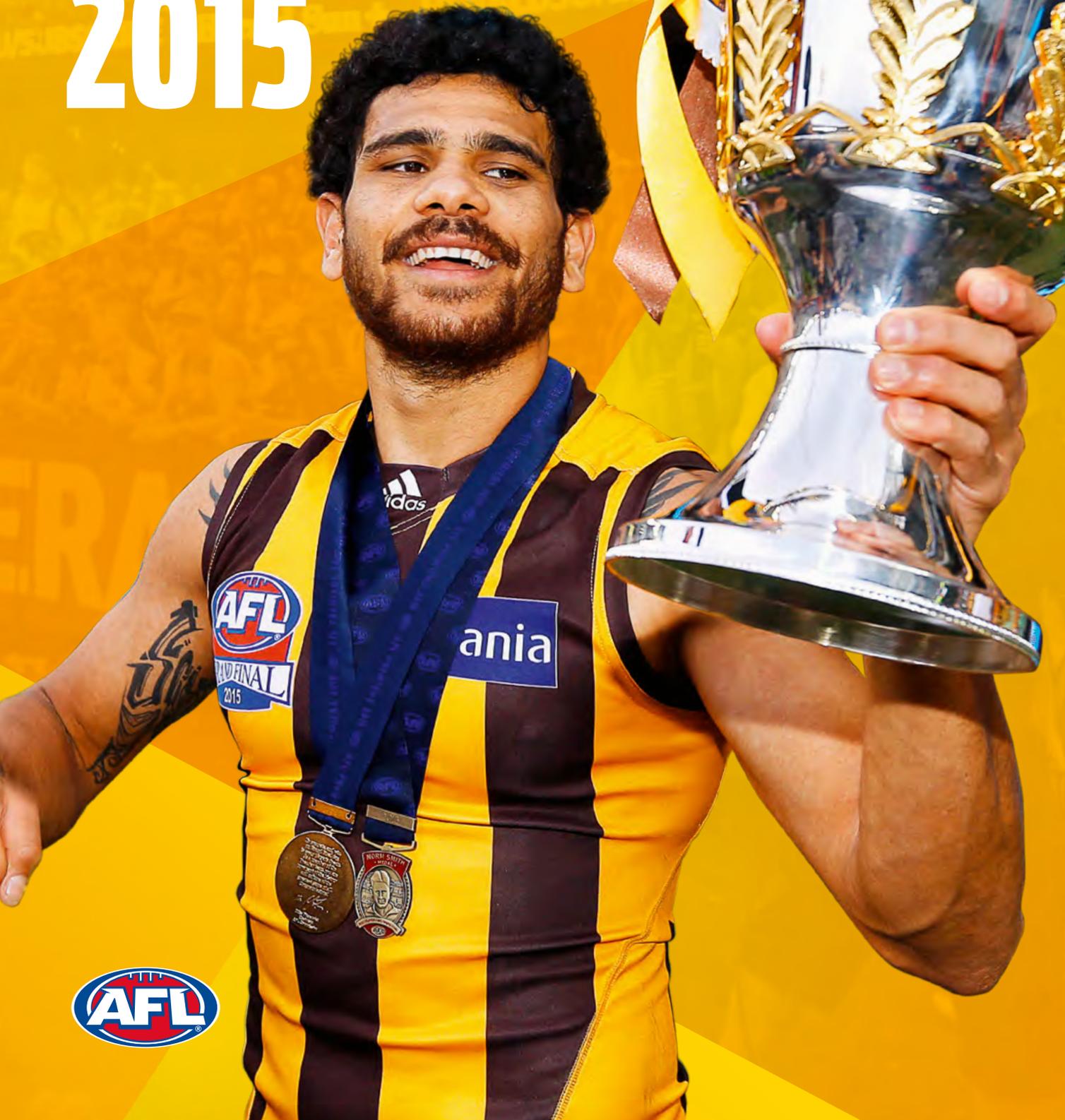


AUSTRALIAN FOOTBALL LEAGUE

ANNUAL REPORT 2015





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GLORIOUS HAWKS
Shaun Burgoyne and Norm Smith medallist Cyril Rioli celebrate with fans after Hawthorn's third consecutive premiership in 2015.

GRAND OCCASION

Hawthorn and West Coast met in the hottest premiership decider on record, with the temperature hitting 31.3 degrees.

98,632 THE ATTENDANCE AT THE 2015 TOYOTA AFL GRAND FINAL

2,645,099

The Seven Network audience for the 2015 Toyota AFL Grand Final, the second-highest audience for a program on metropolitan television in 2015.

3,534,220

The metropolitan and regional audience which watched the Seven Network's broadcast of the 2015 Toyota AFL Grand Final.

16,588,991

Total aggregate audience for the 2015 Toyota AFL Finals Series on the Seven Network and Fox Footy Channel.

LEST

WE

FORGET



6,351,578

TOTAL ATTENDANCE FOR THE 2015 TOYOTA AFL PREMIERSHIP SEASON

32,242

The average attendance per game for the 2015 Toyota AFL Premiership Season, the fourth-highest average attendance per game in world professional sports competitions.

836,136

The total number of AFL club members in 2015 – a record established by the clubs for the 15th successive season. One in 28 Australians is a member of an AFL club.

SHOWING RESPECT
Fremantle breaks through the banner before its Anzac Day game against the Sydney Swans at Domain Stadium.



BEST FROM THE WEST
Nat Fyfe became the first Docker to win the Brownlow Medal, polling 31 votes.

MAJOR AWARDS



BROWNLOW MEDAL

Nat Fyfe
Fremantle

\$245.2 MILLION

The AFL makes various payments and distributions to AFL clubs which in 2015 totalled \$245.2 million compared with \$218.3 million in 2014.



NORM SMITH MEDAL

Cyril Rioli
Hawthorn

\$220.5 MILLION

The total gross payments to players in 2015, made up of \$200.2 million in gross player payments, \$18.6 million in additional services agreements and \$1.7 million in employment and marketing agreements with associates of clubs. The 2015 total was a 6.6% increase on the 2014 total of \$206.8 million.



COLEMAN MEDAL

Josh Kennedy
West Coast Eagles



NAB AFL RISING STAR

Jesse Hogan
Melbourne

GRABBING THE OPPORTUNITY
 Tayla Harris kicks a goal during Melbourne's four-point win over the Western Bulldogs in their women's exhibition match at Etihad Stadium in August.
 PHOTO Getty Images



318,880

TOTAL FEMALE PARTICIPATION IN THE GAME IN 2015, COMPARED WITH 2014 LEVEL OF 194,966

1,247,575

TOTAL DOMESTIC PARTICIPATION IN THE GAME IN 2015, AN 8% INCREASE ON THE 2014 TOTAL



336,113

The number of participants in community club football throughout Australia in:

13,873 TEAMS

2672 COMMUNITY CLUBS

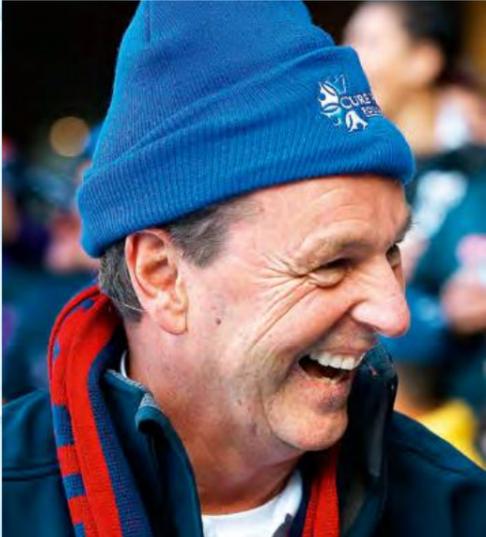
253 COMMUNITY LEAGUES



182,927

The number of NAB AFL Auskick participants in 2015 in 2936 community centres around Australia, up 2.5% on the 2014 total of 178,522 participants.

ownBet



FREEZE MND CAMPAIGN

The Melbourne Football Club proudly hosted its former coach on Queen's Birthday Monday when the whole football community rallied to support Neale Daniher and the Big Freeze at the 'G, raising an incredible \$2.4 million for the Cure for MND Foundation. Then Prime Minister Tony Abbott joined Daniher as he walked to the MCG among a sea of supporters to see some of the biggest names in the media slide into a freezing ice pool before the game in front of a crowd of more than 65,000. Daniher's campaign included the sale of more than 11,000 blue beanies.

SLIDING FOR A GOOD CAUSE

Journalist Samantha Lane takes the plunge during the Big Freeze at the 'G on Queen's Birthday Monday.



BCNA

The Melbourne Football Club brought to life the campaign 'Mums Make The Game' when they hosted Breast Cancer Network Australia (BCNA) on Mother's Day weekend in round six. More than 300 mums ran through a specially created pink banner. Five hundred pink lady silhouettes were planted in Yarra Park, paying tribute to those diagnosed with breast cancer.

The MCG turned pink for the first time using the newly installed exterior lighting. More than \$80,000 was raised on the night to support the important work BCNA do with women and men who have been diagnosed with breast cancer. Melbourne has partnered with BCNA since 2006 when the first 'Field of Women' was held at the MCG.

RAISING AWARENESS

The MCG turned pink in support of the Breast Cancer Network Australia in May, with more than \$80,000 raised on the night.



CHAIRMAN AND CEO'S REPORTS

MIKE FITZPATRICK
CHAIRMAN

GILLON McLACHLAN
CHIEF EXECUTIVE OFFICER

The AFL maintains its position as the pre-eminent sporting code in Australia, delivering positive outcomes for key stakeholders and dealing with fresh challenges.

1

LASTING LEGACY

Dual Brownlow medallist Chris Judd's stellar career came to an end in 2015 after suffering a serious knee injury against the Crows at the MCG, but he left an indelible mark at his two clubs Carlton and the West Coast Eagles.

CHAIRMAN'S REPORT

MIKE FITZPATRICK
CHAIRMAN

While history was made as Hawthorn won its third successive premiership, the game rallied to support those affected by the tragic death of Phil Walsh.

The 2015 season will be remembered for both historic successes and also the deep sadness at the death of Adelaide Crows senior coach Phil Walsh.

Hawthorn enhanced its reputation as the powerhouse of the AFL era by adding the 2015 Toyota AFL Premiership to the premierships it had won in 2008, 2013 and 2014.

We congratulate the Hawks who have played in six Grand Finals in the AFL era and also coach Alastair Clarkson, who joined the list of all-time coaching greats to have coached four premierships. I also want to congratulate Fremantle's Nat Fyfe whose on-field brilliance in winning the 2015 Brownlow Medal was matched only by his humility and humour.

In 2015, we saw significant achievements through attendances, club

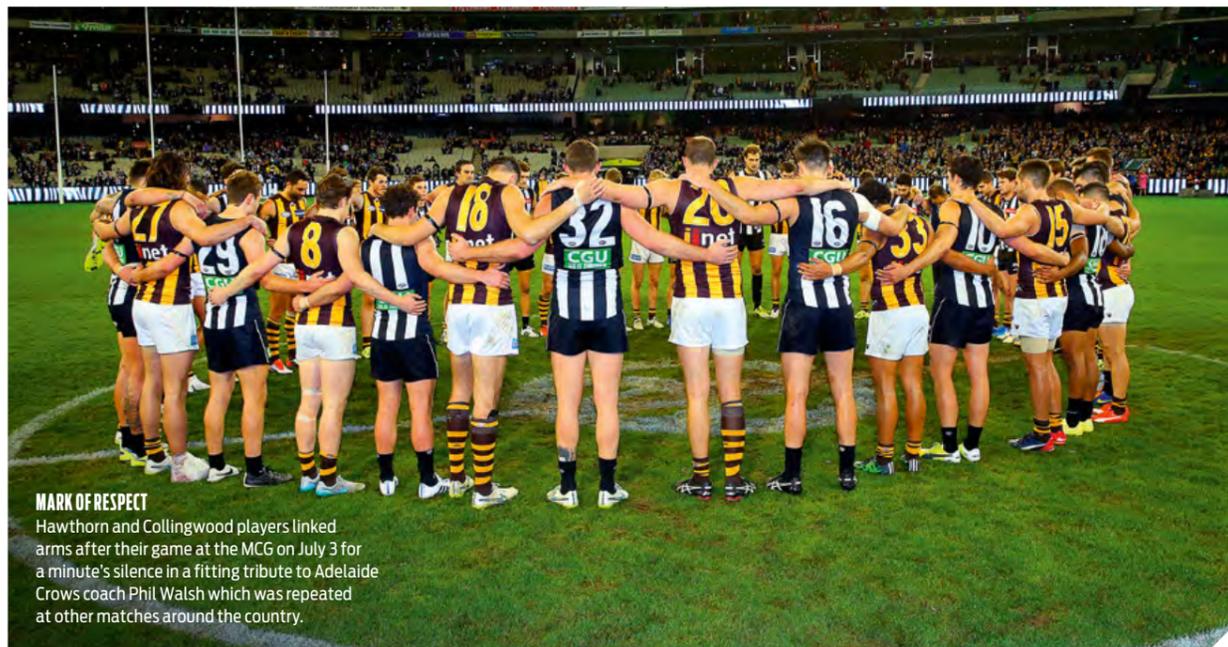
membership and participation in our game and the continued growth in the number of women playing our game. The introduction of a national AFL women's competition in 2017 will ensure even greater opportunities for women taking up our game. I want to thank our AFL CEO Gillon McLachlan for a series of changes brought in during 2015 that ensured the fixture, the match-day environment and even the price of food was more focused on providing benefits for all our fans.

We continued to make changes to enhance the look of the game and the on-field safety and wellbeing of players with the AFL Commission approving a further reduction in the number of interchanges for the 2016 season while maintaining a strong focus on the prevention and treatment of injury, particularly concussion.

BALL ON A STRING

The Western Bulldogs' rise up the ladder was a season highlight in 2015, with talented forward Jake Stringer being a key player in their resurgence.





MARK OF RESPECT

Hawthorn and Collingwood players linked arms after their game at the MCG on July 3 for a minute's silence in a fitting tribute to Adelaide Crows coach Phil Walsh which was repeated at other matches around the country.

Last year also saw the AFL secure the largest broadcasting rights agreement for any Australian sporting body in history with the Seven Network, News Corporation and Telstra.

Importantly, the role of the AFL Commission was not just to ensure the competition secured an appropriate broadcasting agreement that provides a strong return for the game and stronger access for supporters, but to decide the funding framework so future investment of broadcast revenue continues to serve the best interests of the game.

DEATH OF PHIL WALSH

In many ways the 2015 AFL season was framed by the death in unimaginable circumstances on July 3 of Adelaide Crows senior coach Phil Walsh. Phil was enjoying his first season in the role after 32 years of service to the game as a player with Collingwood, Richmond and the Brisbane Bears, and as an assistant coach with Geelong, Port Adelaide and the West Coast Eagles before his appointment by Adelaide.

Firstly, I would like to acknowledge the exceptional management and leadership of Adelaide FC Chairman Rob Chapman, CEO Andrew Fagan, Head of Football David Noble and General Manager, Media and Communications, Ian Shuttleworth for how they dealt with a tragedy which was unprecedented in the history of our game.

They had wonderful support from their board, staff and players. At a time of crisis, our game has a rare capacity to

come together to support one of our own and I would like to thank and acknowledge the role of every AFL club, their players, coaches and staff for their support of the Adelaide Football Club in particular and others impacted by the tragedy.

After consulting with all AFL clubs, the AFL decided the scheduled game between Adelaide and Geelong on July 5 at Adelaide Oval would not proceed as a mark of respect to Phil and his family. All felt it would not be fair to ask the Crows and Cats players to play under those circumstances.

The premiership points were split between Adelaide and Geelong, as per the AFL rules. The remaining seven games proceeded as scheduled but with changed pre and post-match activities, including the observation of a minute's silence at all games, as a mark of respect to Phil and his family.

I would also like to acknowledge the West Coast Eagles for how they supported the staff, players and families of Adelaide when the club played the Eagles at Domain Stadium in Perth the following week.

The Eagles were also deeply impacted by the death of Phil, given his five years as an assistant coach with the club, but they and their supporters could not have done more to support their Adelaide colleagues.

The initiative of Hawthorn coach Alastair Clarkson and his Collingwood counterpart Nathan Buckley in bringing their players together with arms linked at the end of their game at the MCG on July 3 for a minute's silence was a fitting tribute

repeated not only at other AFL matches during the weekend but also by community clubs around Australia.

A tribute to Phil by leading *Adelaide Advertiser* journalist Michelangelo Rucci is in this report on page 29.

The AFL competition, in particular the Carlton and Hawthorn Football Clubs, also rallied around Hawks assistant coach and former Blues senior coach and premiership player Brett Ratten after his eldest son Cooper died in a car accident in August.

HISTORIC BROADCAST AGREEMENT

The AFL Commission was delighted to finalise broadcast rights agreements with the Seven Network, News Corporation and Telstra for a six-year period starting in 2017 which are a benchmark for Australian sport.

The agreements followed an enormous amount of work over several years by the Executive team with the support from AFL Commissioners Paul Bassat and Kim Williams who joined me on the AFL Commission's Broadcasting sub-committee.

It was important any agreement ensure the fundamentals for the AFL, including that the AFL continue to have full control of the production of the fixture, including the scheduling of the Toyota AFL Grand Final, and that the Toyota AFL Premiership Season continue to be a 22-match season for each of our clubs, with a standard round of nine matches.

The agreement covers six seasons from 2017-22, and will deliver the AFL a financial return of \$2.508 billion.



IN THE SPOTLIGHT

The AFL's new broadcasting rights agreement with the Seven Network, News Corporation and Telstra will make it easier to follow the exploits of stars such as Richmond's All-Australian utility Brett Deledio.



HISTORIC AGREEMENT

The AFL signed the biggest broadcast right deals in Australian sporting history in 2015. At the announcement on August 18 were (from left) Tim Worner, Chief Executive Officer, Seven West Media; Ryan Stokes, Chief Executive Officer, Seven Group Holdings; Andy Penn, Chief Executive Officer, Telstra; Gillon McLachlan, Chief Executive Officer, AFL; Kerry Stokes, Chairman, Seven West Media; Mike Fitzpatrick, Chairman, AFL Commission; Rupert Murdoch, Executive Chairman, News Corporation; Robert Thomson, Chief Executive, News Corporation; Joe Pollard, Group Managing Director, Media and Marketing, Telstra.

THE BROADCAST DEAL IN DETAIL

Under the agreement with our broadcast partners, the following arrangements will be in place for the 2017 Toyota AFL Premiership season.

The agreements ensure that other than Thursday night matches, public holiday schedules and bye/split rounds, the competition will have:

- 1 Friday night game
- 2 Saturday afternoon games
- 1 Saturday twilight game
- 2 Saturday night games
- 2 Sunday afternoon games
- 1 Sunday twilight game

The AFL's agreement with our partners will cover:

- The Seven Network for free-to-air television.
- News Limited for subscription television across Foxtel and the Fox Footy Channel.
- Telstra for the Live AFL App, *AFL.com.au*, club digital network and IP TV.

Other key components include:

Seven Network holds the free-to-air rights, and includes:

- The Toyota AFL Grand Final exclusively live in every state and territory.
- The Brownlow Medal count exclusively live in every state and territory.
- All matches in the Toyota AFL Finals Series live in every state and territory.
- During the Toyota AFL premiership season, the Seven Network will broadcast:
 - > Each Friday night match live in every state and territory.
 - > One Saturday night match live in every state and territory.

- > One Sunday afternoon match in the 3.20pm Eastern Time Zone slot live in every state and territory.
- > In addition, the Seven Network will telecast a further 11 games live across the season that are played on public holidays, the eve of public holidays such as Anzac Day/Easter Thursday and between 5-6 Thursday night games.
- > In effect, across an average two normal rounds of 18 matches in our regular season, the Seven Network will broadcast seven games, equating to 3.5 matches a round across the season.

All matches for the NSW/Queensland teams – the Gold Coast Suns, the Brisbane Lions, the Sydney Swans and the GWS Giants – will continue to be shown live on free-to-air television.

As our game develops across the country, this support from the Seven Network is pivotal for us.

In Western Australia and South Australia – where the Adelaide Crows, Port Adelaide, the West Coast Eagles and Fremantle dominate the sporting landscape – matches will be shown on free-to-air television, but three matches for each team in the premiership season will be broadcast on a delayed basis.

Subscription/Pay TV rights were acquired by News Corporation and include the following:

- All nine games each week – every game of every round during the premiership season to be broadcast live.
- Across an average of two normal rounds of 18 matches in our regular season, Foxtel and the Fox Footy

Channel will produce the broadcast for 11 matches, equating to 5.5 matches a round, while broadcasting the other matches live.

- News Corporation has the right to sub-licence one game a round each weekend, which would be played in the Saturday eastern standard time slot of 3.20pm, to a free-to-air provider, if it wishes to do so.
- With the exception of the Toyota AFL Grand Final, all other matches in the Toyota AFL Finals Series will be broadcast live.
- In Western Australia and South Australia, Foxtel and the Fox Footy Channel will exclusively broadcast live three premiership season matches for each of the teams based in those states – the West Coast Eagles, Fremantle, the Adelaide Crows and Port Adelaide – with those matches to be replayed on delay on free-to-air television.

DIGITAL RIGHTS

Telstra will again hold the AFL rights for all hand-held mobile devices, the AFL website *AFL.com.au* – which is the most-visited sporting website in Australia – the club digital network and IP television.

Telstra will deliver every game, every week, live, in the palm of your hand, no matter where you are in this country.

The broadcasting of our game on the Seven Network, News Corp via Foxtel and the Fox Footy Channel, and Telstra is world class and we look forward to continuing to work with our broadcast partners in 2017 and beyond.

WHAT THE BROADCASTING AGREEMENT MEANS

In 2015, we started the important work on deciding how to invest the revenue that will be generated by the broadcasting agreement for 2017 and beyond.

The AFL Commission regards this as a once-in-a-generation opportunity. We won't be spending for the moment; we'll be investing for generational evolution, generational change and generational needs.

