clubs were able to surprise their

more fancied opponents with Adelaide United ending Heidelberg United's impressive cup run and in a western Sydney local derby, the Wanderers had to go to a penalty shoot-out to end Blacktown City's cup hopes after the scores were locked 2-2 after extra time. South Melbourne were the only member federation club to progress to the semi finals after they trounced Gold Coast City 6-0.

Sydney FC drew South Melbourne in the semi finals at Lakeside Stadium. South Melbourne were hopeful of causing an upset and becoming the first member federation club to reach Cup Final. Unfortunately for them, Sydney FC scored twice in the first half through David Carney and Bobo. South Melbourne didn't give up and were rewarded for their efforts three minutes after half-time when Leigh Minopoulos pulled a goal back. Sydney FC didn't yield and then added three more goals to secure their second successive Cup Final appearance with a 5-1 victory.

Adelaide United had a tougher assignment against the Western Sydney Wanderers FC in the other semi final at Campbelltown Stadium. Although the Reds scored early in the first half through Johan Absalonsen it wasn't until just before the hour mark that they scored their second when Daniel Adlung scored with a long-range dipping shot. The Western Sydney Wanderers FC made the final stages of the match interesting after Brendon Santalab scored from the penalty spot in the 70th minute after he was fouled in the box by Isaias. The next 20 minutes were played at a frenetic pace, but the Wanderers were unable to find an equaliser and the Reds progressed to the face Sydney FC in the Westfield FFA Cup Final.

From a broadcast perspective, FOX SPORTS broadcast 11 matches during the Westfield FFA Cup Final Rounds (4 x Round of 32, 2 x Round of 16, 2 x Quarter Finals, 2 x Semi-Finals and the Westfield FFA Cup Final 2017). The average broadcast was 50,455 per match (up 17% from 2016) with 105,000 for the Westfield FFA Cup Final 2017 (up 5% from 2016).



# AFC CHAMPIONS LEAGUE

**AUSTRALIAN CLUBS PARTICIPATED IN THE AFC CHAMPIONS LEAGUE FOR A 12TH TIME IN 2018, HOWEVER WHILE THERE WERE SOME MEMORABLE MOMENTS FOR SOME OF AUSTRALIA'S ENTRANTS, SYDNEY FC, MELBOURNE VICTORY, AND BRISBANE ROAR FC ULTIMATELY COULDN'T MANAGE TO ADVANCE TO THE BUSINESS END OF ASIA'S MOST PRESTIGIOUS CLUB COMPETITION.**

Brisbane Roar FC were the first Australian club to participate in the AFC Champions League in 2018, having qualified for the tournament for a fifth-time courtesy of their third-place finish in the Hyundai A-League 2016/17 Season. John Aloisi's team entered the competition in Preliminary Round 2 and needed to defeat Ceres-Negros FC from the Philippines in a play-off match held at the Queensland Sport and Athletics Centre (QSAC) to advance to the final phase of qualifying ahead of the Group Stage. However, Roar's night didn't go as planned or hoped, with Risto Vidakovic's team from Bacolod prevailing 3-2 to eliminate Brisbane at the first hurdle.

Sydney FC and Melbourne Victory were drawn in Groups H and F respectively and began their quests for Asia's top club prize in mid-February. For Graham Arnold's Sky Blues, 2018 marked their fourth appearance in the competition, while for Kevin Muscat's Melbourne Victory, they would represent Australian football on the continental stage for a sixth-time. In Group H, Sydney would face challenges from Suwon Bluewings from Korea Republic, Kashima Antlers from Japan, and Shanghai Shenhua from China PR. In Group F, Victory would come up against Ulsan Hyundai from Korea Republic, Kawasaki Frontale from Japan, and Shanghai SIPG from China PR.

Home form in the AFC Champions League is vital however Sydney FC struggled to make the most of their home ground advantage throughout the 2018 AFC Champions League campaign. A 2-2 draw away to Shanghai Shenhua on matchday two was sandwiched between 2-0 home defeats to Suwon and Kashima on matchdays one and

three respectively. Interestingly, it was Sydney's efforts and results away from home that provided the best moments for their fans.