The legacy is not in the agreement itself but in how the broadcast revenue can be put to use in the best long-term interests of the AFL industry. Over the past 10 years, we invested in expansion of our game – a move that has made us stronger and given us a larger national footprint and appeal that is reflected in the price generated for our broadcast rights.

Our focus for the future is clear. Our investment strategy is based on upholding the key pillars that make up our game – our clubs, our fans, our players and the community.

We have considerable challenges ahead for our sport in a rapidly changing and increasingly globalised environment.

We don't take our success for granted and now is the time to make hard decisions for the long-term future of the game.

The Australian community is changing and our job is to continue to attract the young men and women in our rapidly growing multicultural community – the AFL must change as our country changes.

We must continue to be relevant and to do so our game must reflect our community. And it's clear girls and women want to play our game and we need to

make it easier for them to do so and have a pathway from community competition to elite level.

We have more than 300,000 registered girls and women playing and the trends suggest this number will double in the next decade.

The past 10 years have been about expansion and investment in the AFL competition. Over that period, we added two new teams and invested in stadiums and infrastructure at the elite and community level around Australia.

Senior AFL football is now played in every state and territory.

Our challenge over the next decade is to make the right investments to grow our reach into every state, region, town and community. We want all people to know that we want to welcome them into our game.

We need to continue to be the first choice for our elite and talented athletes, we need to strengthen our clubs at all levels and we need to invest in the community level of our game.

CORPORATE PARTNERS

The commercial operations section of this report highlights the extensive contribution by our corporate partners to the AFL competition and the broader game.

We are indeed fortunate to enjoy the support of many of the world's leading companies, starting with Toyota, our Premier Partner for the past 12 seasons, which includes the Toyota AFL Premiership Season, Toyota AFL Finals Series, Toyota AFL Grand Final Parade and Toyota AFL Grand Final.

Toyota supports its partnership with the AFL in a variety of ways, including its

Legendary Moments campaign and the Toyota Good for Footy Program, which supports the game at a community level, while a new initiative in 2015, the Toyota Good for Footy raffle helped almost 250 community clubs around Australia raise more than \$380,000. This is in addition to the \$2.6 million raised by the Good for Footy Program.

On behalf of the AFL Commission, I would also like to thank our major partners for their commitment to our game, including the National Australia Bank, Coca-Cola, CrownBet, Carlton and United Breweries and Gatorade along with our official partners.

FINANCIAL RESULT

In 2015, AFL revenue increased by \$33.6 million to \$506 million, while our operating surplus before grants and distributions was \$337.8 million.

Other key financial highlights included:

- Revenue increased by \$33.3 million to \$506 million.
- Expenditure increased by \$12.7 million to \$168 million due to revenue-related increases.
- The operating surplus before grants and distributions increased by six per cent to \$337.8 million.
- The AFL provided \$245.2 million to AFL clubs compared with \$218.3 million in 2014.
- The AFL allocated \$39.4 million of game development grants in 2015.
- After grants and distributions, the AFL's net profit decreased by \$10 million in 2015 to \$2.5 million which was in line with the 2015 budget.

GROWING THE GAME

John Witheriff, who has been instrumental in the Gold Coast Suns' establishment and development, has announced he will stand down as chairman after the club's opening match of the 2016 season.

**AFL CLUBS**

The 18 clubs that make up the AFL competition drive the popularity of our game and I would like to thank everyone involved with our clubs – board members, staff, players, coaches and volunteers for their fundamental role at the highest level of our game. We congratulate and thank each of you for what you do for Australia's only indigenous game.

I would like to make particular mention of Gold Coast Suns chairman John Witheriff who announced his retirement from the role in December 2015.

John was not a lifelong fan of our game, but has been a lifelong advocate for the Gold Coast and, as a successful local businessman, understood the benefits an AFL club could bring to the community.

He chaired the GC 17 bid group which, after almost two years' work and the passionate support of the local community, presented a proposal to the AFL Commission that an AFL club be established on the Gold Coast.

After the AFL Commission decided in March 2009 to establish the Gold Coast Suns, John became the inaugural chairman of the club.

Establishing a new club is a great challenge which John embraced and his contribution to the Suns in particular and the broader growth of our game at an AFL and community level in Queensland has been invaluable with the club driving 82 per cent growth in participation in the region.

John will stand down as chairman on March 26 when the Suns host Essendon at Metricon Stadium in their opening game of the 2016 Toyota AFL Premiership Season. He will remain on the board until the end of the 2016 season.

His successor as chairman will be Tony Cochrane who joined the Suns' board in March 2014. Like John, Tony has forged a successful business career as a Gold Coast resident, establishing V8 Supercars and producing and promoting major sporting and entertainment events.

This year, the game also farewelled Paul Little, who served the Essendon

Football Club as a board member, and for two-and-a-half years as chairman.

Paul worked tirelessly to lead the club during a very difficult period in its history, and despite the great challenges, the club has grown its membership and kept strong relationships with its key stakeholders.

Paul led the club during the Australian Sports Anti-Doping Authority investigation, charging of the players and the World Anti-Doping Authority appeal, and while we did not always agree with his position, we recognise the hard work and commitment he displayed to the club during his tenure.

The AFL Commission welcomed the club's appointment of Lindsay Tanner, a former Federal Finance Minister and long-serving member of the Federal Parliament to replace Paul as chairman.

He brings a wealth of experience from government and the private sector and we look forward to working closely with him and his board to lead Essendon back to its place as a strong, competitive powerhouse of the AFL.

JOHN KENNEDY LIFETIME ACHIEVEMENT AWARD

On Toyota AFL Grand Final Day, we were delighted to announce that Dr Allen Aylett had been selected as the second winner of the John Kennedy Lifetime Achievement Award.

The John Kennedy Lifetime Achievement Award is presented periodically to an individual who has made an extraordinary and positive contribution to the AFL competition and/or the game of Australian Football as an administrator, media representative, player, coach or field umpire or any combination thereof.

The inaugural winner in 2014 was Lou Richards, given his contribution to the game as a player and premierships captain with Collingwood combined by his career as a newspaper columnist, radio and television broadcaster.

Dr Aylett played 220 games and kicked 311 goals for North Melbourne, captained the club and was a three-time

club best and fairest winner. He was one of the initial inductees into the Australian Football Hall of Fame in 1996.

After his retirement as a player, Dr Aylett maintained his involvement in football as a writer with the *Sporting Globe* and panellist on HSV7's *Football Inquest* on Saturday nights with media personalities such as Ron Casey and Mike Williamson.

He served as a board member for North Melbourne from 1965 but, when he became chairman of North Melbourne, the club transformed under his leadership to win its first VFL premiership in 1975. At age 36, he was the youngest person to be appointed as president of a VFL club.

Dr Aylett served two terms as chairman of North Melbourne – from 1971-76 and 2001-06.

When he became VFL president in 1977, he was a strong advocate for:

- A national competition
- An independent commission to run the game.

He was VFL president from 1977-84 – he stood down when the first VFL Commission was appointed.

**LIFETIME ACHIEVER**

Dr Allen Aylett was recognised for his service to the game as a player, club and League president.

AFL COMMISSION 2015

(from left) Kim Williams, Richard Goyder, Jason Ball, Sam Mostyn, Mike Fitzpatrick, Gillon McLachlan, Major General Simone Wilkie, Paul Bassat and Chris Langford.

**AFL COMMISSION**

At our meeting in February 2016, the AFL Commission accepted the recommendations of the Nominations Sub-Committee to nominate Andrew Newbold and Gabrielle Trainor to the AFL Commission to replace the retiring Chris Langford and Sam Mostyn.

The nominations will be considered by the AFL club presidents/chairs at the Annual General Meeting on March 17, 2016.

I chaired the Nominations Committee which also included AFL Commissioner Richard Goyder, along with the president of the Richmond Football Club, Peggy O'Neal, and the chairman of the Port Adelaide Football Club, David Koch.

Andrew Newbold stepped down from serving as president of the Hawthorn Football Club in January 2016, and has had a very successful commercial career as a lawyer, manager and entrepreneur. Andrew has a deep understanding of the AFL and its role in the Australian social and corporate

arenas and extensive experience in the corporate sector.

He is a Director of Bryson Funds Management PTY LTD, RealAs and Sports Education Development Australia and was a director of Hawthorn for 13 years and was appointed president in 2012.

During his term as president, the club won three premierships and played in four successive Toyota AFL Grand Finals, had four years of collective club profit and signed off on plans for a new home and development at Dingley.

Gabrielle Trainor is a former lawyer, journalist, public sector executive and consultant in public policy, government relations and issues management. She has more than 20 years' experience as a non-executive director in entities such as urban development, major projects, transport and infrastructure.

She is a director of two ANZ Banking Group subsidiary boards, of Infrastructure Australia, the Barangaroo Delivery Authority and Clarius Group. She chairs Barnardo's Australia and the National

Film and Sound Archive and has a number of other appointments, including on the board of trustees of Western Sydney University and Business Events Sydney. She sits on the board of agenda-setting Indigenous organisation Cape York Partnership and chairs the Aurora Education Foundation for Indigenous students.

Gabrielle was appointed as an inaugural director of the Greater Western Sydney Giants FC in 2011 and chaired the Giants' Integrity Committee. She has lifelong experience in football, ranging from volunteering for the Willoughby Wildcats in the Sydney AFL juniors competition to sitting on the AFL Commission NSW/ACT, where she championed the movement to better integrate the Sydney Women's AFL with the Commission.

Her grandfather, Frank, and father, Tony, were presidents of North Melbourne for a total of 22 years.

Gabrielle and Andrew both bring recent club board experience and a depth of

corporate, government and not-for-profit leadership over many years.

I would also like to acknowledge the very long and exemplary service of Sam Mostyn and Chris Langford as AFL Commissioners.

Sam Mostyn was the AFL's first female Commissioner, joining the AFL Commission in 2005.

Sam has been a strong advocate for the AFL's Respect and Responsibility policies and indigenous programs. She has been a driving force in the development of a national women's league and participation for women and girls playing at all levels of the game, as well as bringing high-level business and corporate knowledge to the role.

She has been a trailblazer in her role. Her 10 years of commitment to the AFL Commission has made the AFL a better, stronger and more community-minded organisation and she will leave an indelible stamp on our game.

Chris Langford, decorated premiership player and captain of the Hawthorn Football Club, twice All-Australian, AFL

Life Member and member of the Australian Football Hall of Fame, and successful businessman, retires after serving more than 16 years with the AFL Commission.

Chris has been a great servant of the game and he brought a player's sensibility as well as great intelligence to the AFL Commission.

In addition, his real estate knowledge has been of great value as we worked through stadium and training and administration deals. He will be greatly missed and our game is much better for his long service at the top of the code.

I would also like to thank and acknowledge the continued commitment to our game of AFL Commissioners Jason Ball, Paul Bassat, Richard Goyder, Major General Simone Wilkie and Kim Williams along with Chief Executive Officer Gillon McLachlan.

Like other sections of our game, the issues we deal with are quite complex and demand a significant amount of time and, as Chairman, I could not ask for anything more from the AFL Commission who serve our game very well.

I want to thank the Commissioners for their time in dealing with the outcomes of the ASADA investigation and subsequent Court of Arbitration for Sport decision.

This has been a major issue for our competition and the Commissioners' guidance to the game throughout has been invaluable.

I also want to express the Commission's view on the treatment of Adam Goodes by crowds during the season. Adam is, and will always be, a great champion of the AFL, and for racism to blight his final season is a great shame for our game. While we have much to be proud of in fighting racism and working with the Indigenous community, the Commission also acknowledges the journey we are all still on.

In finishing, I want to extend a special thank you to our CEO Gillon McLachlan and all AFL staff for their continued efforts on behalf of our game – we greatly value your time, effort and expertise.

Mike Fitzpatrick
Chairman

ESSENDON SANCTIONS

At the time of finalising this report, 34 current and former Essendon players were appealing against the Court of Arbitration for Sport which announced on January 12, 2016, that sanctions had been imposed on the players for breaches of the AFL's Anti-Doping Policy. The ruling of the Court of Arbitration for Sport is included in the legal and integrity section of this report.

The 34 players were sanctioned with a period of ineligibility of two years, starting on March 31, 2015, with credit given for any individual period of ineligibility already served. The sanctions effectively excluded the players who remain on an AFL list or are working in a support or coaching capacity with an AFL club from participating in the 2016 season.

This decision arose after the World Anti-Doping Agency lodged an appeal with the Court of Arbitration for Sport against the decision of the AFL Anti-Doping Tribunal which handed down its decision on March 31, 2015, that it was not comfortably satisfied that any player had violated the AFL Anti-Doping Code.

While the Court of Arbitration for Sport imposed a tough sanction, the AFL accepted the decision of the Court of Arbitration for Sport. We were very disappointed for the players.

The supplements program at the Essendon Football Club in 2012 was a stain

on our game – and it has had a terrible impact on the players, the club and the reputation of the AFL.

It has struck at the very heart of our game – the integrity of the competition and the health and safety of the players – which are two pillars that we at the AFL and all in football must protect for the game to remain strong.

The players have paid a very high price, having a doping violation recorded and a suspension until November 2016.

The club, too, has paid a very high price and in 2013 received historic sanctions not seen before in our code.

The club accepted the sanctions and agreed it put its players in a position of unacceptable risk of being doped. The club has also acknowledged serious breaches of the Occupational Health and Safety Act in Victoria.

The officials involved all received sanctions. Former club staff member Stephen Dank has been given a life ban by the AFL, which excludes him from all sport, forever.

Port Adelaide, Melbourne, St Kilda and the Western Bulldogs also have players suspended.

This has been a very dark period, but the past four years will not define the Essendon Football Club.

It will not define Australian Football.

The club has two very respected people in new chairman Lindsay Tanner and

new coach John Worsfold and the AFL is committed to doing what we can to assist the club in moving forward.

Our competition is stronger when Essendon is strong and all of our clubs want to see Essendon recover and rebuild and be the fierce and passionate competitor it is.

I would like to stress that the integrity of the competition, and the health of players **are the most important things for our game** – and we **must** fight to protect both. And we will.

Every decision we have made has been driven by these two pillars.

At every stage of this process, we acted within our rules and our powers and we have assisted and co-operated with the anti-doping authorities – as we should.

Every sport in the world faces the threat of doping, and new forms of doping. Fighting performance-enhancing drugs in sport is more important than ever.

We strongly believe our **players** are committed to anti-doping and that they want us to stand up and fight against performance-enhancing drugs.

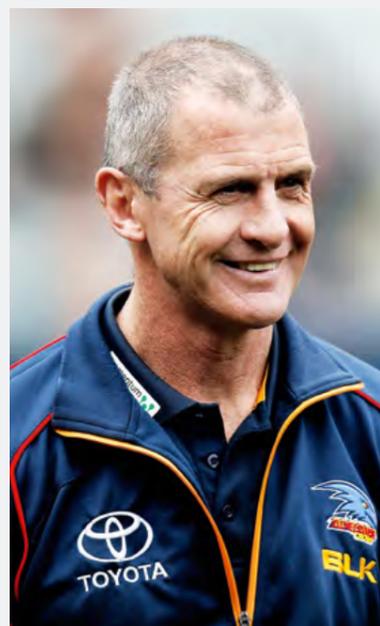
Since 2012, the AFL has introduced several measures in response to the matters raised in the investigation:

- We immediately conducted a review of the supplementation practices at all AFL clubs.
- We also conducted detailed background checks on all sports-science and medical staff in the industry.
- We significantly increased the size and powers of the AFL Integrity Department.
- We enhanced the AFL Anti-Doping Code to include Treatment Rules that govern supplementation and medical treatments that go beyond the WADA Code.
- And, finally, we introduced new rules that prohibit anyone other than the appropriate medical doctor giving injections.
- This Essendon process has taken too long and the Court of Arbitration for Sport judgment invites a discussion about the way the code applies to team sports in future.
- We look forward to working with ASADA and WADA and with the Federal Government to keep sport clean and to protect the health and safety of players.



PERFECT FIT

John Worsfold, one of the most respected people in the game, returns to senior coaching at Essendon in 2016.



OUTPOURING OF GRIEF

The tragic death of coach Phil Walsh touched so many, not only at the Crows but throughout the AFL community.

PHOTO Getty Images

LAST – AND LASTING – CONVERSATION WITH PHIL WALSH THE COACH, AND PHIL WALSH THE MAN

MICHELANGELO RUCCI

The Advertiser

Everyone will have a lasting memory of Phil Walsh. Such a long and wide journey in football – with seven VFL-AFL clubs directly touched by Walsh – involves so many people who today are in shock and disbelief.

And there is the last time, the last memory with Phil Walsh.

At the Gabba on Saturday night – after the most-frustrating AFL game in which Walsh engineered a 13-point win against Brisbane – as the Adelaide Football Club media minders tried to wind up the after-match press conference, the first-year Crows coach said “thank you” for making the trip to Queensland.

For a man who went through a lengthy “chat” during his job interviews with the Adelaide hierarchy about how he would deal with the confrontational football media, Walsh was reaffirming his dislike of the Fourth Estate was a myth.

He had started the job “uneasy” about being in the media, arguing he simply did

not feel it was his strength. He was quick to learn how to survive under the bright lights.

Last week – as he threw a few in-jokes and Vincent van Gogh into his weekly press conference at West Lakes – Walsh revealed he was starting to enjoy being before the cameras and microphones. The myth was shattering.

But at the Gabba on Saturday night there was more about Phil Walsh the man – than the coach – as he walked from a small, nondescript room under the grandstands.

His media team had wanted him out of the press conference quickly, so that he could start a much-needed team review and get organised for an early morning flight to Adelaide where he wanted to scout new selection options in the SANFL game at Alberton Oval on Sunday afternoon.

But Walsh was prepared to take on the meaningful questions about his team and his coaching. He was shattering the myth again.

And on the way out he asked a personal question – and stopped, despite his pressing agenda, for a meaningful chat.

It was not a throwaway question; it was an expression of concern and interest. He was caring of a matter beyond a football game.

It was not the toe-to-toe coach-versus-journalist moment many had feared would unfold this year to fulfil the mythical image of an intense Phil Walsh finally taking on the media.

It was the Phil Walsh the Adelaide Football Club came to know as a man of care as he made a bedside vigil with Brent Reilly at Royal Adelaide Hospital in late February after the defender had been seriously injured with a knock to the head in training at Thebarton Oval.

It was the Phil Walsh the Bailey family knew when Dean Bailey died of cancer last year and he stood by his widow Caron and her two sons – and at Adelaide Oval delivered the eulogy that made the Adelaide Football Club recognise Walsh was more than an accomplished football coach.

Walsh's care – and appreciation for more meaningful points in life, particularly after his near-death experience in Peru in October 2012 – highlighted the character and strength of the man.

The lasting memory of Phil Walsh is beyond football.

Reprinted courtesy of *The Advertiser*

CEO'S REPORT

GILLON McLACHLAN
CHIEF EXECUTIVE OFFICER

Securing a new broadcast rights agreement was not only one of the highlights of 2015, it will help to strengthen Australian Football at all levels.

The 2015 year was one of great challenge, and great achievement. We faced the death of one of our senior coaches, Phil Walsh, and a number of off-field issues that required the competition to come together to make decisions to protect the game and to show care for the football family. Other sections of the Annual Report celebrate Phil and his contribution to our game and deal with the other issues that challenged us this year.

Despite the challenges, I am very proud of our 18 AFL clubs, our 2600 community clubs and, indeed, of all those involved in our game, about the decisions we made that will strengthen our game into the future.

As CEO, I am also extremely proud of the AFL Executive team which assisted in the negotiations for a new broadcast rights agreement. The agreement, which starts in 2017 with our partners, Foxtel, News Ltd and Telstra, will deliver \$2.508 billion to the game over six years. This new agreement will allow us to make decisions that strengthen our foundations and plan for our future.

THE FUTURE OF THE GAME

Our game is one of the oldest football codes in the world, with its beginnings in the 1850s, and several of our clubs are older than many of Europe's leading soccer clubs.

However, our history does not give us the right to claim the future. →

SWANSONG

After an extraordinary career spanning 16 seasons, Adam Goodes retired at the end of 2015 as one of the game's most decorated players.



In August 2015, Waleed Aly, the academic, TV host, sports commentator and passionate Richmond fan, spoke at a conference with our AFL club Chief Executive Officers.

Two things in particular Waleed said have stayed with me and sum up perfectly our challenge, in fact the challenge of all sports in Australia.

First, Australian sport needs to understand our children are growing up in a truly globalised world providing what he called 'radical choice'. We can no longer assume each generation will grow up as AFL supporters – kids these days can have a global conversation about LeBron James.

And second, for the AFL to continue to be a central part in Australian life, we must understand our role in culture and the changes in Australia.

A few salient facts:

- 50 per cent of Australians have at least one parent born overseas.
- 27 per cent of Australians are born overseas.
- 20 per cent speak a language other than English at home.
- 55 per cent of migrants are settling in New South Wales and Victoria.

Australia is changing and the challenge for our game is to change with it, so that we continue to be the No. 1 football code in the country.

We are very proud of the programs we have been running to celebrate and embrace diversity.

Established in 2005, the AFL Multicultural Program introduces multicultural communities to Australian Football through a number of programs focusing on community engagement, leadership opportunities, personal development, community strengthening, and talent identification.

Our programs received national recognition at the 2015 Australian Migration and Settlement Awards in Canberra, winning the Virgin Australia Sports Leadership Award

Greater Western Sydney Giants Head of Community Ali Faraj also received Case Worker of the Year at the gala dinner held in the Great Hall of Parliament House in Canberra, recognising his extensive work with the multitude of multicultural communities in Western Sydney.

NATIONAL WOMEN'S COMPETITION

The growth in participation by females in our game during the past five years has been extraordinary, going from 95,000 participants in 2011 to more than 318,000 in 2015.

Since 2013, the Melbourne and Western Bulldogs Football Clubs have led the way in embracing women's football and the commitment of these clubs has increased the drive and ambition of female athletes to play our game at the highest level.

The exhibition game between Melbourne and the Western Bulldogs in August 2015 drew a national audience on the Seven Network of 345,000 and a peak audience of 501,000.

The work of these clubs has laid the foundation for a national women's competition in 2017 and we are aiming for four teams from Victoria and one from each mainland state.

In 2016, we will play 10 exhibition games around Australia, culminating in a game between Melbourne and the Western Bulldogs on Saturday, September 3, which will be televised nationally by the Seven Network.

Melbourne has appointed Michelle Cowan as a development and welfare coach in 2016, while leading player Daisy Pearce, who has captained Melbourne during the past three years, has joined the club's administration.

Michelle has coached Melbourne in the exhibition series during the past three years after working as an assistant coach for the South Fremantle and West Perth Football Clubs since 2012. She is the second

woman to be employed by an AFL club as a development coach, the first being Peta Searle with St Kilda in 2014.

We need to do more to promote the roles of women in our game at all levels, but the national women's competition and initiatives such as those driven by Melbourne and the Western Bulldogs will add a new dimension to our game and provide greater opportunities for women to become involved.

Another highlight for me in 2015 was when the Auburn Giants, Australia's first predominantly Muslim women's team, played a curtain-raiser game on the MCG, the first time any of the players had stepped on to the ground.

Earlier in the year, Harvey Norman's Chief Executive Officer Katie Page announced that her company would sponsor the team, which will help the club hire a coach and create a pathway to help talented teenagers move to the elite level of the game.

NEXT GENERATION ACADEMIES

We have also embarked on an ambitious initiative to further build the diversity of our game through the power of our 18 clubs.

In 2015, we announced the plan for Next Generation AFL club academies to increase the opportunity for young Indigenous and multicultural players to play our game.

AFL clubs have been provided with seed funding to begin establishing academies in specific regions in 2016, with the objective of expanding the program in 2017 and beyond.



LEADING LIGHTS

Melbourne coach Michelle Cowan (left) and Demons star Daisy Pearce (second from left) will play key roles in the expansion of the women's game.

HELPING HAND

Players (from left) Yash Kammoun, Rayanne Kenny, Amna Karra-Hassan and Liali Karra-Hassan celebrate Harvey Norman's sponsorship of the Auburn Giants with the company's CEO Katie Page.

PHOTO News Corp Australia



The academies are part of the AFL's broader commitment to invest in the community foundations of the game and to build strong links between local communities, grassroots football and the elite level, to ensure our game is representative, inclusive and embraces gender and cultural diversity.

For Australian Football to prosper in the future, we must invest in new and emerging communities and reinforce the pathways for Indigenous Australians.

The academies will deliver talent concessions to the clubs as an incentive to reach into new communities, enabling AFL clubs to be actively involved in introducing children of all backgrounds to the game and provide aspirational pathways for coaches, umpires and administrators.

SUPPORT GROWS

Our 18 clubs and the broader game continued to enjoy a high level of support in 2015 as highlighted by the following:

- Total attendance for the 2015 Toyota AFL Premiership Season was 6,351,578 at an average per game of 32,242

which was on a par with the average attendance per game in 2014.

- For the 15th consecutive season, AFL clubs set a record for club membership with 836,136 people joining the 18 clubs. One in 28 Australians is a member of an AFL club.
- The average gross television audience per round across the Seven Network and Fox Footy Channel was 4.466 million people.
- In partnership with Telstra, the AFL and club digital network, which includes the 18 club mobile and desk top sites, the 18 club apps, AFL.com.au and the AFL Live app attracted more than 98 million unique visitors a month between November 1, 2014, and October 31, 2015, an increase of 8.5 per cent on 2014.
- Total domestic participation in our game grew to 1,247,575 in 2015, an increase of eight per cent on the 2014 total.

I would like to acknowledge the strong support we received from the Melbourne Cricket Club, Etihad Stadium management and various

suppliers to both venues in support of our plan to make it easier for people to attend AFL matches at both venues, to improve the match-day experience and to reduce the cost of various food and beverage items.

DELIVERING ON OUR FAN AGENDA

In 2015, we put accessibility and affordability at the heart of our decisions about the game.

We worked closely with stadiums to decrease food prices in Melbourne and we kept our general admission prices at both major venues to \$25 for an adult.

We also kept ticket prices for the 2015 Toyota AFL Finals Series at 2013 levels.

We encouraged all our venues to allow kick-to-kick at the ground after the game and we had Sunday Funday in Melbourne where kids under 15 had free admission.

AFL clubs embraced all of these initiatives and we will maintain our emphasis on keeping the game affordable at all venues which host AFL matches into the future.



PROUD ACHIEVEMENT
Michael Malthouse, his wife Nanette and their grandchildren share the joy of the veteran coach breaking the all-time coaching record in 2015.

HAWTHORN HAT-TRICK

Only four clubs in the history of the AFL/VFL competition since 1897 have been able to do what Hawthorn did in 2015 – complete a hat-trick of premierships.

The club's decisive victory over the West Coast Eagles was their fourth successive Toyota AFL Grand Final and completed successive premierships from 2013-15.

Other clubs to have achieved the feat are:

- Brisbane Lions 2001-03
- Melbourne 1955-57
- Melbourne 1939-41
- Carlton 1906-08

Collingwood is the only club to have won four successive premierships (1927-30), an achievement Hawthorn could equal in 2016.

Congratulations to Hawthorn president Andrew Newbold, Chief Executive Officer Stuart Fox, General Manager – Football Operations Chris Fagan and senior coach Alastair Clarkson along with the board, players and staff for their continued excellence which has set a benchmark for the AFL competition.

I would also like to congratulate West Coast Eagles chairman Alan Cransberg, Chief Executive Officer Trevor Nisbett, General Manager – Football Craig Vozzo and senior coach Adam Simpson, the club's board, players and staff for the achievement of reaching the Toyota AFL Grand Final.

Getting to the Grand Final is a difficult challenge and, despite the loss of key defenders Eric Mackenzie and Mitch Brown early in the year to season-ending knee injuries, the Eagles had their best season since their premiership of 2006.

From a West Australian perspective, the season was also a milestone for the Fremantle Football Club in winning the Dr Wm. C. McClelland Trophy for finishing on top of the ladder at the end of the Toyota AFL Premiership Season, with the West Coast Eagles in second place. It was the first time the two WA-based clubs had finished in those positions in the same season.

Fremantle had another first when midfielder Nat Fyfe won the club's inaugural Brownlow Medal.

EXTRAORDINARY CONTRIBUTIONS

Four men who have made extraordinary contributions to our game – Michael Malthouse, Dustin Fletcher, Chris Judd and Adam Goodes – were among those whose AFL careers came to an end in 2015.

On May 1, 2015, Michael Malthouse broke the record of 714 games as a senior coach previously held by Collingwood legend Jock McHale when he led Carlton against Collingwood at the MCG.

Michael's coaching career finished on 718 games while his association with the game began as a player with St Kilda in 1972 before he joined Richmond in 1976. He played 174 games for the two clubs and was a member of Richmond's last premiership team in 1980.

He coached the West Coast Eagles to their first two AFL premierships in 1992 and 1994 and then coached Collingwood to the 2010 premiership.

In 2015, Dustin Fletcher became only the third player in the competition's history to reach the milestone of 400 senior games, the others being Hawthorn's Michael Tuck and Richmond's Kevin Bartlett.



AGE HAS NO BARRIER
Essendon's ever-reliable Dustin Fletcher soldiered on in 2015, becoming just the third player to pass the 400-game mark.

He made his debut for Essendon in 1993, was a member of two premierships, won the best and fairest in 2000 – a premiership year – and was named an All-Australian twice. He also played eight International Rules games for Australia, including the 2015 tour of Ireland.

Later in the season, he was joined in the 400 club by North Melbourne's Brent Harvey, who finished 2015 on 409 games and could break the record of 426, held by Michael Tuck, in round 19, 2016.

The career of Chris Judd, one of our game's most highly decorated players, was unfortunately cut short in round 10 against Adelaide at the MCG by a season-ending knee injury.

Chris played 279 games for the West Coast Eagles and Carlton, won the Brownlow Medal with both clubs, captained the Eagles to the 2006 premiership, won the Norm Smith Medal as best afield in the 2005 Grand Final, won five club best and fairests – two with the Eagles and three with the Blues – and was named an All-Australian six times, including 2008 as captain.

He was also a two-time winner of the AFL Players' Association Most Valuable Player award.

Adam Goodes is also one of our most decorated players and the games recorder-holder for the Sydney Swans/South Melbourne.

After making his debut in 1999, Adam played in 372 games for the Swans and kicked 464 goals.

He retired as a two-time premiership player, two-time winner of the Brownlow Medal, three-time best and fairest, four-time All-Australian, club captain from 2009-12, won the Rising Star Award in 1999 and was named in the Indigenous Team of the Century.

He also has the distinction of being the only Australian footballer to have been named as Australian of the Year, an honour he received in 2014.

Unfortunately, we only got the chance to formally farewell three of these great contributors to our game.

Adam did not attend the MCG on Grand Final day in the parade of champions and we respected his decision to take time away.

By the time Adam retired, he had been subject to a level of crowd booing and behaviour that none of our players should ever face.

The debate that occurred about whether or not the booing was due to racism put further pressure on this great Indigenous leader and one of our game's greatest champions.

Adam stood up to represent Indigenous people and he took a stand on racism, and for this I believe he was subject to hostility from some in our crowds.

As a game, we should have acted sooner and I am sorry we acted too slowly.

I am proud of the way the community, players from every club and supporters of the Sydney Swans made their support for Adam so public during his time away from the game, and on his return to play against Geelong.

The national conversation about racism taught me how important our role is to partner with all players to fight racism.

Adam has led with courage and humility and I look forward to the day our game can properly celebrate the retirement of this great champion.

INDIGENOUS ADVISORY GROUP

In February 2015, we announced the establishment of our first AFL Indigenous Advisory Council to provide advice to the AFL Commission and Executive on the development and implementation of the AFL's Indigenous strategy and policies.

Yorta Yorta man Paul Briggs, chair of the Kaiela Institute and president of the Rumbalara Football/Netball Club, was named as the advisory group's inaugural chair.

Indigenous players and communities are a critical part of Australian Football and the Indigenous Advisory Council will assist the game to continue to be part of social and cultural change in Australia.

The establishment of the AFL Indigenous Advisory Council was part of the AFL's Reconciliation Action Plan, which was released in 2014.

At the end of 2015, members of the Indigenous Advisory Council included:

- Paul Briggs, Chair – Chair of the Kaiela Institute and president Rumbalara Football/Netball Club
- Peter Yu (Deputy Chair) – Chair of North Australian Indigenous Land and Sea Management Alliance Ltd (NAISMA)
- Sam Mostyn – AFL Commissioner
- Kim Williams – AFL Commissioner
- Adam Goodes – 2014 Australian

ASSISTANCE
Indigenous communities will benefit from the strategies and policies of the AFL's new Indigenous Advisory Council.



of the Year, two-time Sydney Swans premiership player and Brownlow medallist

- Jason Mifsud, Head of Diversity, AFL
- Professor Helen Milroy – Winthrop Professor and Director of the Centre for Aboriginal Medical and Dental Health, University of Western Australia; Commissioner for the Royal Commission into Institutional Responses to Child Sexual Abuse
- Xavier Clarke – former St Kilda and Brisbane Lions player, senior coach Northern Territory Thunder
- Tanya Denning Orman – Channel Manager, NITV
- Jason Glanville – Chief Executive Officer, National Centre of Indigenous Excellence
- Tony Peek, Assistant to the CEO, AFL

THE SOCIAL VALUE OF COMMUNITY CLUBS

Our game has long been built on the foundations of community football, but its importance was highlighted by research released in 2015 into the influence and impact of local football clubs.

The research by La Trobe University, conducted in partnership with the AFL and AFL Victoria, found that local community football clubs generated a range of positive effects for local communities, including heightened levels of physical and mental wellbeing, social interaction and economic activity.

The research, based on interviews and a survey of club members from across Victoria, highlights that regardless of where

you live or how often you are involved in a football club each week, you are likely to experience greater social connectedness, wellbeing and physical and mental health than if you were not involved.

These benefits apply to all club participants, including players, coaches, volunteers and supporters.

The Centre for Sport and Social Impact at La Trobe University conducted the 12-month research project, involving in-depth case studies of nine clubs, 110 extensive interviews with club and community members and analysis of 1677 survey responses from individual club members. Highlights of the study included:

- For every dollar spent on a community football club, at least \$4.40 is returned in social value in terms of increased social connectedness, wellbeing, mental health

status, employment outcomes, personal development and physical health.

- A football club's reach is significant and extends beyond the players, coaches, administrators and volunteers within the club; for every one player, football clubs reach 10 people in their community.
- Football clubs provide individuals, particularly those aged 15-24, with significantly increased chances of securing employment via the social networks provided by the club.
- The self-reported mental health of people aged 18-24 associated with a football club is substantially higher than the general population.
- Football clubs are three times more useful for developing social networks than work, education or other community group networks.



GIANT STRIDES

Thanks to stars such as Greater Western Sydney forward Jeremy Cameron, the game is growing in the non-traditional states of NSW and Queensland.

ECONOMIC IMPACT

Australian Football is one of the major sports in Australia and is among the largest individual business sectors within the sports and recreation industry. The 2015 economic impact study by Street Ryan found that our game is:

- Australia's premier spectator sport, attracting 15.22 million spectator attendances in 2015.
- Australia's major football code in terms of regular participation with 1,247,575 participants.
- An industry sector which supports 7075 full-time equivalent jobs (excluding players and umpires).
- An industry sector which generated \$5.72 billion in financial contribution to the Australian economy in 2015.
- Australian Football is the most national football code; evidenced by growth in participation in the non-traditional states of NSW and Queensland and the Australian Capital Territory, which now accommodate 34 per cent of all participation (compared with 17 per cent in 2000).
- There were 15,223,460 spectator attendances at Australian Football matches in 2015. Of the total attendances, 46.4 per cent were at AFL matches.

EMPLOYMENT

- An estimated 174,811 Australian Football volunteers contributed 13.98 million working hours in 2015, worth the equivalent of \$289 million in labour effort.
- Australian Football peak bodies, leagues, associations and clubs employed 16,174 people in 2015 (excluding players and umpires):
 - > 29 per cent full-time
 - > 26.5 per cent part-time
 - > 44.5 per cent casual
- This represented 7075 full-time equivalent jobs.

FINANCIAL ANALYSIS

The total financial contribution of Australian Football to the Australian economy in 2015 is estimated to be \$5.72 billion. This was \$467 million more than the \$5.26 billion financial contribution calculated in 2014, representing an increase of 8.9 per cent (and an average annual increase of 6.7 per cent since 2007).

TRAVELLING TO THE TOP
Matt Priddis celebrates as the West Coast Eagles win through to the 2015 Toyota AFL Grand Final. Thousands of Eagles fans flocked to Melbourne the following week.



A GAME FOR ALL
The game continues to be enjoyed by fans of all ages, thanks to the commitment of AFL staff across the country.



As part of the economic impact, AFL matches generated more than \$544 million in domestic tourism tied to AFL matches in metropolitan and regional centres around Australia.

This included more than 288,000 air travellers and 712,000 room nights in various cities.

THE AFL TEAM

In May 2015, our Chief Financial Officer of 15 years, Ian Anderson, announced his retirement from the AFL.

The highlights of his career with the AFL included:

- Revenue growth from \$110 million in 2000 to \$458 million in 2014.
- The establishment of AFL finance shared services which provides full financial services to five state bodies and payroll services to 11 AFL clubs.
- The introduction of a national insurance program that provides cover to the majority of community leagues and clubs throughout Australia.
- The signing of a technology-sharing agreement with Major League Baseball that has enabled the AFL to work with this leading US sport on a number of key IT projects.
- The signing of two major AFL partners – Virgin Australia and the Accor Hotel Group.

In June, we announced the appointment of Ray Gunston as General Manager Finance, Corporate & Major Projects.

Ray has had extensive experience as a senior executive and a company director in a variety of industries, including as interim Chief Executive Officer of the Essendon Football Club and before that as Chief Financial Officer of the Tatts Group.

In addition to the Tatts Group, Ray has had executive roles with Westpac, Price Waterhouse, Aluminum Smelters of Victoria, Southern Cross Austereo and the Victorian Government. He is a non-executive director of Sigma Pharmaceuticals and Hotel Property Investments. Ray has also previously held non-executive director roles with AFL Victoria and the Melbourne Renegades.

Ray played a leading role in the transformation of the privately owned Tattersall's into the publicly listed Tatts Group as an ASX 100 listed national and global company followed by initiating and implementing the \$4 billion merger of Tatts and UNITAB. He also played a lead executive role in acquisitions for the Tatts Group.

In August 2015, our General Manager, People, Customer and Community, Dorothy Hisgrove, announced her resignation after more than two years in the role.

Dorothy made a significant contribution to the AFL, leading change that saw a stronger and more diverse organisation. She played a key role in driving major organisational and industry-wide change that will leave an indelible mark and she was a highly valued member of the Executive team.

Following her resignation, we announced a number of changes to our organisational structure.

Former General Manager of Broadcasting Simon Lethlean has been appointed as General Manager of Game and Market Development and will oversee community football, including female football and international.

Our Head of Corporate Affairs, Elizabeth Lukin, was appointed to the AFL Executive as General Manager Corporate Affairs & Communications.

Our Head of HR, Sarah Fair, reports to General Manager Clubs & AFL Operations Travis Auld and also regularly attends AFL Executive meetings.

Travis Auld will also take responsibility for Broadcast Operations and Scheduling.

Simon Clarke was promoted to Deputy General Counsel, taking on broader legal responsibility, including broadcast contract management.

The Brand and Market Insights team, led by Julian Dunne, now operates under Darren Birch, our General Manager, Commercial Operations, to promote greater alignment between commercial activities and marketing.

In closing, I would like to thank all AFL staff throughout Australia for their contribution to the game in 2015 – I am very fortunate to work with such a talented and committed group of people.

Gillon McLachlan
Chief Executive Officer

AFL CLUBS AND OPERATIONS

TRAVIS AULD
GENERAL MANAGER

Enhancing the experience for fans at the ground and in front of their television sets was a major focus in 2015.

A clear focus of the industry in 2015 was enhancing the match-day experience and ensuring our game remains accessible and affordable for all fans.

This culminated in delivering a range of initiatives, including reduced food and beverage prices at the MCG and Etihad Stadium, free entry for children on Sundays at matches in Melbourne and the opportunity to have a kick on the arena after the final siren – all of which were wholeheartedly embraced by our fans.

A more family-friendly fixture was also a highlight with attendances at

games during the home and away season increasing slightly on 2014 figures, despite the ladder position of several Victorian clubs with large supporter bases.

A record-breaking TV rights deal, signed in August and set to run from 2017-22 with partners the Seven Network, News Corporation and Telstra, allows for an increased investment in our game at all levels.

Our broadcast partners continue to lead the way in how they present the game to supporters around the country and internationally. We are grateful for their ongoing support and professionalism. →

SHINING LIGHT

After a disrupted 2015 season because of injury, skipper Gary Ablett will lead the Suns' push for a maiden finals appearance in 2016.



BROADCASTING

The 2015 Toyota AFL Premiership Season continued to attract viewers from across Australia with the Seven Network's free-to-air television broadcast and Foxtel/Fox Footy's subscription television platform drawing large numbers each week.

The average gross national audience per round of the premiership season across free-to-air and subscription television remained strong at 4.466 million.

The cumulative gross national audience during the home and away season reached close to 103 million (102,722,355), down from 109 million in 2014. The reduction was attributable in part to the fixture containing fewer standalone matches than in 2014.

Seven Network metropolitan audiences were down slightly year-on-year (1.1 per cent), a marginal decline compared to the decline in Australian free-to-air television ratings generally. Overall, there was a 2.6 per cent decline across FTA (metro and regional) and pay TV ratings in 2015.

THE TOYOTA AFL FINALS SERIES

The Toyota AFL Finals Series saw a total cumulative audience of 16.588 million across the four weeks, including the Toyota AFL Grand Final.

The finals series began with the highest ratings for an opening week and continued to attract strong numbers throughout, culminating in a national average audience (metropolitan and regional) of 3.534 million for the Grand Final on the Seven Network.

This represented a 5.33 per cent decrease on the 3.73 million viewers who tuned into the 2014 Grand Final between the Sydney Swans and Hawthorn.

The metropolitan audience of 2.645 million viewers made it the second most-watched program on metropolitan free-to-air television in 2015.

The 2015 Brownlow Medal count on the Seven Network and Fox Footy attracted a record national average audience of 1.718 million across FTA and STV platforms, representing a 3.6 per cent increase on last year's 1.658 million.

The 10 most-watched matches of the 2015 season (national average audiences across free-to-air and subscription television) were:

1. **Round 4** – Essendon v Collingwood – 1.399 million (Anzac Day)

2. **Round 14** – Collingwood v Hawthorn – 1.378 million
3. **Round 10** – Fremantle v Richmond – 1.298 million
4. **Round 20** – Sydney Swans v Collingwood – 1.243 million
5. **Round 18** – Hawthorn v Richmond – 1.203 million
6. **Round 12** – Richmond v West Coast Eagles – 1.198 million
7. **Round 13** – Fremantle v Collingwood – 1.192 million
8. **Round 11** – Port Adelaide v Geelong – 1.164 million
9. **Round 23** – Richmond v North Melbourne – 1.141 million
10. **Round 6** – Collingwood v Geelong – 1.137 million

FOXTEL/FOX FOOTY

Fans from all around the country were again able to enjoy every game live in HD on Fox Footy/Fox Sports on Foxtel every week.

This was in addition to the proven weekly magazine programs such as *On The Couch*, *AFL 360*, *League Teams*, *Open Mike*, *Bounce* and *The Winners Rebooted*.

Foxtel/Fox Footy again produced and delivered first-class broadcasts for the AFL's key events, including the Toyota AFL Premiership Season launch, Australian Football Hall of Fame Induction Dinner, NAB AFL Rising Star Award, Virgin Australia AFL All-Australian Awards, Toyota AFL Grand Final Parade and NAB AFL Draft.