On matchday four a Matt Simon strike secured a point away to Kashima, while on matchday five Sydney smashed Suwon 4-1 on the road thanks to goals from Milos Ninkovic, Alex Brosque, Adrian Mierzejewski, and Bobo. Sydney rounded out their Group Stage campaign with a goalless draw at home to Shanghai Shenhua, and while to their credit they only lost twice in Group H, Sydney's inability to convert draws into wins ultimately cost them a place in the last 16 of Asia's elite.

Unlike Sydney, Melbourne Victory performed strongly at home in the 2018 iteration of the AFC Champions League, but struggled away. An entertaining 3-3 draw at home to Ulsan Hyundai indicated there would be plenty of goals in Group F, and that was a trend that continued through Victory's remaining five matches. After suffering a 4-1 loss away to Shanghai SIPG on matchday two, Victory secured a solid point on the road to Kawasaki in their third group game.

In mid-March, Kosta Barbarouses' late winner secured Muscat's men their first win of the group stage, but Victory endured a tough night at the office on matchday five, losing 6-2 to Ulsan away. Melbourne managed a fine win in their final Group F clash of 2018, defeating pool winners Shanghai SIPG at home to finish with eight points.

In 2019, Australia will again be represented by Sydney FC and Melbourne Victory after they finished as Premiers and Champions of the Hyundai A-League 2017/18 Season respectively. Newcastle Jets FC will also make a return to Asia's elite club competition. The Novocastrians, who featured in the AFC Champions League in 2009, will need to proceed through the preliminary stages if they are to play in the Group Stage.



# AWARDS & HONOURS



## HYUNDAI A-LEAGUE 2017/18 AWARDS



**JOHNNY WARREN MEDAL  
(PLAYER OF THE YEAR)**

Adrian Mierzejewski (Sydney FC)



**HYUNDAI A-LEAGUE NAB YOUNG  
FOOTBALLER OF THE YEAR**

Daniel Arzani (Melbourne City FC)



**COACH  
OF THE YEAR**

Graham Arnold (Sydney FC)



**NIKE  
GOLDEN BOOT AWARD**

Bobô (Sydney FC - 27 goals)



**GOAL  
OF THE YEAR**

Andrew Nabbout  
(Newcastle Jets, Round 20 v  
Western Sydney Wanderers FC)



**GOALKEEPER  
OF THE YEAR**

Jamie Young (Brisbane Roar FC)



**FAIR PLAY  
AWARD**

Sydney FC



**REFEREE  
OF THE YEAR**

Jarred Gillett



**COMMUNITY CHAMPION  
AWARD**

Melbourne Victory and  
Western Sydney Wanderers FC

## WESTFIELD W-LEAGUE 2017/18 AWARDS



**JULIE DOLAN  
MEDAL**

Sam Kerr (Perth Glory)



**JULIE DOLAN  
MEDAL**

Clare Polkinghorne (Brisbane Roar FC)



**WESTFIELD W-LEAGUE NAB  
YOUNG FOOTBALLER OF THE YEAR**

Ellie Carpenter (Canberra United)



**COACH  
OF THE YEAR**

Melissa Andreatta (Brisbane Roar FC)



**NIKE  
GOLDEN BOOT AWARD**

Sam Kerr (Perth Glory - 13 goals)



**GOAL  
OF THE YEAR**

Lisa De Vanna (Sydney FC, Round 8  
v Canberra United)



**GOALKEEPER  
OF THE YEAR**

Mackenzie Arnold (Brisbane Roar FC)



**FAIR PLAY  
AWARD**

Melbourne Victory



**REFEREE  
OF THE YEAR**

Casey Reibelt

## FOXTEL Y-LEAGUE 2017/18 AWARDS



**FOXTEL Y-LEAGUE  
PLAYER OF THE YEAR**

Louis D'Arrigo (Adelaide United)