Significant highlights and changes included broadcasting the second half of the Australian Football Hall of Fame Induction Dinner live (including the induction of Tony Lockett as an Australian Football Legend), as well as showcasing the NAB AFL Draft across two of its main sports channels – Fox Footy and Fox Sports 503.

A major achievement for the network was the integration of popular AFL programs such as *AFL 360* and *Bounce* into the Foxtel Footy Festival precinct which drew large and excited crowds to the MCG in the week of the Grand Final.

The most-watched Foxtel-produced match timeslot across the season was Saturday twilight with an average of 213,334 viewers nationally per round.

The most-watched regular Foxtel broadcast timeslot overall was Friday night with an average of 254,857 viewers nationally per round.

The highest-rating Foxtel broadcast match for the home and away season was the round 20 clash between the Sydney Swans and Collingwood, which attracted 318,941 average national viewers.

INTERNATIONAL TV RIGHTS

International AFL fans were brought closer to the game with increased broadcast coverage of home and away matches, finals series matches, the Toyota AFL Grand Final, the Virgin Australia International Rules Series and AFL events.

These matches and events were broadcast throughout the year into more than 250 countries and territories worldwide by rights holders Australia Plus, ESPN, Fox Sports/Fox Soccer Plus, Eurosport, Orbit Showtime Network, Over the Line Sports Media, Sky New Zealand, Super Sport, TSN and Claro Sports.

The AFL was also fortunate to secure agreements during the year with new rights holders RDS (Quebec) and TVNZ (New Zealand), meaning international coverage of the game continues to grow.

The AFL's digital streaming service on watchafl.afl.com.au broadcast every match of every round live and on demand internationally (excluding Australia) on desktop, mobile and tablet.

It also broadcast all AFL events live or on demand, including the 2015 NAB AFL Draft, and provided a 24/7 video service showcasing replays of past seasons' matches and a host of 2015 news programs, features and vignettes from each club and AFL Media.

This coverage ensured fans outside Australia received the greatest possible access to the game across all media platforms.

RADIO

Radio again played a significant role in taking the game to all corners of the country in 2015.

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

In Melbourne, all nine matches each round during the 2015 Toyota AFL

LOYAL FANS

The Western Bulldogs' return to finals action in 2015 for the first time since 2010 was appreciated by their supporters.





Geelong averaged crowds of 24,623 for its eight matches at the revamped Simonds Stadium in 2015.

Premiership Season and all matches in the Toyota AFL Finals Series were broadcast on radio, while every match featuring an AFL club from Western Australia, South Australia, Queensland and New South Wales was broadcast into their respective home states.

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

A gross audience of 1.152 million people per week listened to AFL matches during the radio survey periods 4-6 in 2015 (these being the three survey periods that fall during the six months of the season).

This was slightly down on the gross audience of 1.192 million per week in 2014, due largely to the reduced number of standalone matches.

Through the popular AFL app, the AFL radio broadcast rights holders averaged a unique audience of 46,000 per match-day during the premiership season and 39,000 per match day during the finals series.

This represented an annual growth rate of 25 per cent and 31 per cent respectively.

CLUBS

The Club Services team implemented a new Club Action Plans process with recipient clubs in the first year of a new Competitive Balance Policy. Recipient clubs are those which received increased distributions from the AFL as a form of revenue sharing under the AFL Competitive Balance Policy.

Competitive Balance Action Plans:

- Development of Club Action Plans for recipient clubs and the two expansion clubs.
- Action Plans identify the key initiatives or high-priority issues a club must focus on in the coming 12 months as well as describe a set of funding conditions and reporting requirements these clubs must adhere to.
- The AFL provides support to these clubs in the development of these plans and through ongoing assistance in the achievement of the key initiatives identified. This assistance can include:
 - > Advice in the development of club strategic and operational plans.

- > Analytical and strategic consultation for key transactions or arrangements (ie. new training and administration facilities, stadium agreements).
- > Advice in the development of commercial strategies and implementation of plans (eg. sponsorship support, digital revenue plans, fundraising programs).
- > Provision of benchmarking and best-practice information.
- The AFL also works closely with club management to understand the financial performance of the club and identify and address any risks.
- A number of key initiatives have been achieved across all recipient clubs, including a significant improvement in financial performance:
 - > All recipient clubs achieved an improvement in their underlying profitability.
 - > Aggregate debt across the eight clubs reduced.
- Having reviewed the first year of this process, we expect to make further improvements for 2016, working closer

with clubs to support them in the achievement of their goals.

There was significant work undertaken in relation to stadia:

- Facilitated the review of the Adelaide Oval commercial model, which secured the two South Australian clubs a higher share of stadium income and greater financial security.
- Ongoing support for the two West Australian clubs in their planning for a potential move to the new Perth Stadium, including assistance in their discussions with the State Government over an acceptable user agreement.
- Worked with the Western Bulldogs, the Victorian Government and the City of Ballarat on the redevelopment of Eureka Stadium to host home and away matches in the future.

2016 FIXTURE

The 2016 Toyota AFL Premiership Season fixture remains focused on fairness for all clubs and providing fans with the ability to easily attend our game.

The production of the fixture was overseen by Simon Lethlean in his role as General Manager of Broadcasting, Scheduling and Major Projects before an organisation restructure in August 2015. The 2016 fixture, which again kicks off over Easter with a series of blockbuster matches, contains for the first time a bye between the final round of the home and away season and the first week of the Toyota AFL Finals Series.

The season will continue to operate under a 23-round format, with all clubs to play 11 home and 11 away games. The season structure will have 20 rounds of nine matches and three rounds (13-15) where six matches will be played each week, enabling six clubs to have a bye in each round.

The 2016 Toyota AFL Grand Final will be played on Saturday, October 1.

A standard round in 2016, as part of the AFL's broadcast agreement with the Seven Network and Foxtel/Fox Footy, will continue to feature:

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

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

There will also be five matches played on Thursday nights – one to open the season in round one at the MCG and four in consecutive weeks from rounds 14-17 around the byes for all clubs.

HIGHLIGHTS

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

Key features of the 2016 Toyota AFL Premiership Season include:

- Opening Round to start with a Thursday night match between Richmond and Carlton.
- Round one to continue over Easter with the Sydney Swans to face off against Collingwood at ANZ Stadium on Saturday night and reigning triple

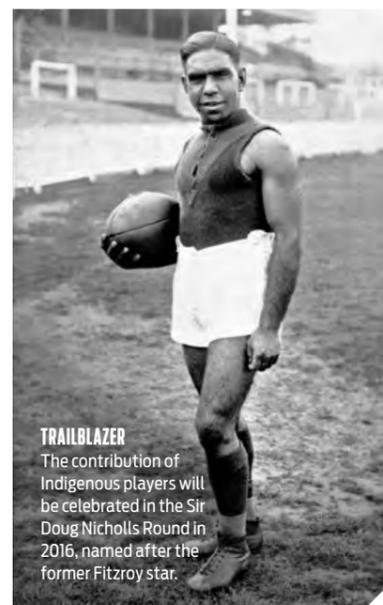
**RESILIENT ROO**

North Melbourne champion Brent Harvey moved into second place on the AFL games list with 409, just 17 behind former Hawk Michael Tuck.

premier Hawthorn and the Geelong Cats to close out the holiday weekend with an Easter Monday blockbuster at the MCG.

- Round two to be highlighted by the Showdown between the Adelaide Crows and Port Adelaide and the Grand Final rematch at the MCG between Hawthorn and West Coast.
- A first Friday night match in Tasmania when North Melbourne hosts Richmond at Blundstone Arena in round 11.
- A Sunday night match on Anzac Day eve between MCG co-tenants Melbourne and Richmond.
- The GWS Giants to host three matches at Canberra's Manuka Oval, in rounds two, four and 19, against the Geelong Cats, Port Adelaide and Richmond.
- Melbourne to host two matches in the Northern Territory, against Port Adelaide in round 10 in Alice Springs and Fremantle in Darwin in round 16.
- The match between the Western Bulldogs and Gold Coast Suns at Cazalys Stadium in Cairns will take place on Saturday night in round 17.
- Sir Doug Nicholls Round, to celebrate the contribution of Indigenous players to the game, to be celebrated in round 10, highlighted by the showpiece Essendon v Richmond Dreamtime at the 'G match on the Saturday night.
- Multicultural Round to be celebrated in round 16.

The AFL has again utilised the 'weighted rule' in constructing the 2016 fixture to address the issue of on-field equity for all clubs. The final ladder from the

**TRAILBLAZER**

The contribution of Indigenous players will be celebrated in the Sir Doug Nicholls Round in 2016, named after the former Fitzroy star.

**CROWD-PLEASER**

Collingwood star Dane Swan laps up the applause of Magpie fans in the Anzac Day clash against Essendon. It was the most watched game in 2015, drawing a television audience of 1.399 million.

previous season has been grouped into the top six teams, middle six teams and bottom six teams in order to manage the equality of double match-ups while also ensuring our venue and broadcast obligations are met.

The fixture aims to enable fans to access the game in strong numbers and provide all clubs with the opportunity to contest the finals, while continuing to reaffirm our sport as the No. 1 code in the country.

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

PEOPLE

The AFL over the past 12 months has continued its strong focus on investing in our people and our culture.

A wide range of initiatives has been positively embraced by our workforce which has grown to more than 650 nationally. These have included recognition and reward, embedding our values, engagement, professional development, technology, diversity and employee volunteering.

Our aim is to bring out the best in our people so we can deliver to our fans and the community the greatest game in Australia.

BUILDING A HIGHLY ENGAGED TEAM

At the AFL, we know that having a highly engaged workforce leads to strong business performance.

Our *vibe* employee survey conducted in September provided a great insight into how we are tracking as an organisation – what we are doing well and what we need to continue to build on and improve.

Our people told us we have made great progress over the past 12 months, with results showing they are optimistic about the future and feel we are investing more in their development and career than ever before.

The survey indicated we have become better at celebrating our wins along the way and keeping our people informed about the ever-changing landscape of our industry.

Our People Plan for 2016 will focus on the areas our people told us are more important to them.

A WORKPLACE WHERE DIFFERENCE IS VALUED

In 2015, the AFL made a strong commitment to improve the diversity of our workforce and promote a more inclusive culture where we fully embrace difference in our people's backgrounds, experiences, views and ideas to achieve better outcomes for our game.

A key focus on and off the field has been improving our gender diversity and in 2015 AFL CEO Gillon McLachlan was appointed as a Victorian Male Champion of Change. The program aims to have our leaders step up beside women to achieve a significant and sustainable increase in the representation of women in leadership and non-traditional careers.

As a Champion of Change, McLachlan has led several initiatives including 'listen

and learn' sessions to understand our challenges and opportunities. We also delivered our inaugural AFL Industry Female Talent Programs. The two programs targeted our talented middle and senior female leaders to support their development and build a stronger pipeline to executive level roles.

EMPLOYEE VOLUNTEERING PROGRAM

'V for 2', the AFL's Employee Volunteering Program, began in 2015 with the program providing a great opportunity for our people to spend two days each year connecting with the community by volunteering their support and expertise to our associated partners that make such a significant, positive impact on the lives of our fans and the broader community.

EMBEDDING OUR VALUES

It has been 12 months since the AFL launched its new values as part of our commitment to creating a values-based culture.

At the AFL we value:

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

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

Play with Passion: We love what we do. Passion, energy, fun and perseverance is

at the heart of our sport and drives how we work.

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

Our people have embraced our values and they are now embedded in everything we do. This includes how we recruit new people, manage performance, identify talent and reward success. Importantly, our values have also created a common language that sets expectations for what it means to be a member of the AFL team.

BUILDING WORLD-CLASS LEADERS

This year we have invested significantly in developing our leaders. More than 100 of our 'People Leaders' participated in our Leadership Essentials Program. The program focused on building personal and organisational leadership, including understanding their style and impact on team members, the mindset of a leader, strategy, culture and leading change.

GRAEME SAMUEL SCHOLARSHIP

Rosie King from the Geelong Football Club and Ameet Bains from the St Kilda Football Club were announced as joint recipients of the Graeme Samuel Scholarship in 2015.

JILL LINDSAY SCHOLARSHIP

AFL Queensland Statewide Auskick coordinator Emily Wastle was awarded the 2015 Jill Lindsay Scholarship at the seventh Women's Industry Lunch in May.

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

In recognition of her outstanding service, the AFL Commission created the annual Jill Lindsay Scholarship to be awarded to the female graduate with the most potential to come through the AFL SportsReady program.

Before being appointed statewide Auskick coordinator, Wastle was the Queensland AFL SportsReady Trainee of the Year in 2012 and has completed Certificates II and III in Community Recreation and a Certificate IV in Business.

Wastle, 22, spent two years working as the development coordinator in the Brisbane South region and was responsible for the diversity portfolio that engaged more than 2000 participants with an Islamic background in her regional area. Wastle also coached the women's under-17 regional program and was assistant coach at the state under-16 championships.

She is completing a Bachelor of Business Management and Human Resources at Griffith University.



WINNING SMILE
AFL Commissioner Sam Mostyn presents Emily Wastle with her award.



SAINTS ALIVE

Josh Bruce finished with 50 goals as St Kilda continued to make strides on and off the field, including signing a deal to return to its spiritual home at Moorabbin.

The scholarship is awarded by the AFL Commission in recognition of Graeme Samuel's contribution to the game as one of the original AFL Commissioners and a person who played an invaluable role in the strategic direction of the AFL competition over two decades.

The award is \$20,000 for future study or professional development.

King is the General Manager People and Culture at Geelong. She joined the Cats in 2010, having held senior management roles in the commercial, not-for-profit and government sectors, including Sport New Zealand.

Bains is the Chief Operating Officer and General Counsel at St Kilda. He has been leading substantial change at the Saints – overseeing stronger governance and integrity processes, restructuring the club's player payments and developing a new focus on international player recruitment.

STADIUM INFRASTRUCTURE

Having high quality and state-of-the-art facilities that cater for our fantastic supporters is a priority of the AFL. The AFL continues to work with all levels of government to progress major stadium projects across Australia.

PERTH STADIUM

The West Australian Government is in the process of building a new multi-purpose stadium on the Burswood Peninsula, due for completion by the start of the 2018 AFL season.

The new Perth stadium will hold around 60,000 people.

The WestStadium consortium (led by Brookfield-Multiplex) is undertaking the financing, design and construction of the stadium and will also maintain many of the elements of the stadium for a period of 25 years.

The AFL and the two WA AFL clubs have been working with the WA Government and the WestStadium consortium to ensure all elements of the new stadium are best practice for AFL matches.

A joint football working group comprising the AFL and WA AFL clubs is working closely with WA Government officials to develop an acceptable user agreement which will govern access to the new stadium for AFL matches and events.

BLUNDSTONE ARENA

The redevelopment of Blundstone Arena in Hobart was completed in time for the 2015 ICC Cricket World Cup. The first AFL match played with the new stand operational was the sold-out North Melbourne v Richmond match in round six. The match attracted a crowd of 17,544, which was a record for the venue.

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

A large part of the redevelopment was the construction of the new Ricky Ponting Stand, which comprised new facilities for players and coaching staff of cricket and AFL, state-of-the-art media and officials' facilities, new function rooms and suites and undercover seating for the general public.

The redevelopment also included a new gate entry at the southern end and other improvements to catering and toilet facilities for the general public.

ETIHAD STADIUM

In 2015, Etihad Stadium opened its new coaches boxes in place of the original coaches boxes built in 2000. The boxes were greatly appreciated by all AFL clubs who used them and featured more space for coaches and staff, better view lines and best-practice information and communication technology.

Etihad Stadium also unveiled its new IPTV system and public Wi-Fi system. This \$12 million investment featured more than 1200 new TV screens and free venue-wide publicly available Wi-Fi for patrons, helping improve the fan experience at the venue.

SIMONDS STADIUM

The Stage Four development of Simonds Stadium is underway, with the \$89 million project due for completion in the first half of 2017. The development includes the demolition of the existing Brownlow and Jennings stands and the construction of new grandstands which will hold around 6500 patrons and incorporate match-day, corporate and media facilities. The development will also include new football department training and administration facilities for the Geelong Football Club and Sunrise Centre incorporating rehabilitation facilities for the Geelong community.



STATE-OF-THE-ART
The planned new Perth Stadium on the Burswood Peninsula will hold around 60,000 people.

The project is majority funded by the Victorian State Government (\$75 million), with the balance being supplied by the City of Greater Geelong, Geelong Football Club and the AFL. Kane Constructions has been appointed as the managing contractor on site.

EUREKA STADIUM

The planning for the development of Eureka Stadium in Ballarat is underway. This development, which is funded by the Victorian State Government, will allow the stadium to host Western Bulldogs home matches from 2017.

The project will increase the capacity of the venue to around 11,000, including about 5000 seats. The development will include the resurfacing of the playing field, new playing field lighting and new LED videoboard.

AFL CLUB TRAINING AND ADMINISTRATION FACILITIES

A number of AFL clubs are in the process of developing new training and administrative facilities, which will be long-term homes for their players and staff.

In Western Australia, Fremantle is developing a new home base in the City of Cockburn, which is due for completion in 2016, while the West Coast Eagles are planning to move their headquarters to

Lathlain Park in the town of Victoria Park, sharing facilities with the Perth Football Club and broader community.

The Gold Coast Suns are developing a new facility as part of the Gold Coast Indoor Sports Centre, which forms part of the infrastructure being developed for the 2018 Gold Coast Commonwealth Games.

St Kilda is returning to its spiritual home at Moorabbin Reserve as part of a large redevelopment that will see the club share facilities with the local football community, including the Sandringham Dragons, Southern Football Netball League and Southern Metro Juniors Football League.

In 2015, Collingwood opened its new Glasshouse facility adjacent to Bob Rose Oval. The Glasshouse will augment the club's existing operations and be open to the local community.

All these projects outlined above have received one or more of federal, state or local government funding and the AFL is grateful for this support which helps make these important community projects a reality.

STRATEGY

As the AFL approaches the final year of the five-year strategic plan, the Strategy team has led or supported significant work to start planning for the future.

In addition to the business planning functions performed by the Strategy department, the team also supported a range of major strategic projects for the industry.

Major industry strategy projects:

- Commercial valuation and negotiation support for next broadcast rights deal worth \$2.508 billion over 2017-22.
- Evaluation of various commercial and equity ownership opportunities for the industry.
- Commercial valuation and negotiation support for corporate sponsorship agreements with our major partners.
- Development of a new points-based bidding system for Father-Son and club Academy draft picks at the 2015 National Draft.
- Supported development of the Future Directions of Australian Football review with Game Development, AFL clubs and community football stakeholders.

Future investment planning:

- Development of an overview of industry finances, strategic outcomes achieved and financial challenges faced for key meetings with AFL club presidents and CEOs.
- Development of framework to develop the future investment model and address needs of all

industry stakeholders together – clubs, fans, community, competition, infrastructure and players.

- Review of AFL investment in community facilities development and the future of the AFL Community Facilities Development Reserve (FDR).

Customer data strategy:

- Pilot development of a new Customer Data Warehouse to better manage participant, membership, ticketing, digital and fan data and analytics.
- New services agreement with Fox Sports Pulse to provide technology and data services and support broader development of an industry customer data strategy.
- Engagement of customer relationship management and technology experts to assist development of the industry customer data strategy.

Planning and support functions:

- Managed annual strategic planning processes with the AFL Commission, Executive and senior managers.
- Facilitated discussion of key strategic and other industry issues at AFL Commission, AFL Executive, club CEOs/presidents and state CEO meetings.
- General business planning support for the AFL Commission, CEO and Executive.



3

FOOTBALL OPERATIONS

MARK EVANS
GENERAL MANAGER

It was a challenging but successful year for the AFL's Football Operations Department which implemented changes to key processes and policies.

The AFL's Football Operations Department successfully introduced major changes to the game's disciplinary system around the Match Review Panel and the Tribunal for the 2015 Toyota AFL Premiership Season.

These changes were introduced primarily to simplify the understanding of the game's judiciary process for all members of the football community.

Over the past 12 months, the Level Four Coaching Program for leading coaching candidates was significantly expanded and department staff had central roles in major changes around the competition rules relating to Father-Son and Academy Player bidding at the National Draft, the trading of future draft selections and key Laws changes.

In close consultation with the AFL Players Association, the game's world-leading Illicit Drug Policy was significantly revamped, with major changes announced after the end of the 2015 premiership season.

The Football Department is primarily responsible for the operation of the elite AFL competition and staff responded strongly in difficult circumstances to the unprecedented cancellation of a game in 2015, following the tragic death of Adelaide Crows coach Phil Walsh.

The death of a serving senior coach shocked all parts of the Australian sporting community and the football department was required to ensure the AFL competition could appropriately grieve for the loss of Walsh while displaying the professionalism required for the season's remaining matches to continue. →

DOCKER DYNAMO

Livewire small forward Michael Walters led the goalkicking as Fremantle finished the home and away season on top of the ladder for the first time.

TRIBUNAL/ MRP CHANGES

The AFL Commission approved changes to the operation of the Match Review Panel and AFL Tribunal for the 2015 Toyota AFL Premiership Season, designed largely to simplify the understanding of the game's judiciary process for all members of the football community.

The key changes included:

- All offences categorised as fines or matches of suspension, no longer using any reference to base demerit points.
- The elimination of carryover points on any offence.
- Conduct graded in two categories only – intentional or careless.
- The MRP to issue fines, two-match and three-match suspensions, with more serious offences referred to the Tribunal.
- Simplification of the Bad Record provisions, with a maximum addition of one extra match of suspension on a penalty.
- Retention of discounts for early pleas (lowering of fines or one-match suspension reduction), but removal of automatic good record provision.
- Brownlow Medal eligibility based around whether a player was suspended/not suspended for a match in any particular home and away season.



IN THE BOOK
Fremantle defender Alex Silvagni has his number taken in round 20 against West Coast.

- Introduction of fines for low-level offences, but with suspensions imposed for repeat third offenders within a season.

Four new MRP members were named to the weekly operation of the review of all games – Luke Ball, Nathan Burke, Michael Christian and Brad Sewell, who could call on four premierships and nearly 900 games of AFL experience between them.

The operation of the panel was that three of the four members would rule on incidents each week, with the make-up of the panel regularly altering through the season. A chairman was not appointed, with a majority 2-1 or 3-0 ruling on each incident to determine whether a charge was laid.

Daniel Harford, Shane Wakelin and Paul Williams also joined the Tribunal jury as new members, as part of the rotation of members to sit on any cases taken to hearings through the season.

In 2016, the guidelines for dangerous tackles will enforce a stricter definition of dangerous tackles which cause forceful high contact and the following changes will also be made:

Appeal Grounds – A 'manifestly inadequate' sanction or classification will be available as appeal grounds. This has been introduced after the AFL considered it could not appeal a suspension that was deemed too low, whereas a player or club retained the right to appeal a suspension that was deemed too high.

Impact Guidelines – The wording around the potential to cause serious injury will be expanded to include intentional head-high strikes and high bumps with significant head contact and/or player momentum.

Contact With An Injured Player – This will be deemed as a fixed financial sanction on the table of offences.

AFL TRIBUNAL SUMMARY

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Charges	137	150	128	147	159	178	236	157	183	196
Tribunal hearings	32	42	22	35	25	15	25	15	15	11
No. of cases not sustained	11	12	6	15	5	3	8	2	5	1
Appeals	4	1	0	3	0	1	1	0	2	0
No. of players accepting prescribed penalty	105	108	106	112	134	163	211	142	168	185
% of players accepting prescribed penalty	77%	72%	83%	76%	85%	92%	89%	90%	92%	97%
No. of players suspended	45	37	41	43	51	47	59	59	55	36
Matches lost through suspension	71	71	77	68	86	72	112	104	75	57
Fixed financial sanctions (\$)	66,900	114,800	65,700	101,700	77,300	92,600	159,850	93,550	96,350	95,000
Low-level financial sanctions (\$)	-	-	-	-	-	-	-	-	-	77,500
Reprimands	36	38	31	29	42	47	41	33	41	-

The previous Tribunal system operated from 2005-14. The revised Tribunal system was introduced for the 2015 season.

ILLCIT DRUG POLICY

A revised Illicit Drugs Policy was announced after the end of the 2015 season, after wide-ranging discussions through the year between the AFL and AFLPA, medical officers and AFL clubs.

- Enhanced player education and counselling programs – to help players with meaningful and lasting behavioural changes.
- Appropriate system of medical interventions as required – delivered by the AFL Medical Officer, AFL doctors and medical experts.
- Opportunity for players to modify behaviour at first detection – interventions at this stage do not involve a playing or financial sanction but trigger education and counselling programs, along with target testing.
- Stricter set of consequences for players who fail to modify their behaviour – public suspension and fine after second detection.
- Increased club involvement – clubs informed earlier and greater involvement in education and counselling programs.
- Urine testing and year-round hair testing – urine testing to determine consequences; hair testing to monitor behaviour and direct target testing and education programs.
- No public release of results – the AFL will no longer release the results of illicit drug testing.
- Self-notification – players will be permitted one self-notification, allowed only if they have not previously been identified under the Illicit Drugs Policy.
- Players in the AFL's Talent Pathway programs will also undergo testing with detections of an illicit substance to be communicated to the respective club doctor once drafted.

Interventions and consequences are as follows:

- First detection: \$5000 financial sanction (suspended) and compulsory counselling and education programs.
- Second detection: Four-match suspension and \$5000 sanction imposed. Club notified and the suspension confirmed publicly.
- Third detection: 12-match suspension. Where a player is deemed as acting outside the spirit of the policy by failing

to comply with the prescribed program or demonstrating risky behaviour, clubs may also be notified.

These changes were agreed between all parties to reflect the continued evolution of the IDP, acknowledging the complex nature of illicit drug use while striking a balance between protecting the health and wellbeing of players and providing appropriate deterrents and controls to shift player behaviour.

The AFL wishes to restate for the record that AFL-listed players agree to a regime of testing and sanctions for illicit drug taking above and beyond the testing for performance-enhancing drugs, as part of their responsibility as a professional athlete.

The game continues to enact this policy, when many sports have no version of a policy in operation, because the AFL industry understands the threat of illicit drugs to players' health and wellbeing, and we also believe the privilege of playing AFL comes with a responsibility to the club and to the game.

TRANSITION TO NEW SYSTEM

- Players with one detection more than two years old (with no further positive tests) will enter the new system with no detections.
- If a player is on two detections, his next detection will result in four-week suspension and the \$5000 fine.
- If a player is on one detection, the next detection will be a \$5000 fine, plus the club informed but no suspension.

NAB AFL ACADEMY HEAD COACH

Brenton Sanderson was appointed from a high-quality field of applicants to guide the overall development of the elite teenage players in the country as they prepared for possible AFL careers.

Sanderson played 209 games for the Adelaide Crows, Collingwood and Geelong between 1992-2005, before taking on assistant coaching roles at Port Adelaide (2006) and the Cats (2007-11) and the senior coaching job at the Crows for the 2012-14 seasons.

As the NAB AFL Academy head coach, Sanderson's primary role was to oversee the development and training path of the elite junior players selected from the NAB AFL Under-18 and NAB AFL Under-16 Championships, with two major priorities

around match-specific coaching to assist the on-field development of young talent and off-field education to ensure they can thrive in an AFL club environment.

LEVEL FOUR SENIOR COACH PROGRAM

The AFL introduced its Level Four Program in 2015 to prepare highly rated assistant coaches for a potential head coach position at an AFL club with concentrated mentoring and development work, beyond the existing Level Three Program.

John Barker (Carlton), Brendon Bolton (then Hawthorn), Blake Caracella (Geelong), Stuart Dew (Sydney Swans), Simon Goodwin (Melbourne), Robert Harvey (Collingwood), Adam Kingsley (St Kilda), Simon Lloyd (then Fremantle) and Matthew Nicks (Port Adelaide) were the leading contenders in a high-quality field of applicants who sought to be part of the program.

The selection process involved an extensive application, peer and senior coach review and an interview conducted by a combination of highly regarded coaches and CEOs. Former AFL coach Peter Schwab and 2006 West Coast premiership coach John Worsfold were joined by Socceroos coach Ange Postecoglou, leading hockey coach Ric Charlesworth and club CEOs Trevor Nisbett (West Coast), Greg Swann (Brisbane Lions), Peter Jackson (Melbourne) and Brian Cook (Geelong).

The course centres around four key components – core coaching modules, an individual learning plan, a program for high-impact leadership and individual coach mentoring. The core modules address areas including rules, regulations, governance, integrity, government relations and the economy of the game. Other modules address quality coaching practice, strategic communications, media training and ethical leadership.

Four mentor coaches are involved with the program – Neale Daniher (football), Ric Charlesworth (hockey), Cliff Mallett (athletics) and John Buchanan (cricket). Worsfold was also involved as a mentor before his appointment as an assistant with the Adelaide Crows.

The current group of coaches will continue into the second year of the program and a new group will start in February 2016.

AFL UMPIRING DEPARTMENT

The 2015 season was a success for the umpiring department. A 14 per cent decrease in error rate, as judged by the umpires' coaches, was a great result. The introduction of a redefining and tighter interpretation of holding the ball was universally applauded by the football world.

A mid-season change in interpretation of the driving with the head rule was challenging, but the result for player safety was a highlight of the year.

A new structure in goal and boundary coaching led to a more national approach, which saw all but one state represented in finals. A greater emphasis on boundary throw-ins led to a marked improvement while goal umpiring across Australia continued to be of a very high standard.

An extensive four-umpire trial saw eight games in the NAB Challenge and seven premiership season games with an extra umpire on the ground. The trial was a success with the system putting umpires in better positions in a less-fatigued state. GPS figures showed a dramatic reduction in high-end running, meaning umpires should not be forced out of the game due to physical limitations were the system introduced.

The need for a far greater number of umpires to be listed has meant the system will not be introduced in 2016. A fast-tracking development program has been introduced for umpires just below AFL level, with a view to them being ready

to fill the required spots were the system to be introduced in 2017.

The Score Review System saw 35 decisions overturned that would have been errors, of which eight were initiated by the score review official. The time taken for each review was reduced from an average of 30 seconds in 2014 to 20.5 in 2015. There were four errors made out of 143 reviews. While the goal is to have no errors, the number of corrected decisions was rated as a success in 2015.

2015 GRAND FINAL UMPIRES

FIELD

Matt Stevic, Jeff Dalglish, Brett Rosebury

Emergency: Ray Chamberlain

BOUNDARY

Nathan Doig, Matthew Tomkins,

Ian Burrows, Chris Gordon

Emergency: Michael Marantelli

GOAL

Chris Appleton, Adam Wojcik

Emergency: Luke Walker

MILESTONES

100 GAMES

Sam Hay (F), Jeff Dalglish (F), Brett Dalglish (B), Cameron Ward (B), Michael Marantelli (B), Tim Morrison (B), Drew Kowalski (B), Dale Edwick (G), Stephen Williams (G), Tristan Symes (G)

200 GAMES

Ian Burrows (B), Nathan Doig (B), Luke Walker (G), Jason Venkataya (G), Chris Appleton (G)

300 GAMES

Justin Schmitt (F), John Morris (B)



GRAND SEASON
Jeff Dalglish capped a memorable 2015, in which he celebrated his 100th game, by umpiring his first Grand Final.

INTERNATIONAL RULES

Australia played Ireland in a one-off Test for the 2015 International Rules Series at Croke Park in Dublin on November 21, with Ireland proving successful by four points in a closely fought contest.

The 2015 series came on the back of last year's successful meeting between the two countries in Perth, which Australia won, before Ireland regained the Cormac McAnallen Trophy on home soil.

Selection for the Australian team was only open to players who had earned All-Australian selection through their AFL career, with the coaching staff led by Alastair Clarkson, Chris Scott and Ross Lyon.

The 2015 Virgin Australia International Rules squad was: Hayden Ballantyne (Fremantle), Eddie Betts (Adelaide Crows), Grant Birchall (Hawthorn), Luke Breust (Hawthorn), Patrick Dangerfield (Adelaide Crows, now Geelong Cats), Dustin Fletcher (Essendon), Andrew Gaff (West Coast), Brendon Goddard (Essendon), Robbie Gray (Port Adelaide), Dyson Heppell (Essendon), Luke Hodge (Hawthorn), Sam Mitchell (Hawthorn), Leigh Montagna (St Kilda), David Mundy (Fremantle), Robert Murphy (Western Bulldogs), Nick Riewoldt (St Kilda), Tom Rockliff (Brisbane Lions), Jarryd Roughead (Hawthorn), Nick Smith (Sydney Swans), Jake Stringer (Western Bulldogs), Harry Taylor (Geelong Cats), Easton Wood (Western Bulldogs).

Harry Taylor won the Jim Stynes Medal as Australia's best player in the 58-54 loss.

LAWS OF THE GAME

The AFL Commission has approved a reduction in the cap on interchange rotations for the 2016 Toyota AFL Premiership Season, after a recommendation from the Laws of the Game Committee at the end of the 2015 season.

The use of the substitute player will be removed, returning to four interchange players, while the cap will be lowered to 90 rotations a match. Clubs will also be allowed any changes made at quarter breaks (up to 12 across the three breaks), while forced blood rule, head injury assessment and stretcher changes will not count as part of the rotations.

The interchange cap had been introduced for the 2014 season for an initial two-year trial, set at 120 rotations a match across three interchange players, with one player being used as a substitute in case of injury.

In 2016, the cap will continue to not have any quarter-by-quarter restrictions, with the use of the 90 interchange rotations a match to be managed as each club sees fit across the entirety of a game.

It was the AFL view the interchange cap over the past two years had allowed clubs to transition back to 2010 levels of interchange numbers.

The AFL Commission approved a minor change to the Laws for 2015 whereby the umpires would be able to call for a score review if a goal umpire interfered with a scoring play.

Under the Law as previously written, play-on was the correct call for any instance where the ball hits a goal umpire. This was altered to provide a common sense way of dealing with these rare situations by the umpires halting play and determining whether a goal umpire had prevented a certain score, with the wording allowing the goal and field umpire to determine what score they believe would have resulted had the ball not hit the goal umpire.

The Commission also approved several changes to interpretations around the Laws of the Game for the 2016 Toyota AFL Premiership Season:

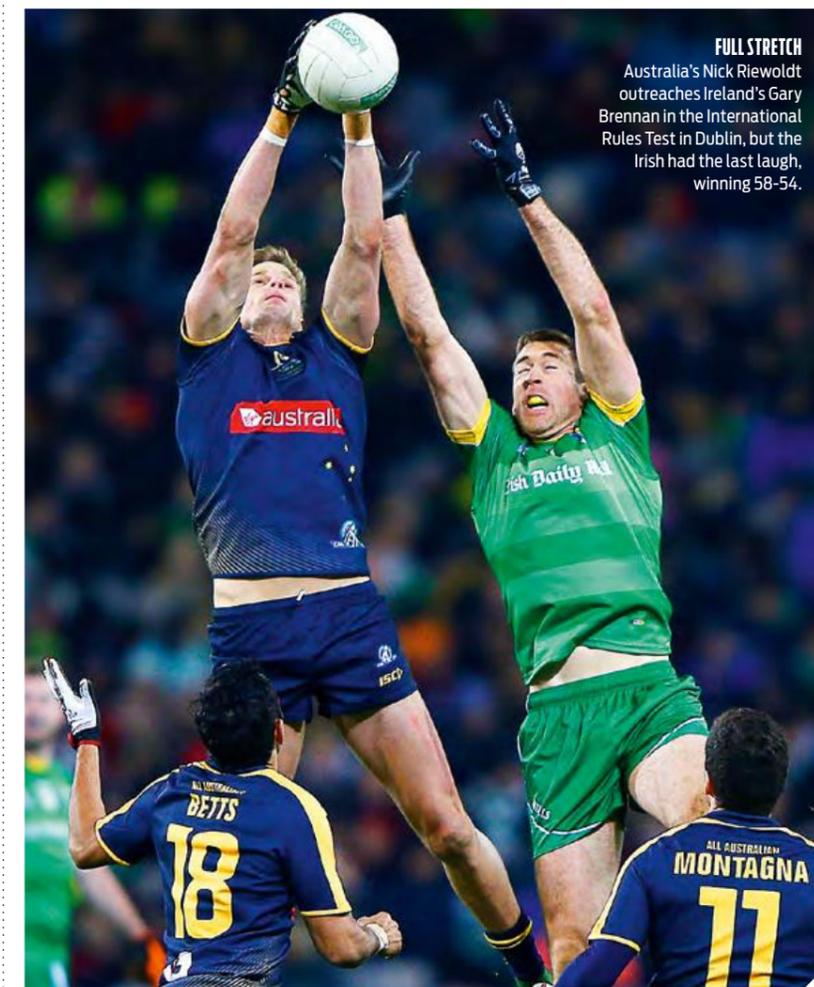
Dangerous Tackles – Umpires will be giving a stricter adjudication of tackles with a lifting, slinging or rotating technique, while the MRP guidelines will enforce a stricter definition of dangerous tackles which cause forceful high contact.

Protected Area – Size of the protected area around the mark to be increased.

Boundary Line Play – A stricter interpretation of deliberate out of bounds will be enforced.

CONCUSSION

The AFL Injury Survey continues to measure and define concussion as an instance whereby a player is required to miss a match. In 2011 and 2013, the AFL revised its Concussion Management Guidelines to reinforce a more conservative approach to concussion management and the injury data appears to indicate the more conservative approach.



FULL STRETCH
Australia's Nick Riewoldt outreaches Ireland's Gary Brennan in the International Rules Test in Dublin, but the Irish had the last laugh, winning 58-54.

Because of the historical deficiencies of the established concussion data, due to the definition requiring missed games, the AFL also has a separate ongoing concussion incidence project that overcomes this gap and includes all concussion cases from AFL matches whether a game was missed or not.

Results from this study between 2011-14 have shown consistent average concussion rates of 6-7 per club per year. Approximately 30 per cent of these incidents arise from marking contests, contested ball and tackling, with the remaining 10 per cent from bumping. The incidents are evenly spread across the four quarters of a match.

The AFL further updated its concussion protocols with the introduction of the use of a sideline Head Injury Assessment Form, created in conjunction with experts and club doctors. The form provides greater clarity for club doctors to identify symptoms or conditions that automatically exclude a player from returning to a match, such as:

- Loss of consciousness after a heavy hit or fall.
- Tonic posturing (player's arm(s) stiffening after impact).
- An unprotected fall (where the player 'rag-dolls').
- The form also identifies symptoms or conditions that require further assessment to clear a player of concussion before returning to a match.

AFL ANNUAL INJURY SURVEY

The 2014 Injury Survey showed a substantially reduced injury incidence for the 2014 Toyota AFL Premiership Season, compared with the previous year, stating: "Season 2014 was a successful season in terms of injury outcomes, with lower injury incidence and prevalence than in recent years."

There was also a reduced injury prevalence with a higher rate of players available to also play at state league level.

There was a lower incidence of serious ACL injuries in 2014, particularly early in the season, but a higher rate of foot stress



TAKING FLIGHT

AIS Academy youngster Callum Ah Chee soars for a spectacular mark against the Northern Blues at the MCG. The West Australian was drafted No. 8 by the Gold Coast Suns.

AFL INJURY SUMMARY

ALL INJURIES	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Incidence (new injuries per club per season)	34.1	34.8	35.3	34.0	34.6	36.9	37.8	38.7	38.4	38.1	41.5	36.1
Incidence (recurrent)	4.6	3.7	4.8	4.1	5.6	5.4	3.6	4.7	3.6	3.6	5.1	4.4
Incidence (total)	38.7	38.5	40.1	38.2	40.3	42.3	41.4	43.3	42.0	41.7	46.6	40.8
Prevalence (missed games per club per season)	118.7	131.0	129.2	138.3	146.7	147.1	151.2	153.8	157.1	147.7	158.1	146.0
Average injury severity (number of missed games)	3.5	3.8	3.7	4.1	4.2	4.0	4.0	4.0	4.1	3.9	3.8	4.0
Recurrence rate	14%	11%	14%	12%	16%	15%	10%	12%	9%	9%	12%	12%
Clubs participating	16/16	16/16	16/16	16/16	16/16	16/16	16/16	16/16	17/17	18/18	18/18	18/18
Average players per club	42.2	42.8	43.3	43.9	44.2	44.6	46.1	46.4	46.9	46.7	45.4	45.1
Interchange players	4	4	4	4	4	4	4	4	3/1	3/1	3/1	3/1 (120 cap)

fractures. There were ongoing lower rates of hamstring, quadriceps and groin injuries whereas calf injuries reduced in 2014 compared with the previous three seasons but were still higher than previous seasons.

The injury incidence (number of new injuries per club per season) for 2014 was 36.1, a 13 per cent decrease from 2013. Injury prevalence was 146.0 missed games per season, an eight per cent decrease from 2013 and more in keeping with rates of the mid-late 2000s.

In 2014, the 'average' status of a club list of 45 players in any given week was: 35 players playing with 22 of them in the AFL; 7-8 missing through injury; and 2-3 missing due to other reasons (such as suspension, being used as a travelling emergency, team bye in a lower grade, etc).

DAINGEROUS TACKLES

Through the 2015 season, the Football Operations Department formed a view that a stronger position needed to be taken on sling/dangerous tackles after two high-profile incidents in-season involving a Jay Schulz tackle on Ted Richards and a Bryce Gibbs tackle on Robbie Gray.

The tackles were adjudged differently by the game's judiciary with only Gibbs being suspended and the MRP was then instructed to give greater consideration to the player being placed in a vulnerable position, particularly involving the pinning of the arms. A player retained the opportunity to defend his position at the Tribunal if he did not agree with the assessment of his action.

Dangerous tackling techniques will be further discouraged in 2016 by paying free kicks for lifting, slinging, driving or rotating tackles with excessive force, and further penalising these actions via the Match Review Panel when they result in forceful high contact.

Regarding the Match Review Panel, a stricter adjudication of what constitutes a dangerous tackle is to be implemented. This includes an expansion of the current guidelines to consider forceful rotating tackles or situations where the player being tackled is in a vulnerable position (ie. arms pinned) with little opportunity to protect himself.

STADIUM SAFETY REVIEW

The AFL audited all its stadiums for player safety and conducted a full perimeter check of all venues after an issue involving Hawthorn's Jarryd Roughead in the match at ANZ Stadium against the Sydney Swans.

Roughead came into contact with bolts in the concrete in the drainage area next to the fence after sliding through the goal area during play. The AFL acknowledged this was not acceptable for the players in the match and its inspections of surrounds adjoining the playing surface were immediately upgraded at all venues across the competition.

PHIL WALSH

The tragic loss of Adelaide Crows coach Phil Walsh required sensitivity and strong leadership from the Football Operations staff during a time of shock and grief for the entire competition.

After immediate consultation with the Adelaide Crows and Geelong Cats football clubs (who were due to play that weekend), the players association and the wider industry, the round 14 match scheduled for the Adelaide Oval was abandoned.

This was a decision of the competition, as the AFL held the view that it was not fair to ask the teams to play in these circumstances. It was decided the premiership points would be split between the two clubs, as per the AFL rules, while

the remaining seven games of the round that had not yet been played went ahead.

A move initiated by Hawthorn's Alastair Clarkson, and supported by Collingwood's Nathan Buckley, for the rival teams to come together in the centre circle after the Friday night match at the MCG was then adopted by all other teams who played that weekend, and the following weekend's match in Perth when the Crows returned to the field to play West Coast.

ESSENDON FOOTBALL CLUB PRE-SEASON PLAYER CONCESSIONS

Essendon participated in the 2015 NAB Challenge with revised conditions for its playing list, as a number of players served provisional suspensions at the time relating to the ongoing ASADA case.