**FOXTEL Y-LEAGUE  
GOLDEN BOOT**

Abraham Majok (Western Sydney Wanderers FC - 9 goals)



**FOXTEL Y-LEAGUE  
FAIR PLAY AWARD**

Adelaide United



## rebel FEMALE FOOTBALL WEEK NATIONAL AWARD WINNERS

### Member Federation Category

#### FEMALE PLAYER OF THE YEAR

Liana Cook (Women's U-19 NTC team, Football West)

#### FEMALE COACH OF THE YEAR

Emma Zaymund (Casuarina Football Club, Football Federation NT)

#### FEMALE ADMINISTRATOR OF THE YEAR

Linda Cerone (Football NSW)

#### FEMALE REFEREE OF THE YEAR

Georgia Ghirardello (Capital Football)

#### THE MALE CHAMPION OF THE YEAR

Leonard Allen (Garden Suburb FC, Northern NSW Football)

### Hyundai A-League/ Westfield W-League Category

#### THE FEMALE COACH OF THE YEAR

Kat Smith (Melbourne Victory FC)

#### THE FEMALE ADMINISTRATOR OF THE YEAR

Lucy Kennedy (Melbourne City FC)

#### THE FEMALE FAN OF THE YEAR

Lucy Topp (Canberra United)

#### THE MALE CHAMPION OF THE YEAR

Wally Van Gool (Western Sydney Wanderers FC)

#### rebel ROLE MODEL AWARD

Jada Whyman (Western Sydney Wanderers FC)



# HALL OF FAME

## FFA HALL OF FAME 2018 INDUCTEES

### SONIA GEGENHUBER - PLAYER



Defender Sonia Gegenhuber is Matilda cap number 63 having played seventy-five (75) international matches for Australia in a career spanning 1989-99, including captaincy of the Matildas in 1998-99.

Born on 28 September 1970, in South Australia, Sonia started football at the age of ten though she also played tennis, netball and took part in athletics.

Sonia was determined to represent Australia at sport and at eighteen (18) played football against Japan in 1989 and gained national selection in the 1991 FIFA Women's World Cup qualifying matches against New Zealand and Papua New Guinea where she scored a goal from the backline.

From South Australia, she moved to Queensland where she played for Coalstars, Eastern Suburbs and QAS Sting. An athletic defender and good communicator, she was strong in the air and had the ability to overlap with the midfield making incisive runs forward. She played two matches in the 1995 FIFA Women's World Cup in Sweden.

In 2013, Football Federation Australia named Gegenhuber as part their women's team of the decade for the years 1990 to 1999. After her retirement from international football she concentrated on coaching, teaching and as a remedial massage therapist. She was a member of the Matildas staff on a tour of China in 2007, and coached and managed the Queensland schoolgirls football team from 2009-14.

### ANDREW DETTRE - MEDIA



Andrew Dettre is a giant of Australian football journalism. From 1963 to 1982 he was the editor of *Soccer World*, a national newspaper based in Sydney, and a contributor to *World Soccer* in London and *Soccer Action* in Melbourne. He was born in Hungary in 1926 and came to Australia in 1949.

In the 1960s, Dettre was one of the first journalists to suggest that Australia join the Asian Football Confederation (AFC). He matched words with deeds by traveling and organising tours of the region on behalf of the Australian Soccer Federation and St. George-Budapest. In 1962, Dettre was the first Australian to make contact with Frank Arok, who later became one of Australia's favourite coaches.

In the 1970s Dettre worked for the Labor Government of Gough Whitlam, and was a key advocate for the creation of the Australian Institute of Sport (AIS). He co-authored Johnny Warren's first book, *Soccer the Australian way*. He reported the formation of the National Soccer League and took the minutes at its very first meeting. In 1977 he wrote that the NSL should be rebuilt, with 'superteams' in all the major cities, backed by private business and corporate sponsors, not unlike today's Hyundai A-League competition. In the 1980s he was the first person to advocate summer soccer, which was eventually adopted in 1989 and is now a key part of the Hyundai A-League.