Essendon was allowed to use players from its VFL list and players from other state league teams to enable it to field a team. A total of 13 players were given approval to play in matches for Essendon in the NAB Challenge after signing short-term contracts with the club – Mitch Brown (previously listed with the Geelong Cats), Mitch Clisby (previously listed with Melbourne), Josh Freezer (Essendon VFL), Aaron Heppell (Essendon VFL), Clinton Jones (previously listed with St Kilda), Anthony McDonald-Tipungwuti (Essendon VFL), James Magner (previously listed with Melbourne), Marcus Marigliani (Essendon VFL), Sam Michael (previously listed with the Brisbane Lions), Jared Petrenko (previously listed with the Adelaide Crows), James Polkinghorne (previously listed with the Brisbane Lions), Jordan Schroder (previously listed with the Geelong Cats) and Sam Tagliabue (Essendon VFL).

CLUB ACADEMIES – PLAYER DRAFT NOMINATIONS

A total of 25 players were nominated under the provisions of the Club Academies Rule as draft-eligible players for the 2015 NAB AFL Draft, held in Adelaide.

For a player to be included as a draft-eligible Club Academy Player for any of the Brisbane Lions, Gold Coast Suns, GWS Giants or Sydney Swans, the player must have represented either New South Wales or Queensland at any underage national football championships in that year or any other competition as determined by the AFL.

Brisbane Lions – Mabior Chol (Brisbane Lions Academy), Eric Hipwood (Aspley AFC), Ben Keays (Redlands), Corey Wagner (Aspley AFC), Nick Weller (University of Queensland AFC), Reuben William (Wilston Grange).

Gold Coast Suns – Didymus Blanket, Robert Blood (Southport Sharks), Dyson Budarick (Labrador), Jesse Joyce (Palm Beach), Max Spencer (Palm Beach), Connor West (Labrador).

GWS Giants – Jock Cornell (Mangoplah-CUE), Nick Coughlan (Albury Tigers), Matthew Flynn (Narrandera), Harrison Himmelberg (Mangoplah-CUE), Jacob Hopper (North Ballarat Rebels), Jack Irvine (Temora), Matthew Kennedy (Collingullie), Lachlan Tiziani (Albury).

Sydney Swans – Darcy Baron-Hay (North Shore), Lachlan Behagg (Manly Giants), Ryan Hebron (North Shore), Callum Mills (Mosman Swans), Matthew Wilson (Maroubra).

A total of 13 players were subsequently taken at either the NAB AFL Draft or NAB AFL Rookie Draft – Mabior Chol, Eric Hipwood, Ben Keays, Corey Wagner, Reuben William, Callum Mills, Jacob Hopper, Matthew Kennedy, Harrison Himmelberg, Matthew Flynn, Jock Cornell, Nick Coughlan and Jesse Joyce.

UMPIRING DEVELOPMENT

A 15 per cent increase in overall umpiring numbers was the highlight in a year of significant progress for umpiring development. The AFL had a strong focus on implementing initiatives that have led to the increased recruitment and retention of umpires at all levels of the game.

GET IN THE GAME

The new umpiring recruitment campaign was launched during the NAB Challenge, focused on the feeling of being in the centre of the action. A simplification of the umpire registration process ensured massive numbers taking up umpiring for the first time in 2015.

UMPIRING DIVERSITY

Designed to increase the number of indigenous, multicultural and female umpires nationally, an Umpiring Diversity Advisory Council was formed in 2015. These academies introduced the life skills that high school students from diverse backgrounds can learn by being involved in umpiring. In addition, two talented multicultural umpires – Jai Lyons (NSW) and Luca Bisogni (Qld) – were selected to attend the umpiring development program at the NAB AFL Under-16 Championships.

A highlight of the year in umpiring diversity was the appointment of an all-female umpiring crew in a TAC Cup match for the first time.

COACH ACADEMY

The AFL invested significantly in coach education in 2015, starting with workshops nationally and the development of an online coach portal.

NATIONAL UMPIRING CURRICULUM

A National Umpiring Curriculum to aid community umpire coaches in developing and accrediting their umpires was developed with the assistance of State Umpiring Departments and AFL umpires.

This new resource provides umpire coaches with coaching and training guides that are used to educate umpires to be the best they can be.

TALENT PROGRAMS

Talent Pathway umpires had the opportunity to be part of the Youth Girls National Championships in Mandurah (WA), the NAB AFL Under-16 Championships on the Gold Coast and the NAB AFL Under-18 Championships in Melbourne.

Former AFL umpire Stuart Wenn was appointed as the head coach at these championships to assist the fast-tracking of young talent, while umpires from the

NAB AFL Under-18 Championships were appointed to the Toyota AFL Grand Final curtain-raiser match between the AFL Academy and the Allies under-18 team at the MCG.

Thomas Chrystie (Vic), Aaron Langdon (NSW), Alex Whetton (Qld) and Nathan Williamson (WA) graduated from the program that aims to develop Australia's emerging officiating talent, while five state league umpires were invited to the Umpires' Combine in October. South Australian Craig Fleer was promoted on to the AFL field umpires list following the Combine.

NATIONAL UNIFORM SUPPLY PROGRAM

The AFL teamed with high performance apparel supplier BLK to launch the National Uniform Supply Program, with the goal of a standardised umpiring uniform. The aim is to have every umpire officiating a game in Australia to be wearing the green uniform worn by AFL umpires.

NAB AFL RISING STARS PROGRAM

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

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

NAB AFL RISING STAR AWARD

Melbourne's Jesse Hogan won the 2015 NAB AFL Rising Star award.

The key forward polled 49 votes to win from Carlton's Patrick Cripps (41) and West Coast's Dom Sheed (27).

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

NAB AFL DRAFT

The 2015 NAB AFL Draft was held at the Adelaide Convention Centre. The event was broadcast by Fox Sports, ABC Radio, 1116 SEN and FIVEaa. AFL.com.au again provided extensive coverage.

It was the 30th AFL National Draft and the second time the event has been held in Adelaide.

RISING SUPERSTAR

Talented Melbourne key forward Jesse Hogan was a worthy winner of the NAB AFL Rising Star award.



2015 NAB AFL RISING STAR NOMINEES

RD	PLAYER	CLUB	VOTES
1	Kamdyn McIntosh	Richmond	
2	Mitch Honeychurch	Western Bulldogs	
3	Isaac Heeney	Sydney Swans	12
4	Patrick Cripps	Carlton	41
5	Adam Saad	Gold Coast Suns	3
6	Cory Gregson	Geelong Cats	
7	Billy Hartung	Hawthorn	
8	Cam McCarthy	GWS Giants	
9	Jesse Hogan	Melbourne	49
10	Angus Brayshaw	Melbourne	8
11	Tim Broomhead	Collingwood	
12	Tom Boyd	Western Bulldogs	
13	Charlie Cameron	Adelaide Crows	
14	Jack Lonie	St Kilda	
15	Dom Sheed	West Coast Eagles	27
16	Touk Miller	Gold Coast Suns	6
17	Jake Lever	Adelaide Crows	2
18	Harris Andrews	Brisbane Lions	
19	Jackson Thurlow	Geelong Cats	1
20	Jordan De Goey	Collingwood	1
21	Darcy Lang	Geelong	
22	Ben Lennon	Richmond	
23	Orazio Fantasia	Essendon	

Victorian Jacob Weitering was the first selection. He was recruited by Carlton from the Dandenong Stingrays and the Mount Martha Football Club.

NAB AFL ACADEMY

The AFL welcomed Brenton Sanderson as NAB AFL Academy head coach in February, joining AFL Talent Football Manager Michael Ablett and assistant coaches

Brad Johnson, Matthew Lloyd, Brad Ottens and Lenny Hayes with the delivery of the program.

Sanderson coaches both Level 1 and Level 2 of the program. Both levels include a number of camps and an international tour over a 12-month period.

The Level 2 squad played two matches against VFL teams in April. The Academy team was soundly beaten by 75 points

against Werribee, but won by nine points against the Northern Blues in a curtain-raiser to the round two match between Richmond and the Western Bulldogs at the MCG.

The 18th intake travelled to IMG Academy in Florida. It was the first time the Academy has toured the United States.

The Level 1 squad toured New Zealand in April and played a match against the



CREAM OF THE CROP
The top 10 selections are presented to the crowd at the 2015 NAB AFL Draft in Adelaide.

2015 NAB AFL DRAFT SELECTION (FIRST ROUND)

NO.	PLAYER	REGION	CLUBS	SELECTED BY
1	Jacob Weitering	Vic Country	Mount Martha/Dandenong Stingrays	Carlton
2	Josh Schache	Vic Country	Seymour/Murray Bushrangers	Brisbane Lions
3	Callum Mills	NSW/ACT	North Shore/Swans Academy	Sydney Swans
4	Clayton Oliver	Vic Country	Mooroopna/Murray Bushrangers	Melbourne
5	Darcy Parish	Vic Country	Winchelsea/Geelong Falcons	Essendon
6	Aaron Francis	SA	Loxton North/West Adelaide	Essendon
7	Jacob Hopper	NSW/ACT	Leeton-Whitton United/North Ballarat Rebels	GWS Giants
8	Callum Ah Chee	WA	Kelmscott/South Fremantle	Gold Coast Suns
9	Sam Weideman	Vic Metro	Vermont/Eastern Ranges	Melbourne
10	Harry McKay	Vic Country	Warragul/Gippsland Power	Carlton
11	Wayne Milera	SA	Ingle Farm/Central District	Adelaide Crows
12	Charlie Curnow	Vic Country	Torquay/Geelong Falcons	Carlton
13	Matthew Kennedy	NSW/ACT	Collingullie-Glenfield Park/GWS Academy	GWS Giants
14	Eric Hipwood	Queensland	Aspley/Lions Academy	Brisbane Lions
15	Daniel Rioli	NT	St Marys NT/East Point/North Ballarat Rebels	Richmond
16	Harrison Himmelberg	NSW/ACT	Mangoplah-Cookardinia United Eastlakes/GWS Academy	GWS Giants
17	Tom Doedee	Vic Country	St Joseph's/Geelong Falcons	Adelaide
18	Jade Gresham	Vic Metro	South Morang/Northern Knights	St Kilda
19	Ryan Burton	SA	PHOS Camden/North Adelaide	Hawthorn
20	Brayden Fiorini	Vic Metro	Greensborough/Northern Knights	Gold Coast Suns
21	Ben McKay	Vic Country	Warragul/Gippsland Power	North Melbourne
22	Kieran Lovell	Tasmania	Kingborough	Hawthorn
23	David Cuningham	Vic Metro	Canterbury/Oakleigh Chargers	Carlton

2015 NAB AFL DRAFTS Where players came from

	PRIMARY LISTED	ROOKIE LISTED	TOTAL	%
Victoria	35	12	47	42%
South Australia	11	5	16	14%
Western Australia	8	5	13	11.6%
NSW/ACT	6	5	11	9.8%
Queensland	4	7	11	9.8%
Tasmania	4	0	4	3.6%
NT	1	2	3	2.7%
Alternate sports	0	4	4	3.6%
International	0	3	3	2.7%
Total	69	43	112	

INTERNATIONAL PLAYERS ON AFL LISTS IN 2015

PRIMARY LIST		
Brisbane	Pearce Hanley	Ireland
Carlton	Zach Tuohy	Ireland
Sydney Swans	Mike Pyke	Canada
ROOKIE LIST		
Brisbane	Cian Hanley	Ireland
Carlton	Ciaran Sheehan	Ireland
Carlton	Ciaran Byrne	Ireland
Collingwood	Mason Cox	USA
Essendon	Conor McKenna	Ireland
Fremantle	Sean Hurley	Ireland
Geelong	Padraig Lucey	Ireland
Hawthorn	Kurt Heatherley	New Zealand
Hawthorn	Shem-Kalvin Tatupu	New Zealand
Nth Melbourne	Eric Wallace	USA
St Kilda	Jason Holmes	USA
Port Adelaide	Daniel Flynn	Ireland
West Coast	Paddy Brophy	Ireland
INTERNATIONAL SCHOLARSHIP		
Hawthorn	Slope Ngata	New Zealand
St Kilda	Joe Baker-Thomas	New Zealand
St Kilda	Barclay Miller	New Zealand
St Kilda	Giovanni Mountain-Silbery	New Zealand



V FOR VICTORY
Vic Metro claimed the Division 1 title at the 2015 NAB AFL Under-18 Championships.

New Zealand Hawks at Westpac Stadium in Wellington.
Jacob Weitering was awarded the Ben Mitchell Medal in Level 2 while Sam Powell-Pepper was awarded the Cameron Ling Medal in Level 1.

NAB AFL UNDER-18 CHAMPIONSHIPS
The 2015 NAB AFL Under-18 Championships were played in Adelaide, the Gold Coast, Geelong, Perth and Melbourne from May 23 to July 2.

Vic Country won Division 1 and Queensland won Division 2.
Vic Country's Josh Schache won the Larke Medal (Division 1 best and fairest) and Queensland's Ben Keays won the Harrison Medal (Division 2 best and fairest).

NAB AFL UNDER-16 CHAMPIONSHIPS

The 2015 NAB AFL Under-16 Championships were held on the Gold Coast from July 4 to July 11.
Vic Country won Division 1 and Queensland won Division 2.
The Division 1 Kevin Sheehan medallist was Vic Metro's Jack Higgins, while NSW/ACT's Charlie Spargo was awarded the Division 2 Alan McLean Medal.

NAB AFL DRAFT COMBINE

The 2015 NAB AFL Draft Combine was held at Etihad Stadium in Melbourne from October 8-11.
The best young players from throughout the country gathered for testing and interviews with club staff.

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

INTERNATIONAL COMBINES

International Combines were conducted in Wellington, the IMG Academy in Florida and Dublin under the direction of Michael Ablett and AFL International Talent Co-ordinator Tadhg Kennelly.
AFL club recruiting staff attended each Combine and 55 athletes were tested. In 2015, there were 20 players listed with AFL clubs.

COMMERCIAL OPERATIONS

DARREN BIRCH
GENERAL MANAGER

Club and AFL members received free entry to NAB Challenge matches and ticket prices for the Toyota AFL Finals Series were held at 2013 levels.

Season 2015 was all about the fans, with the AFL striving to improve the affordability of attending matches and enhancing the fan experience at games.

For the first time in more than 10 years, AFL and club members received free general admission entry into NAB Challenge matches in which their team was competing, while the price of base general admission tickets during the Toyota Premiership Season remained the same level as 2014.

Fans attending the Toyota AFL Finals Series and Grand Final were also greeted to ticket prices at the same level as 2013, after a price freeze for the second consecutive year.

NAB AFL Auskick celebrated 20 years, highlighting the important partnership

with NAB and its continued support of the AFL's talent pathway.

The AFL welcomed four new corporate partners in CrownBet, Woolworths, McDonald's and 2XU to further strengthen the AFL's ongoing development of commercial operations.

AFL club membership continued to break records by reaching a total of 836,136 members nationally, a growth of 3.93 per cent on 2014.

In season 2015, the Marketing and Research Insights team moved within the Commercial Operations team, ensuring greater integration across membership, ticketing and corporate partners. The Research Insights team undertook more than 60 projects, allowing fans, via the 'Fan Focus' panel, to influence future strategic directions of the AFL. →

PRIDE OF SOUTH AUSTRALIA
The Showdown rivalry between Eddie Betts' Adelaide Crows and Port Adelaide continued in 2015, with the round 16 clash drawing a record crowd of 53,518. The Crows won a thriller by three points.

CORPORATE PARTNERS

The AFL continued to enjoy partnerships with several domestic and international companies in 2015, including prominent new relationships with CrownBet, Woolworths, McDonald's and 2XU.

The AFL would like to acknowledge the generous support of the following corporate partners in 2015:

TOYOTA MOTOR CORPORATION AUSTRALIA

The 2015 season marked Toyota Australia's 11th year as the Premier Partner of the AFL. This enduring relationship is one of the most successful in Australian sport and includes naming rights to the Toyota AFL Premiership Season, Toyota AFL Finals Series, Toyota AFL Grand Final Parade and Toyota AFL Grand Final.

Toyota's passion for football inspires it to continue supporting grassroots clubs through the *Toyota Good for Footy Program*, celebrate the greats with the *Legendary Moments* campaign and deliver the excitement of "Big September" to regional fans through the Retiring Legends Lap of Honour, which culminated with retired Port Adelaide star Kane Cornes escorting the premiership cup on to the MCG at the 2015 Toyota AFL Grand Final.

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

- Toyota Legendary Moments is one of the longest-running and most-loved advertising campaigns in Australian sport. This year Toyota took legends to new heights, recreating Michael Long's unforgettable dash down the wing in the '93 Grand Final in style with the help of Steve Curry and Dave Lawson and a vintage bi-plane.
- Toyota launched the Good for Footy Raffle to make it easy for clubs to raise money to grow the future of the game. Toyota donated three new cars to the prize pool and clubs got to keep 100 per cent of the proceeds from every ticket sold. A total of 249 clubs across Australia registered, raising more than \$387,000. This builds on the



CORPORATE PARTNERS

These generous partners support Australia's Game

PREMIER PARTNER



TOYOTA

MAJOR PARTNERS



CARLTON
DRAUGHT



nab



GATORADE



Coca-Cola



CrownBet
THE GAME JUST CHANGED

OFFICIAL PARTNERS



Woolworths



BUNNINGS
warehouse



McDonald's



Virgin
australia



HOSTPLUS



Mars



GIO



OPSM





TISSOT



Obela



AUSTRALIA
POST



Swisse



13CABS
Black Cabs



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IN GOOD HANDS

Retired Port Adelaide star Kane Cornes was given the honour of escorting the premiership cup on to the MCG at the 2015 Toyota AFL Grand Final.



\$2.6 million that has already been raised by the Toyota dealership network through the Good for Footy Program.

- The Retiring Legends Lap of Honour returned to bring the excitement of Grand Final week to 11 regional towns across Victoria. Thousands of fans got the chance to see the 2015 AFL premiership cup up close, participate in football clinics and meet greats of the game.
- The Toyota AFL Grand Final Parade, presented by the City of Melbourne, attracted a crowd of more than 150,000, who cheered on the teams as they made their way to the Toyota AFL Live Site at Yarra Park.
- The Toyota AFL Live Site within the Foxtel Footy Festival gave hundreds of fans the chance to take on fun footy activities, meet their AFL heroes and score plenty of great giveaways.
- On Grand Final day, Toyota Premiership Cup Ambassador Kane Cornes led a procession of retiring greats on to the MCG for The Legends Lap of Honour – giving fans one last chance to say goodbye to some of their heroes.

CARLTON & UNITED BREWERIES

The 2015 season saw the launch of CUB's dual-code promotion My Footy Rewards, with thousands of AFL and NRL prizes on offer as part of a national on-pack and on-premise promotion. Prizes included up to 100,000 general admission tickets to MCG games throughout the season, exclusive AFL money-can't-buy experiences and AFL club-branded merchandise. CUB utilised AFL Ambassador Jonathan Brown to headline the promotion, with Brown featuring in print and television campaigns, as well as PR activities.

The My Footy Rewards program had more than 340,000 entries with 95,000 prizes won.

This year also saw the introduction of Carlton Draught Barrel Time, an at-match activation run at every Victorian Friday night game. Two pre-qualified kickers punted for their chance to win \$5000 cash for their local football club and also for themselves, as well as a trip to the US with a chance to join Nathan Chapman's Punting Academy, Pro Kick Australia. Trials were conducted across Victoria to identify a pool of 28 top kickers. The three biggest

punters of the year kicked for the major prize at quarter-time of the AFL Grand Final. The winner, Dane Roy, kicked a total of 73m. A landing page was created on AFL.com.au featuring weekly results, photos and highlight videos, and AFL Media's social channels provided support for Carlton Draught Barrel Time throughout the season, with more than 1.5 million impressions delivered across Facebook.

Carlton Draught Friday Front Bar was a major highlight in brand-funded digital content for AFL Media and CUB in 2015. Filmed at the All Nations Hotel in Richmond, episodes were released each Friday during the home and away season and averaged more than 17,000 views across AFL's digital platforms. The series culminated with a Grand Final episode filmed at the General Assembly at South Wharf, with more than 140 people attending.

The popular Carlton Draught Grand Final Front Bar returned in 2015 and was relocated within the newly developed Foxtel Footy Festival precinct in Yarra Park outside the MCG. Carlton Draught ran the event in partnership with the AFL this year and more than 2500 guests were given the opportunity to enjoy this private hospitality environment.

The Foxtel Footy Festival also welcomed the Strongbow Cider Garden, formed as part of the newly created Taste of Football experience within the precinct. The Strongbow Cider Garden was open from Wednesday, September 30, to Saturday, October 3, with more than 250,000 AFL fans visiting the Foxtel Footy Festival precinct over four days and nights.

COCA-COLA

As the official soft drink partner of the AFL, Coca-Cola worked closely with the AFL to utilise and maximise available assets throughout the season. This included digital media opportunities, ticketing and hospitality, promotions and money-can't-buy experiences with a particular focus on the Toyota AFL Finals Series.

To celebrate the 2015 Toyota AFL Premiership Season launch, Coca-Cola and the AFL worked on a successful promotion across Caltex stores nationally that saw winners being treated to the Ultimate MCB AFL Experience with their chosen team. The AFL and its clubs supported the promotion via their Facebook posts

which greatly contributed to the success of the campaign. On Grand Final Day, Coke Rewards members and a select group of lucky customers were also provided with the opportunity to walk on to the MCG to watch the teams warm up.

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

NATIONAL AUSTRALIA BANK

The NAB Challenge heralded the return of AFL in 2015 and saw the game taken to iconic regional and suburban football grounds across Australia, with 27 games in 16 days.

Matches were played at historic AFL venues including Whitten Oval, the home of football in western metropolitan Melbourne, as well as non-traditional venues and communities not usually exposed to elite AFL matches such as Moreton Bay in Queensland, Mandurah in Western Australia and Port Lincoln in South Australia.

In total, 207,489 AFL fans attended NAB Challenge games, with the average attendance at regional games up 34 per cent year-on-year.

AFL fans were also watching games on television and online, with 1,768,424 people tuning into games on Fox Footy and 112,352 fans watching via the AFL Live App online.

The cumulative viewership total was 1,880,776, up one per cent year-on-year. There were 32 NAB Supergoals kicked with NAB donating \$15,500 worth of Sherrin footballs to AFL players' junior football clubs around the country and once again in 2015, NAB hosted a number of business networking breakfasts and lunches featuring CrocMedia and AFL talent.

NAB AFL Auskick clinics and grid games were also arranged at all NAB Challenge games, with a key objective of driving awareness and registrations of the junior development program.

For the first time in 2015, NAB utilised the Sydney Swans-Fremantle NAB Challenge match at Drummoyne in Sydney as a platform to promote awareness of its support of the lesbian, gay, bisexual, transgender and intersex (LGBTI) community and engage the pride@nab program in the AFL.

The 2015 season marked the 20th year that NAB AFL Auskick has been running in every state and territory of



TAKING THE GAME TO THE FANS
Adelaide skipper Taylor Walker leads his team on to the field for the NAB Challenge clash with North Melbourne at Centenary Park in Port Lincoln.

Australia. NAB AFL Auskick experienced a 2.5 per cent increase in participation in 2015 with 182,927 boys and girls from age five, taking part in the program through 2936 Auskick centres.

A total of 23,312 NAB AFL Auskicker of the Year entries were received, up more than 80 per cent year-on-year. Will Le Deux from Nagambie in Victoria was named the 2015 NAB AFL Auskicker of the Year.

The NAB AFL Auskick Free-Kick initiative ran for the second consecutive year. In total, \$30,889 was provided to Auskick centres and the program is set to be a big focus in 2016.

NAB's Local Activity Fund (LAF) saw \$101,647 provided to local NAB branches, enabling them to provide additional value to their local NAB AFL Auskick centre. A number of activities are supported through the fund, including clinics, weekly prizes and sausage sizzles.

The NAB AFL Under-16 and Under-18 Championships were dominated by

Victoria Country and Queensland. Vic Country took out the Division 1 title in both age groups and Queensland won the Division 2 title for both age groups. Not surprisingly, the NAB AFL Under-18 All-Australian squad was dominated with players from the Vic Country team, with eight of its young stars winning selection. Paul Henriksen, in his first year as coach of the Vic Country under-18 team, was named NAB AFL All-Australian coach, with Queensland's Adrian Fletcher the assistant.

Brenton Sanderson was named the senior coach of the NAB AFL Academy in January, taking over from Brad Johnson. Sanderson now oversees Level 1 and 2 Academy squads around Australia.

The NAB All-Star curtain-raiser game again took place before the 2015 Toyota AFL Grand Final. The match was played between the Australian under-17 team (selected from the NAB AFL Academy) and the Allies, a team made up of the best players from NSW/ACT, the Northern

Territory, Queensland and Tasmania who were eligible for the 2015 NAB AFL Draft.

The NAB AFL Rising Star function held at Crown Palladium saw Melbourne forward Jesse Hogan crowned the winner with 49 out of a possible 50 votes. Carlton's Patrick Cripps finished second with 41 votes.

The 2015 NAB AFL Draft Combine was held at Etihad Stadium in Melbourne between Thursday, October 8, and Sunday, October 11. In total, 85 potential draftees underwent medical and physical testing.

West Australian midfielder Josh Schoenfeld capped off a strong week at the Combine by setting a record in the 3km time trial, running the distance in 9min 15sec to eclipse the record set by Sydney Swans Academy player Jack Hiscox last year (9min 18sec).

With big names moving AFL clubs, there was no shortage of interest in the NAB AFL Trade Period. AFL.com.au provided extensive coverage across all

platforms, with the daily live blog, NAB AFL Trade Radio asset and daily social updates recording the greatest engagement. Across desktop and mobile, the NAB AFL Trade Hub attracted 582,000 unique visitors, with the live blog NAB Trade Talk being the dominant destination within the hub.

To round out the year, key defender Jacob Weir was crowned the No. 1 draft pick after being selected by Carlton at the 2015 NAB AFL Draft at the Adelaide Convention Centre on November 24.

His selection allowed the Brisbane Lions to pick key forward Josh Schache at No. 2 and the Sydney Swans catapulted into proceedings at No. 3, having matched Melbourne's bid for Swans Academy midfielder Callum Mills.

A total of 2200 tickets to the event were exhausted within 45 minutes of their release and on the night 145,261 viewers tuned into Fox Footy's Channels 503 and 504 to watch the event.

GATORADE

Gatorade and the AFL continued to have a strong partnership in 2015, the second year of a three-year partnership.

The Gatorade Match Day Moments program ran throughout the year and encouraged and rewarded clubs for correct utilisation of Gatorade equipment and products in both match-day and training environments. In addition to the strong branding via the use of equipment on the field of play, Gatorade also secured signage rights for interchange benches at Etihad Stadium, Adelaide Oval, Gabba, Metricon Stadium, SCG, Spotless Stadium, Simonds Stadium, Domain Stadium and the Melbourne Cricket Ground.

Two new Gatorade ambassadors – Sydney Swans' Dan Hannebery and Luke Parker – joined existing ambassadors Gary Ablett and Scott Pendlebury.

All ambassadors were engaged to drive the promotion of the partnership and provide links to teams within the three key states of Victoria, Queensland and New South Wales.

Hannebery and Parker were hosted during the pre-season at the Gatorade Sports Science Institute in Florida along with Joel Selwood and Tom Hawkins from Geelong, where the players gained access to the facilities and best sports science testing in the world.

Gatorade also utilised footage and imagery of its ambassadors for use on pack, in promotions and in television commercials.

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

In addition to the promotional activity, Gatorade brought global ambassador and Carolina Panthers quarterback Cam Newton to Australia for a week of immersion with Richmond.

Gatorade accompanied the International Rules team to New York at the end of the season where six players underwent GSSI testing before the International Rules training camp as part of a launch of customised hydration.

All 18 AFL clubs provided Gatorade with a number of player appearances and written testimonials regarding their experience with Gatorade.



POWERED BY GATORADE
Retiring Hawthorn star Brian Lake drove off into the sunset after claiming his third consecutive premierships medallion.



TAKING CENTRE STAGE
International star Bryan Adams was the headline act of the 2015 Virgin Australia Grand Final entertainment.

VIRGIN AUSTRALIA

The partnership between the AFL and Virgin Australia – the AFL's official airline since 2011 – flourished in 2015. Virgin Australia successfully leveraged this integrated partnership through a number of activities.

The 2015 Virgin Australia Grand Final entertainment saw two of the world's biggest recording artists – Bryan Adams and Ellie Goulding – provide pre- and post-match entertainment for fans. The acts received extensive media coverage in the lead-up to and post the Grand Final, through social and traditional channels. Post-match, 20,000 fans attended the Virgin Australia Premiership Party which received a national audience of 187,373 across metro and regional markets.

The fly-over which saw a Virgin Australia aircraft fly across the MCG was also amplified in 2015 with the aircraft continuing a flight path that resembled the outline of the Premiership Cup. The flight path was shared on Virgin Australia and AFL social channels and quickly became a viral sensation with a reach of more than 1.5 million.

As the most sought-after party during Grand Final week, the Virgin Australia Grand Final Party was back again. More than 800 guests came together at Melbourne's newly renovated venue Alumbra.

Stars of the AFL, along with a number of celebrities and influences from around the world, were among the guests who enjoyed this year's theme of 'beyond your imagination', with guests treated to world-class cuisine and entertainment inspired by the Middle East.

It was the second year as the naming rights partner of the All-Australian Awards.

The Virgin Australia All-Australian Awards were attended by 250 VIP guests and provided Virgin Australia with a great platform for brand integration with a dedicated hub on AFL.com.au and the 'Pick Your Best 22 Competition', attracting more than 10,000 registrants. The awards also received strong broadcast, PR and social media coverage in the lead-up to and during the event itself. The 45-minute pre-event program on Fox Footy attracted a national average audience of 122,297. Fox Footy's daily program, *AFL 360*, broadcast live from the All-Australian event, attracted a national average audience of 99,712, while *On The Couch*, also broadcast live, attracted a national average audience of 73,480. The gross cumulative national audience for all three programs broadcast from the event was 295,489.

The 2015 Virgin Australia International Rules Test was played at Croke Park in Dublin. The Australian team made up exclusively of past and present All-Australian players also attended a pre-match training camp in New York.

To coincide with the Toyota AFL Finals Series, Virgin Australia launched a new national television advertising campaign to promote 'The Business', the new business class offering on board Virgin Australia's A330 aircraft. Highlighting Virgin Australia's partnership with the AFL, the series of four commercials centred around four of the leading coaches in the game: Adam Simpson (West Coast Eagles), Ross Lyon (Fremantle), John Longmire (Sydney Swans) and Damien Hardwick (Richmond).

The AFL's innovative Any Game, Anywhere travel platform was relaunched as AFL Travel – enabling AFL fans to

experience the best of the 'away game' destinations and enjoy match tickets, lounge access and match-day guarantee.

The AFL Golden Passport campaign was launched alongside the launch of AFL Travel to celebrate AFL's biggest footy fan. Across the year there was a strong focus on building awareness of the new branding and improved product offering.

As well as building on the AFL Travel database of 60,000-plus subscribers, there was also a big focus on club-specific creative utilising geo-targeted and audience-targeted display activity across the AFL and assets to provide tailored messages. The 2015 campaigns utilised club and AFL databases, reaching more than 600,000 AFL supporters and fans.

CROWNBET

CrownBet was announced the official wagering partner of the AFL after launching in March 2015.

The partnership has helped CrownBet successfully carve out a top-tier market space within a competitive market. CrownBet brings professionalism, world-class customer experience, a category-leading native app interface and true differentiation through an unparalleled loyalty program, which has been utilised by a significant number of AFL fans.

In partnership with the AFL, CrownBet was successful in launching category-first initiatives such as a life-changing Round One Tipping Competition, Pick a Winner, The Crownlow and Game of Drones. CrownBet also revolutionised the AFL Match Centre by integrating live odds on the mobile platform for the first time.

**THE BIG APPLE**

AFL CEO Gillon McLachlan joins players and officials at Times Square during the Virgin Australia International Rules tour to New York.

EVENTS AND HOSPITALITY

MATCH-DAY FUNCTIONS

Throughout the 2015 Toyota AFL Finals Series and 2015 Toyota AFL Grand Final, more than 17,000 corporate guests were entertained at AFL events at venues such as the MCG and its surrounds, Domain Stadium, ANZ Stadium, Crown Palladium and the Royal Exhibition Building.

Australian Prime Minister Malcolm Turnbull MP, Her Excellency The Hon Linda Dessau – Governor of Victoria, Federal Leader of the Opposition Bill Shorten MP, AFL Legends Bob Skilton, Ron Barassi, Kevin Bartlett, Kevin Murray, John Nicholls, Peter

Hudson and Leigh Matthews, actors Chris and Liam Hemsworth and former Australian cricket captain Ricky Ponting were among the guests who attended the 2015 Toyota AFL Grand Final Day Official Function.

MAJOR EVENTS

Major events during 2015 included the Toyota AFL Premiership Season Launch, the Australian Football Hall of Fame Induction Dinner and the AFL Women's Industry Lunch. In a time when focus on the women's game continues to grow, the AFL Women's Industry Lunch continued to go from strength to strength and featured inspiring women within the AFL industry. Other key events included the NAB AFL Rising Star Award function, the Virgin Australia AFL All-Australian Awards, the Charles Brownlow Medal, the Virgin Australia International Rules tour to New York and Ireland and the NAB AFL Draft in Adelaide.

TOYOTA AFL GRAND FINAL WEEK EVENTS

The Foxtel Footy Festival and Toyota AFL Grand Final Live Site moved to a new location outside the MCG in Yarra Park in 2015, attracting more than 350,000 fans to the site over four days.

The event was a celebration of all things football with children's activities, player and celebrity appearances, music and food. It also included the LifeStyle Taste of Football curated by Vue de monde chef Shannon Bennett, Presto Movies at the MCG, the Music Hub featuring the Antipodean Rock 'n' Roll Collective, the Carlton Draught Grand Final Front Bar and the Interchange.

In changing the traditional route to finish at the Yarra Park live site stage, the Toyota AFL Grand Final Parade, presented by the City of Melbourne, attracted 150,000 people starting at the Old

Treasury Building. Fans enjoyed the electric atmosphere in perfect weather on a newly installed public holiday in Melbourne.

The September Club provided first-class service and atmosphere to guests, with the hospitality precinct again the place to be on Toyota AFL Grand Final Day. More than 1850 corporate and broadcast partners, key industry stakeholders and VIPs enjoyed the best hospitality experience the AFL has to offer before and after the big match. Australian rock icon Diesel and other performers entertained guests late into the night.

The Centre Square precinct at Birrarung Marr underwent a significant facelift, with a more intimate and premium environment delivered for attendees. More than 3700 guests attended Centre Square across the Friday and Saturday and were treated to a high-quality hospitality experience, as well as enjoying reserved seating at the Toyota AFL Grand Final.

Those who attended the Final Siren post-game party were treated to Australian rock legends Daryl Braithwaite and James Reyne performing live.

The 2015 Virgin Australia Grand Final Pre-Game Show saw Bryan Adams and Ellie Goulding perform, along with Chris Isaak and Mike Brady, who sang *Up There Cazaly*. Australian songstress Kate Ceberano performed the national anthem.

Following the biggest match of the year, the Virgin Australia Premiership Party saw Adams and Goulding again perform to a crowd of more than 20,000 as part of a free concert held on the MCG, which included the presentation of Hawthorn's 2015 premiership team.

AFL PREMIERSHIP CLUB

The AFL Premiership Club continued to grow, with more than 780 members. This year saw an increased level of engagement

with the membership base, with a number of non-AFL and non-game-day networking events hosted to drive greater opportunities for the businesses within the Premiership Club network. The Premiership Club continues to offer members access to the best seating, dining rooms and bar facilities at the MCG and Etihad Stadium throughout the Toyota AFL Premiership Season.

AFL EVENT OFFICE

The AFL Event Office is the AFL's official destination for Toyota AFL Grand Final Day ticket and event experiences. In 2015, the AFL Event Office offered a range of new and refreshed package options, with the new Foxtel Footy Festival hugely popular with fans as part of their overall experience. There was an unprecedented demand for packages, with all sold out in early September for the first time.

ATTENDANCES

A total of 6,351,578 spectators attended the 197 matches of the 2015 Toyota AFL Premiership Season, with average attendance per match on par with the previous season.

With a focus on scheduling blockbuster matches in the traditional Saturday afternoon timeslot, all three Victorian venues saw an increase in 2015, with the MCG recording a growth of three per cent year-on-year. The highlight was a crowd of 83,493 for the Carlton-Richmond match in the opening round, the third largest attendance for a round one match in AFL history. This growth was offset by drops of 9.6 per cent at ANZ Stadium, 4.7 per cent at the Gabba and 23.2 per cent at Metricon Stadium.

With an improved on-field showing, the GWS Giants increased their attendances by 16.9 per cent in 2015. The Giants hit record levels at Spotless Stadium when 19,507 attended the round 21 match against the Sydney Swans and again at Manuka Oval in Canberra when the club hosted Geelong in front of 14,667 fans.

It was a record-setting year for attendances at Adelaide Oval, with the Showdown in round 16 recording the biggest crowd for an AFL match in South Australia. The two highest attendances seen at Blundstone Arena in Hobart were also recorded with 17,544 in round six and 14,346 in round 20.

Across the nine matches of the 2015 Toyota AFL Finals Series, crowds were down 8.9 per cent on 2014 with a total attendance of 519,008. The 2015 Toyota AFL Grand Final was attended by 98,632 fans, slightly down on the 2014 match attendance of 99,454.

Across all AFL matches, NAB Challenge, Toyota AFL Premiership Season and Toyota AFL Finals Series, crowds totalled 7,078,075.

GWS Giants recorded the biggest increase in home game attendances, averaging 10,786 fans in 2015, compared with 9226 in the previous season – representing a year-on-year increase of 16.9 per cent.

Richmond recorded the second highest rate of growth in 2015 with an increase of 15.5 per cent in home game attendances compared with 2014.

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

- Richmond 49,877
- Collingwood 47,259
- Adelaide Crows 46,487
- Port Adelaide 42,929
- Essendon 42,505

The average attendance per round was 276,156 (32,242 per game).

ATTENDANCE SUMMARY

	2015	2014	Variance	%
NAB Challenge	207,489	135,564	71,925	53.1%
Premiership Season	6,351,578	6,384,742	-33,164	-0.5%
Finals Series	519,008	569,828	-50,820	-8.9%
TOTALS	7,078,075	7,090,134	-12,059	-0.2%

ATTENDANCE BY VENUE

Venue	2015 Games	Attendance	Average	2014 Games	Attendance	Average	% Variance
Adelaide Oval	21	937,090	44,623	22	999,254	45,421	-1.8%
ANZ Stadium	3	88,706	29,569	3	98,080	32,693	-9.6%
Aurora Stadium	4	55,402	13,851	4	55,299	13,825	0.2%
Blundstone Arena	3	43,901	14,634	2	21,343	10,672	37.1%
Cazalys Stadium	1	9449	9449	1	9746	9746	-3.0%
Domain Stadium	22	794,167	36,099	22	771,414	35,064	2.9%
Etihad Stadium	46	1,302,648	28,318	48	1,355,552	28,241	0.3%
Gabba	11	206,911	18,810	11	217,178	19,743	-4.7%
MCG	45	2,174,807	48,329	45	2,111,768	46,928	3.0%
Metricon Stadium	11	135,966	12,361	11	177,017	16,092	-23.2%
SCG	8	258,029	32,254	8	260,461	32,558	-0.9%
Simonds Stadium	8	196,987	24,623	7	177,785	25,398	-3.0%
Spotless Stadium	8	88,256	11,032	8	76,868	9609	14.8%
StarTrack Oval	3	30,395	10,132	3	24,623	8208	23.4%
TIO Stadium	1	11,873	11,873	1	9290	9290	27.8%
TIO Traeger Park	1	4866	4866	1	5655	5655	-14.0%
Westpac Stadium	1	12,125	12,125	1	13,409	13,409	-9.6%
TOTALS	197	6,351,578	32,242	198	6,384,742	32,246	0.0%

HOME GAME ATTENDANCE BY CLUB

Club	2015	Average	2014	Average	% Variance
Adelaide Crows	464,870	46,487	519,909	47,264	-1.6%
Brisbane Lions	206,911	18,810	217,178	19,743	-4.7%
Carlton	423,018	38,456	433,563	39,415	-2.4%
Collingwood	519,844	47,259	528,099	48,009	-1.6%
Essendon	467,552	42,505	495,741	45,067	-5.7%
Fremantle	398,307	36,210	395,238	35,931	0.8%
Geelong Cats	325,403	29,582	373,068	33,915	-12.8%
Gold Coast Suns	135,966	12,361	177,017	16,092	-23.2%
GWS Giants	118,651	10,786	101,491	9226	16.9%
Hawthorn	424,884	38,626	402,300	36,573	5.6%
Melbourne	276,802	25,164	282,035	25,640	-1.9%
North Melbourne	282,417	25,674	268,661	24,424	5.1%
Port Adelaide	472,220	42,929	479,345	43,577	-1.5%
Richmond	548,642	49,877	475,155	43,196	15.5%
St Kilda	285,232	25,930	256,302	23,300	11.3%
Sydney Swans	346,735	31,521	358,541	32,595	-3.3%
West Coast Eagles	395,860	35,987	376,176	34,198	5.2%
Western Bulldogs	258,264	23,479	244,923	22,266	5.4%
TOTALS	6,351,578	32,242	6,384,742	32,246	0.0%

TICKETING

In 2015, the AFL ensured ticket prices remained affordable while simplifying the ticket-buying process with the base general admission ticket prices remaining the same as 2014.

2015 Toyota AFL Premiership Season – Base General Admission Ticket Prices

ADULT	\$22
CONCESSION	\$13
JUNIOR (under-15)	\$3
FAMILY	\$44

The AFL removed the use of multiple configurations at the MCG and Etihad Stadium venues, with user-friendly maps implemented. The ticket-pricing strategy across the League delivered the best experience at the best value for members and fans, while elevating revenue and attendance for clubs.

For the second consecutive year, ticket prices for the 2015 Toyota AFL Finals Series, including the 2015 Toyota AFL Grand Final, were frozen, remaining unchanged from the previous year's prices. This was only the second time in nearly two decades that prices did not increase to attend the Grand Final.



The AFL ensured ticket prices remained affordable

SHINING BRIGHT

A record average of 44,623 fans attended matches at the new-look Adelaide Oval.



CLUB MEMBERSHIP

AFL club membership continued to break records, reaching a total of 836,136 members nationally. This is a growth of 31,656 members (3.93 per cent) from 2014 and again the highest recorded figure in the game's history.

Port Adelaide, the Sydney Swans and the Western Bulldogs recorded double-digit growth and all but three clubs – the Adelaide Crows, Carlton and Collingwood – recording increases on their 2014 membership figures.

The Sydney Swans have led the clubs in membership growth with a 21.7 per cent rise thanks to a highly successful junior membership engagement program. The Western Bulldogs were second with an 11.68 per cent increase to 35,222 members and Port Adelaide continued its growth after its move to Adelaide Oval with membership growing to 14,219 members (36 per cent) in just two seasons.

Collingwood continues to be the largest-supported club in the competition with a total membership of 75,037, heading a list of eight clubs exceeding 50,000.

AFL MEMBERSHIP

AFL Membership posted strong results again in 2015, with a total of 55,301 members. This represented a slight decrease of 2.26 per cent on 2014. AFL Membership again had lower than industry churn rates of 3.71 per cent for Full members and 9.3 per cent for Silver members.

AFL Membership is made up of 31,017 Full members, 20,469 Silver members and 3270 Absentee members. With 49,239 members electing a club of support, AFL Membership accounts for 7.06 per cent of total club access members.

CONSUMER PRODUCTS

The Consumer Products program continued to perform strongly in 2015, with growth in on-field, gift and novelty and supporter apparel. The on-field program continued to expand, particularly for guernseys, with the injection of nine clubs producing Anzac Day round guernseys. Guernseys worn by players were retailed and auctioned with proceeds going to the RSL to support those who served. Additionally, trading and game cards continued to develop with a major expansion of the Select trading card app to incorporate digital card trading and the ability to buy packs online.