Andrew Dettre remains a hero and an inspiration. Football is moving into a new era, but his work and his vision remain as relevant as ever.

### MARK BRESCIANO - PLAYER



Mark Bresciano was one of the midfield stars of Australia's 'Golden Generation' that qualified for the 2006 FIFA World Cup in Germany. It was his equalising goal against Uruguay in the final qualifying match that led to the dramatic and historic penalty shoot-out. In all he played 84 matches for Australia and was part of the squad which won the AFC Asian Cup 2015.

Born in Melbourne in February 1980, Mark played with Bulleen Lions in the Victorian Premier League making his senior debut in 1995. In 1996, he represented the Australian Schoolboys and the following year joined the Australian Institute of Sport. He had two seasons with Carlton in the National Soccer League, helping the club to second place in the first of these. In 1999, he signed for Empoli in Italy and helped the club win promotion to Serie A in his third season with the club. In 2002, he moved to Parma where he was the top scoring midfielder in that hugely competitive league. He played with Parma in the UEFA Cup reaching the semi-final in 2005. From Parma he transferred to Palermo following Australia's FIFA World Cup campaign in 2006. After Palermo, he had two seasons with Lazio before moving to the United Arab Emirates with Al-Nasr. From there he went to Al-Gharafa in Qatar where he completed his career. In all he played more than 400 senior club games and scored over 60 goals from midfield.

Bresciano represented Australia at youth levels and made his full international debut in 2001 against France. Bresciano played in all four of Australia's matches at the 2006 FIFA World Cup in Germany, the second and third group games at the 2010 FIFA World Cup in South Africa and in all three group games at the 2014 FIFA World Cup in Brazil. He concluded his international career after the AFC Asian Cup triumph in 2015. He scored some spectacular goals for club and country but will best be remembered for his all-round contribution to the national team over fifteen years.

# **BOARD & MANAGEMENT**



## FFA BOARD OF DIRECTORS

### MR S LOWY AM (CHAIRMAN)



Mr Lowy was appointed to the board on 17 November 2015 and is also Chair of the FIFA Women's World Cup 2023 Bid Steering Committee and was chair of the Nominations Committee. He is a Principal of LFG, the private investment business and family office of the Lowy Family Group.

He is a non-executive director of Scentre Group and the non-executive Chairman of OneMarket Limited and a director of the Lowy Institute. Mr Lowy has served as President of the Board of Trustees of the Art Gallery of New South Wales, Chairman of the Victor Chang Cardiac Research Institute and Presiding Officer of the NSW Police Force Associate Degree in Policing Practice Board of Management. He holds a Bachelor of Commerce (Honours) from the University of New South Wales.

### MS C BART AO (DIRECTOR)



Ms Bart was appointed to the board on 29 November 2013 and retired at the Annual General Meeting of the Company on 30 November 2018 in accordance with the FFA Constitution. Prior to retiring Ms Bart was a member of the Digital Committee, the Finance, Risk and Audit Committee and the Women's

Committee. Ms Bart is a non-executive Director on the Board of Audio Pixels Holdings Ltd, Invictus Games Sydney 2018, SG Fleet Group Limited, ME Bank Ltd, Powering Australian Renewables Fund, TEDxSydney and Trustee of Prince's Trust Australia. Ms Bart was also a director of the Local Organising Committee AFC Asian Cup Australia 2015 Ltd. Ms Bart holds a Bachelor of Commerce and a Bachelor of Law (B Comm LLB) and is a Fellow of the Australian Institute of Company Directors. She is also a member of Chief Executive Women and YPO-WPO.

### MS K BAYER ROSMARIN (DIRECTOR)



Ms Bayer Rosmarin was appointed to the board on 17 November 2015. She is a member of the Women's Committee and Finance, Risk and Audit Committee. She was chair of the Digital Committee and a member of the Human Resources Committee. Ms Bayer Rosmarin is an experienced banking executive

who was a former member of the Executive team at the Commonwealth Bank. Ms Bayer Rosmarin serves on the University of New South Wales Engineering Faculty Advisory Board, the Australian Government's FinTech Advisory Group and NSW Government Digital Advisory Panel. Ms Bayer Rosmarin has a Bachelor of Science in Industrial Engineering and a Master of Science in Management Science from Stanford University and received an Academic Excellence Award for being the top Masters graduate. She was also a 2011 Vincent Fairfax Fellow and is a member of Chief Executive Women.

### MS M DODD (DIRECTOR)



Ms Dodd was appointed to the board on 3 June 2007 and retired at the Annual General Meeting of the Company on 30 November 2018 in accordance with the FFA Constitution. Prior to retiring, Ms Dodd chaired the Women's Committee and was a member of the Football Development

Committee and the ad hoc Congress Committee. She is a co-opted member of the FIFA Women's World Cup 2023 Bid Steering Committee. At the Asian Football Confederation (AFC) she serves on the AFC Executive Committee, AFC Legal Committee, AFC Asian Cup 2019 Organizing Committee and chairs the AFC Women's Football Committee. She is a member of FIFA's Player Status Committee, having served on the FIFA Executive Committee from 2013-2016, and is a member of the Athlete's Entourage Commission of the IOC. As a player, she represented the Matildas (1986-95) and served as Vice Captain. She is a partner of Gilbert+ Tobin Lawyers in the firm's Competition and Regulation group, a member of the International Council of Arbitration for Sport, and Honorary President of Women in Sports Law. She chairs the management committee of Common Goal, an initiative of streetfootballworld for football development projects that support the UN sustainable development goals.

### MR J HEALY (DIRECTOR)



Mr Healy was appointed to the board on 29 July 2010 and is Chair of the Football Development Committee and the Nominations Committee. He was chair of the Human Resources Committee and the New Operating Models and Expansion Committee and was a member of the Finance, Risk and

Audit Committee. A founder of Judo Capital, Mr Healy is a career international banker having held Executive

positions at NAB, ANZ, CIBC World Markets, Citibank and Lloyds Bank. He is a director of Gweedore Investments Ltd, Judo Capital Holdings Ltd and Judo Capital Ltd. He holds MSc (Finance), MBA, MSc International Management (China), MA in Contemporary Chinese Studies and MBA (Banking) degrees and is a member of the Chartered Institute of Bankers in Scotland. Mr Healy has authored two books 'Corporate Governance & Shareholder Wealth Creation' (2003) and 'Chinese Firms Going Global' (2018) and is an Adjunct Professor at University of Queensland Business School. He holds five international caps at youth level for Scotland.

### MR S HEPWORTH (DIRECTOR)



Mr Hepworth was appointed to the board on 16 October 2014 and is Chair of the Finance, Risk and Audit Committee, a member of the Referees Committee and the FIFA Women's World Cup 2023 Bid Steering Committee and was a member of the New Operating Models and Expansion Committee.

He has been the CFO of Caltex Australia Limited since 1999. He joined Ampol in 1996 after 10 years with Arthur Andersen. Mr Hepworth holds a Bachelor of Arts and a Masters of Applied Finance. He is a member of the Institute of Chartered Accountants in England and Wales. He is also a member of the Australian Institute of Company Directors.

### MR D MOULIS (DIRECTOR)



Mr Moulis was appointed to the board on 17 November 2015 and is on the Football Development Committee and the Women's Committee and was on the Nominations Committee and the ad hoc Congress Committee. Mr Moulis is the founder and principal of Moulis Legal. He worked within

the Federal Attorney-General's Department in his early career before joining Freehills (now Herbert Smith Freehills) where he practiced for 21 years, 11 of those as a Partner of the firm. Mr Moulis has served as company secretary of The Sixth Australian Masters Games, director of the Johnny Warren Football Foundation, member of the Disciplinary Committee of Football Federation Australia and Chair of the Trade and Customs Law Committee of the International Bar Association. He is an experienced panelist in the World Trade Organisation's dispute settlement system. Mr Moulis is a former Soccerroo.

### MR C MURRAY (DIRECTOR)



Mr Murray was appointed to the Board on 17 November 2015 and is on the Finance, Risk and Audit Committee and the Football Development Committee and was on the Human Resources Committee and the New Operating Models and Expansion Committee.

Mr Murray is the Head of Equities at the Pandal Group (formerly BT Investment Management) having joined the business in 1994. Mr Murray holds an Honours degree in Economics and Human Geography from Reading University in the United Kingdom.

### MR C NIKOU (DIRECTOR)



Mr Nikou was appointed to the board on 16 October 2014 and is Chair of the Referees Committee and the Women's Committee, was Chair of the ad hoc Congress Committee and was a member of the New Operating Models and Expansion Committee. He is a

Senior Partner of international law firm K&L Gates, where he is head of the Corporate and Commercial Group across Australia and Asia. He is also a current director of the Melbourne Renegades. He was a director of the Local Organising Committee AFC Asian Cup Australia 2015 Ltd until resigning on 19 June 2015 following the conclusion of the tournament in January 2015.

### MS J SETRIGHT (COMPANY SECRETARY)



Ms Setright joined Football Federation Australia on 2 July 2007. Ms Setright previously held senior management positions at ANZ Stadium including Deputy Chief Executive Officer, Chief Operating Officer and General Counsel, and prior to this was a lawyer at Gilbert + Tobin, the Federal Airports

Corporation and Blake Dawson Waldron solicitors. Ms Setright has been on the Asian Football Confederation Disciplinary Committee since 2007 and the FIFA Disciplinary Committee since 2013.

## BOARD COMMITTEES

Committee	Director Members	FFA Members	External Members
<b>Finance Risk &amp; Audit (FRAC)</b>	Simon Hepworth (Chair) Kelly Bayer Rosmarin Crispin Murray	David Gallop Jo Setright Mark Falvo Patrick Kenny	
<b>Football Development (FDC)</b>	Joseph Healy (Chair) Crispin Murray Daniel Moulis	David Gallop Emma Highwood Luke Casserly Graham Arnold (opt) Alen Stajcic (opt) Jo Setright	Stan Lazaridis Ron Smith Kim Schaefer
<b>Women's</b>	Chris Nikou (Chair) Kelly Bayer Rosmarin Daniel Moulis	David Gallop Emma Highwood Jo Setright Sarah Walsh	Mia Garlick Heather Reid
<b>Referees</b>	Chris Nikou (Chair) Simon Hepworth	Ben Wilson Jo Setright	Airlie Keen Simon Przydacz Jim Ouliaris Nathan Magill
<b>Nominations</b>	Joseph Healy (Chair)	Jo Setright	Stuart Kenny Simon Pearce James Ceely
<b>FIFA Women's World Cup 2023 Bid (FWWCBC)</b>	Steven Lowy (Chair) Simon Hepworth	David Gallop Mark Falvo Emma Highwood Jo Setright	Moya Dodd Natasha Stott-Despoja

## SENIOR MANAGEMENT TEAM



**DAVID GALLOP  
AM**

Chief Executive  
Officer



**MARK FALVO**

Chief Operating  
Officer



**LUKE BOULD**

Chief Commercial  
Officer and Chief  
Marketing Officer



**GREG O'ROURKE**

Head of Leagues



**LUKE CASSERLY**

Head of National  
Performance



**EMMA  
HIGHWOOD**

Head of Community,  
Women's Football  
and Football  
Development



**TIM HOLDEN**

Head of Legal,  
Business Affairs and  
Integrity



**JO SETRIGHT**

Company Secretary  
and Special Counsel

# PARTNERS

# SOCCER



# THANK YOU

## MEMBER FEDERATIONS



## HYUNDAI A-LEAGUE & WESTFIELD W-LEAGUE CLUBS



## COMMERCIAL PARTNERS



## BROADCAST PARTNERS