CLUB MEMBERSHIP

Club	2015	2014	Variance	% Variance
Adelaide Crows	52,920	54,249	-1329	-2.45%
Brisbane Lions	25,408	24,012	1396	5.81%
Carlton	47,305	47,485	-180	-0.38%
Collingwood	75,037	79,347	-4310	-5.43%
Essendon*	60,818	60,646	172	0.28%
Fremantle*	51,433	48,777	2656	5.45%
Geelong Cats*	44,312	43,803	509	1.16%
Gold Coast Suns*	13,643	13,478	165	1.22%
GWS GIANTS*	13,480	13,040	440	3.37%
Hawthorn*	72,924	68,650	4274	6.23%
Melbourne	35,953	35,911	42	0.12%
North Melbourne*	41,012	39,060	1952	5.00%
Port Adelaide*	54,057	48,968	5089	10.39%
Richmond*	70,809	66,122	4687	7.09%
St Kilda	32,746	30,739	2007	6.53%
Sydney Swans*	48,836	40,126	8710	21.71%
West Coast Eagles*	60,221	58,529	1692	2.89%
Western Bulldogs*	35,222	31,538	3684	11.68%
TOTALS	836,136	804,480	31,656	3.93%

*Record

With the introduction of the Foxtel Footy Festival, the Consumer Products division ran three major activations at the event, including the Women's AFL Style Lounge, with the key objective to increase the awareness of women's club merchandise.

The second was a ShopAFL pop-up retail outlet selling a wide range of the 18 clubs' merchandise through a collaboration with retail partner Infinite Retail. There was a Penguin reading corner placed within the wider Kids Zone.

Playcorp, the AFL's major supporter apparel partner, launched a new program focused on traditional 100 per cent wool knit guernseys, produced in conjunction with Australian Wool Innovations. The marketing and promotion surrounding the program was high, including television, radio, print and billboards and player ambassadorships and achieved media coverage valued at just under \$2 million across all platforms.

Since its launch in May 2014, ShopAFL has continued to grow. Comparing year-on-year statistics for the six-month period between June and October, online sales increased by 80 per cent. The number of orders and the quantity of units sold has seen a 50 per cent uplift, unique site visits have grown by 20 per cent and conversation rates are up by 30 per cent.

The merchandise operations model at Etihad Stadium changed for the 2015 season, with the rights awarded to the tenant clubs. The AFL Consumer Products department, together with Infinite Retail, worked alongside the clubs to ensure the merchandise offer was maximised and the fan experience improved from previous years.

AFL Stores also continued to deliver solid results across its 12-store footprint as well as its ecommerce site.

BEST OF BUDDIES

The Swans attracted a record average crowd of 48,836 a match in 2015.



ON THE WAY

West Coast midfielder Luke Shuey celebrates a goal during the Eagles' victory over North Melbourne in the second preliminary final at Domain Stadium.



The Sunday Funday campaign was launched to provide a targeted family product



RETURN OF THE FLOOD

Fans jumped at the chance for kick-to-kick after selected matches at the MCG.

MARKETING & RESEARCH INSIGHTS

RESEARCH INSIGHTS

The AFL's in-house research team undertook more than 60 projects in 2015. The 'Fan Focus' panel includes more than 11,000 fans, which ensures supporters have a voice in providing direct insights into the AFL's strategic direction.

Results from this research helped inform a number of fan-centric initiatives such as a focus on increased affordability at matches, a fan-friendly fixture to encourage strong attendance and a number of other fan initiatives, including Sunday Funday where children were admitted for free to games in Melbourne.

MARKETING

The 2015 marketing strategy followed a business-wide focus on the fans and recognised their contribution to the game across all campaigns and activations. Key objectives were set to ensure marketing campaigns influenced the industry's positive results in brand health, reputation and attendances.

From NAB AFL Auskick to community footy, to the growing number of women playing the game and the passionate supporters who create the unique atmosphere at an AFL game, the AFL's 2015 marketing campaign focused on the fans.

This ensured connection with the heartland and showed appreciation for the people who make the game.

The You Make The Game campaign was well received by fans and non-fans alike with strong likability and increases in consideration to attend.

The Sunday Funday campaign was launched to provide a targeted family product with fans excited by the return

of kick-to-kick and strong feedback on 'kids in free' which saw a doubling of kids general admission attendances in Melbourne.

The reduction in food and beverage prices at selected stadiums as well as a bigger Woolworths AFL Playground ensured Sundays at the footy became an affordable day's entertainment for the whole family.

Australian media personality Mick Molloy was chosen to bring the campaign to life.

The season culminated with the All for the Finals campaign – a way for the AFL to acknowledge and celebrate the sacrifices and commitment our players (and fans) go to in order to get to the last month of the season and communicating that the AFL Finals is the premium sporting event of the year.

Key highlights of the campaign included an increased focus on unique digital content, with club finals vignettes receiving more than three million views through the partnership with Facebook.

READY TO ROAR

There were Lions big and small as Brisbane ran on to the field for the round 23 clash with the Western Bulldogs at the Gabba.



GAME AND MARKET DEVELOPMENT

SIMON LETHLEAN
GENERAL MANAGER

The AFL's Game and Market Development Team is responsible for growing and developing Australian Football and striving to ensure our sport is a way of life for every community.

In 2015, the AFL initiated a comprehensive review of Australian Football in the community to identify key areas of need for future investment and a future vision for success.

The 'Future Directions of Australian Football' project consulted a broad range of volunteers, administrators and leaders across AFL clubs, state and territory bodies, community leagues and clubs, schools and other subject matter experts.

The report outlines recommendations for the short, medium and long term,

with the objective of ensuring Australian Football is representative and inclusive, well supported and sustainable, has strong links between community and elite competitions and is a national code responsive to local needs with first-class competitions at every level.

Along with the review, 2015 also saw a restructure of the Game and Market Development Department with Simon Lethlean transitioning from the General Manager of Broadcasting, Scheduling and Major Projects portfolio to lead this area of the business. →

TRUE GRIT
Geelong captain Joel Selwood again led from the front in a challenging season for the Cats, who missed the finals for the first time since 2006.



TOTAL PARTICIPATION

Total participation grew to 1,247,575 nationally, representing an eight per cent rise on 2014 figures.

An additional 2,013,172 people were engaged through school or community-based clinics and promotions, which is a growth of 33 per cent from 1.5 million in 2014.

2015 HIGHLIGHTS

The eight per cent increase in participation included the following highlights:

- 597,538 played in structured competitions (up 3.5 per cent).
- 650,072 participated in introductory programs (up 13 per cent).
- Community club participation grew by 1.4 per cent to 336,108.
- Strong growth in junior (four per cent) and youth girls (33 per cent) football.
- There are 253 leagues, 2672 clubs and 13,873 community club teams nationally – with 226 new teams taking the field in 2015.

A total of 239,180 students played in school competitions, with another 467,105 involved in introductory programs, representing an increase of 13 per cent.

- 8.3 per cent growth in primary-aged inter-school football competitions.
- 1.3 per cent growth in secondary inter-school football.
- 17.7 per cent growth in school program participation.

NAB AFL Auskick participation grew by 2.5 per cent to 182,927.

A total of 22,286 people played in a McDonald's AFL 9s competition on the back of 23.5 per cent growth.

Female participation has reached 318,880.

- Female participation makes up 25 per cent of all participants (up from 19 per cent in 2014).
- 163 new female teams were established in 2015.

NAB AFL AUSKICK

The NAB AFL Auskick program continues to provide an introduction to Australian Football for our youngest participants and their families. A total of 182,927 children participated in the program in 2015 at 2936 centres around the country.

In addition, more than 23,500 NAB AFL Auskick participants had the experience of a lifetime by playing at an official AFL venue on game-day as part of the grid game program.

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

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

During the first weekend of the 2015 Toyota AFL Finals Series, seven NAB AFL Auskick volunteers – Stephen Ryan (NSW/ACT), Brett Fragiacomio (NT), Jon Breeden (Qld), Mark Dahlitz (SA), Glenn

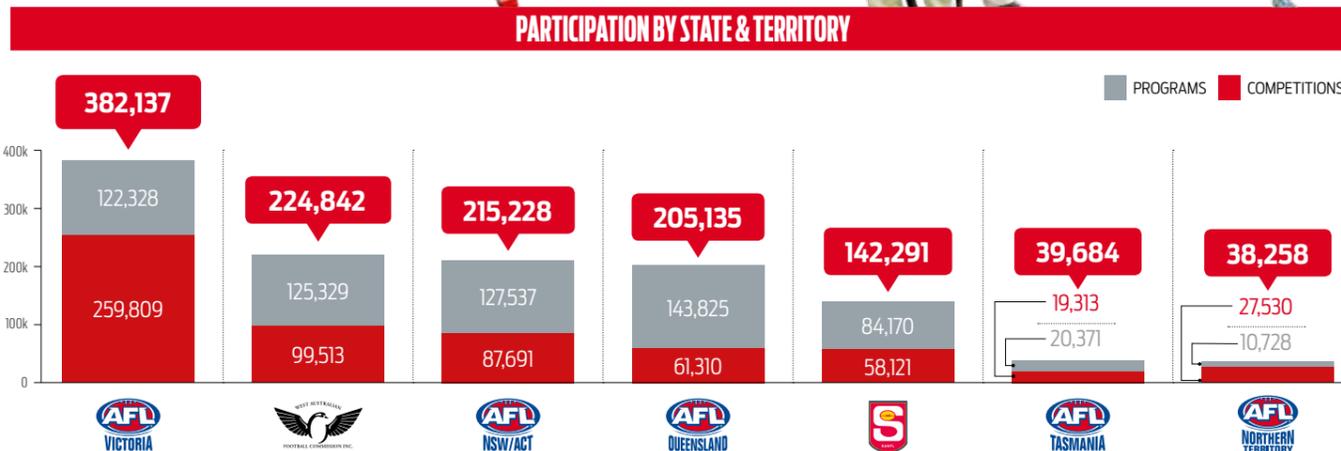
Johnstone (Tas), David Wolf (Vic) and Marcus McArthur (WA) – were rewarded by NAB with a trip to Melbourne and a money-can't-buy AFL experience. Each winner (and a guest) was treated to an exclusive workshop at AFL House and was a VIP guest at the AFL official function for the first elimination final between the Western Bulldogs and Adelaide. Each of these seven deserving winners was selected for their outstanding contribution to their local NAB AFL Auskick centre.

Twenty-two NAB AFL Auskickers of the Year nominees also took centre stage during Grand Final week. The nominees attended a dinner at the MCG, walked in the parade, played on the MCG at half-time of the 2015 Toyota AFL Grand Final and presented the premiership medallions. Will Le Deux from the Nagambie NAB AFL Auskick centre was named the 2015 NAB AFL Auskickers of the Year.

The AFL would like to thank all the volunteers, participants and families who make the program what it is and also acknowledges our program



2015 PARTICIPATION





EAGLE-EYED FANS
Young West Coast supporters proudly wear their colours at the round 14 clash with Melbourne at TIO Stadium in Darwin.

partner the National Australia Bank for the tremendous support it provides. Through support of the NAB AFL Auskick program, NAB continues to 'Footify' Australia; genuinely growing the game at a grassroots level and supporting tomorrow's stars.

SCHOOLS

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

The continued growth in Australian Football participation has been due to a number of initiatives, programs and resources designed specifically to improve our presence in the classroom and the school physical education/sport program. A total of 706,285 students participated in either inter-school competitions or school-based programs greater than six weeks in duration – an overall increase of 13 per cent.

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

In 2015, there were 10,799 inter-school teams in AFL competitions that involved some 231,180 students. The table right shows a selection of winners of various school competitions in 2015.

OTHER HIGHLIGHTS

- Intra-school AFL programs continued to grow with 467,105 students participating.
- Promotional clinics and visits reached just over two million children (1.54 million at schools and more than 468,000 at community venues).
- The Woolworths AFL School Ambassador program provided training and offered the necessary support for teachers who strongly promote Australian Football. Fifteen teachers, among the 5500 who were involved in the program, were named 2015 Woolworths AFL School Ambassadors of the Year for their outstanding service to the game.
- The AFL Learning Management System (LMS) provided educators with innovative resources to enhance education outcomes and help engage students in unique and meaningful ways.

- More than 2000 teachers attended specific **AFL Professional Development** or information sessions and seminars, with the AFL assisting in covering the teacher relief costs for those who attended.
- The **Woolworths AFL Schools Grants Scheme** provided schools with the opportunity to apply for subsidies to buy major capital items such as permanent goalposts, goalpost padding, playing guernseys and sports kits. In 2015, financial assistance saw:
 - > 44 schools buy permanent goalposts.
 - > 37 schools buy sets of goalpost padding.
 - > 72 schools buy playing guernseys.
 - > 78 schools buy AFL 9s kits.
 - > 6000 AFL footballs distributed to schools.
 - > The **AFL Schools Fantasy Classic and AFL Schools Tipping Competition** involved more than 35,000 participants.
 - > More than 1200 students were involved in a national online **AFL-themed quiz** which focused on numeracy and literacy.

INTER-SCHOOL PRIMARY AND SECONDARY SCHOOL COMPETITIONS

COMPETITION	SCHOOL	STATE
AFLVIC Herald Sun Shield Boys Div 1	St Patrick's – Ballarat	VIC
AFLVIC Herald Sun Shield Boys Div 2	St Joseph's College	VIC
AFLVIC Herald Sun Girls Competition Div 1	Methodist Ladies College	VIC
AFLVIC Herald Sun Girls Competition Div 2	Aquinas College	VIC
AFLVIC Herald Sun Country Cup	Central Vic/AFL Goldfields – Braemar College AFL Gippsland – Bairnsdale Secondary College AFL Goulburn Murray & North East Border – St Mary's of the Angels, Nathalia Northern Victoria – St Joseph's College, Echuca Western District – Monivae College	VIC
AFLVIC Herald Sun Country Shield	Ballarat Clarendon College	VIC
School Sport Victoria Premier League	Essendon Keilor College	VIC
All Abilities State Final	Southern Special Schools Sports Association	VIC
QUIT 100 Cup	Tiwi College	NT
Pink Power Challenge	Wulagi Primary School	NT
Defence Force Cup	St John's Catholic College	NT
Schoolboys REDIMED Cup – Cable Division	Darling Range Sports College	WA
Eagles Schoolboys Cup	Comet Bay College	WA
Freo Dockers Schoolgirls Cup – Moore Division	Kolbe Catholic College	WA
Freo Dockers Schoolgirls Cup – White Division	Emmanuel Catholic College	WA
PSA – Alcock Cup	Guildford Grammar School	WA
SASFA Premiers Cup	Highgate Primary School	SA
SAAS Messenger Shield	Prince Alfred College	SA
Statewide Open Boys A Schools Knockout Cup	Sacred Heart College	SA
Open Girls Knockout Competition	Sacred Heart College	SA
Queensland Independent Schools Cup – Open Boys Division	Padua College	QLD
Queensland Independent Schools Cup – Year 9/10 Boys Division	St Laurence's College	QLD
Schools of Excellence Cup Senior Male	Palm Beach-Currumbin State High School	QLD
Schools of Excellence Cup Junior Male	Helensvale State High School	QLD
Brisbane Lions Cup Senior Girls Female	Mountain Creek State High School	QLD
Paul Kelly Cup – Boys	Henschke Primary School	NSW/ACT
Paul Kelly Cup – Girls	Holy Family Primary School, Kelso	NSW/ACT
U/16 Boys Independent Schools Competition	Shore Grammar	NSW/ACT
Open Independent Schools Competition	Knox Grammar	NSW/ACT
Southern High Schools and Tassie Hawks Cup	New Town High School	TAS
NWJFU North West Tasmania	Latrobe High School	TAS
NHSSA Northern Tasmania competition	Kings Meadow High School	TAS



HAWKS' SCHOOL OF COACHING
New Carlton coach Brendon Bolton became the fifth Hawthorn assistant under Alastair Clarkson to take up a senior role at another club.

> In partnership with Victorian DEECD, the AFL ran the **One Team, One Goal – Celebrating Diversity** school competition for primary and secondary school students to promote positive discussion and awareness in schools regarding diversity, intercultural understanding and respect. More than 200 entries were received from 50 schools around Victoria. St Peter's & Paul Primary School won the primary school section and Point Cook Senior High School was named the secondary school section winner.

More than 25,000 children were introduced to Australian Football through the AFL Sporting Schools Program, an initiative established and funded by the Australian Sports Commission to help engage primary school-aged children in sporting activities.

COACHING DEVELOPMENT

The 2015 AFL Census shows that about 27,000 coaches delivered football programs to participants in all segments of the game in 2015.

ACCREDITATION COURSES

Attendance at AFL coach accreditation courses continues to ensure there is an adequate supply of accredited coaches to meet needs and support growth of the game. In 2015, more than 7000 coaches participated in courses – 6984 at Level 1, 304 at Level 2 and 26 at Level 3.

Since 2001, the AFL, in partnership with the AFL Players' Association, has been conducting a specific Level 2 Coaching Course for experienced and recently retired players who are interested in coaching. Many of these players complete their accreditation and go on to development or assistant coaching roles in AFL and state league clubs and a few, after also completing their AFL High Performance Coach Accreditation, have filtered through to become AFL senior coaches in recent years. The 2015 course was conducted in Melbourne in January for 28 current players and coaches.

The AFL High Performance Coaching Course was reviewed during the year with industry partners, including the state coaching managers, the AFL Coaches' Association and AFL clubs. Changes to the structure, content and delivery were made in accordance with industry

recommendations. The course is now delivered through two separate face-to-face segments of four and two days, online content, workplace learning and coach mentoring. The first segment of the 2015-16 course was conducted for 25 invited coaches at Etihad Stadium in October, with the second segment planned for January 2016.

AFL ONLINE COACHING COURSES

There has been outstanding usage of the AFL Online Junior and the newly developed AFL Online Youth and Senior Coaching Courses in 2015, with 5000 coaches completing the courses through the year. These courses are integral parts of the AFL Level 1 coach accreditation programs.

INTERNATIONAL COURSES

AFL International affiliates continued to be active in coach development in 2015, with a number of courses conducted in other countries, including Fiji, Europe and the USA. The Fiji course, part of regular AFL development activity in the South Pacific, produced 30 accredited coaches. USAFL president and coaching director Dennis Ryan conducted the first US Level 2

course through a series of Google webinars over six weekly sessions. Ten coaches completed their Level 2 accreditation in this course. AFL Europe is also in the process of conducting a Level 1 course, which started with a seminar provided by visiting members of the AFLCA in London in October – these coaches will continue their learning through the AFL online courses and will complete their practical components during the AFL UK pre-season period.

CLUB COACHING COORDINATOR PROGRAM

The role of the club coaching coordinator is growing in regard to ensuring football at all levels is delivered with improved quality, in inclusive environments. Following the implementation of the Club Coaching Coordinator Program in late 2014 and distribution of the associated resources, a number of courses were conducted in 2015 in different states. This program has been established to enhance the development of coaches at community league and club level and provide them with elements of on-going support.

TALENT IDENTIFICATION COURSES

The AFL Level 1 course in Identifying Talent for AFL was reviewed in 2015 and will be delivered in all states in 2016. The continuing development of female football in culturally diverse communities is providing a rich pool for attracting players and identifying talent in the game.

AFL NATIONAL COACHING CONFERENCE

The 2015 AFL National Coaching Conference (13th edition) was conducted at Etihad Stadium from January 31 to February 2 and featured a keynote address from Hawthorn coach Alastair Clarkson. Other presenters at the conference, which attracted more than 400 coaches, were Leigh Russell, Brendon Bolton, Louise Burke, Shane Pill, Matt Jones, Mark Yettica-Paulson and David Parkin. Thirty-two breakout sessions on a wide range of football and coaching topics were delivered across the weekend. The 2016 edition of the conference will be conducted in Perth in February 2016.

COACHING SUPPORT, RESOURCES & AFL COMMUNITY WEBSITE

Ongoing post-accreditation support for accredited coaches is provided through the coaching section of the AFL Community Website.

MESSAGE FROM THE AUSTRALIAN SPORTS COMMISSION

(ASC-funded, non-Winning Edge sports)



The past year has seen considerable success and progress for Australian sport, as the Australian Sports Commission (ASC) and national sporting organisations (NSOs) continue to build on our nation's proud sporting tradition.

The Government's 2014-15 investment of nearly \$120 million into Australian sport continues to be refined to ensure funding is aligned to sports with the greatest potential to contribute to Australia's Winning Edge 2012-22 targets and drive greater participation outcomes for sport.

The sporting landscape has changed rapidly in recent years, as have the options for people's scarce leisure time. More than ever before, sport faces tough competition for our attention from electronic media and other sedentary pursuits.

In March, the Commission launched Play.Sport.Australia. — our plan to help NSOs build participation in sport and make sure all Australians enjoy its benefits. Sports have the opportunity to attract more than 4.5 million Australians into their

communities. It's important that we work together to ensure that more Australians, particularly young Australians, participate in sport more often and that we have strong sporting organisations that deliver the products and opportunities Australians want.

Other highlights in 2014-15 included:

- **The transition to Sporting Schools and the development of its website** — the main portal for sporting organisations, schools, coaches and parents to access this \$100 million program which aims to reach more than 850,000 children.
- **The development of the AusPlay survey** — the ASC has committed to introducing a new national survey to better understand how Australians engage with and play sport. Good decisions require good data and this initiative by the ASC is critical.

And through Australia's Winning Edge, we will continue to give our athletes the best chances at international success.

So now, more than ever, we have a clear plan to make sure all Australians enjoy sport and maximise our chances of success. On behalf of the ASC, I thank you for your hard work in helping us achieve these goals and I look forward to working with you into the future.

John Wylie AM
Chair — Australian Sports Commission



Australian Government
Australian Sports Commission



New articles and practice activities are regularly published and promoted through the fortnightly AFL community newsletters sent to more than 60,000 recipients. This continues to be a relevant source of coaching information for coaches at all levels.

INJURY PREVENTION RESOURCES

An important set of injury prevention and management resources were produced in 2015, including incorporation of the key guidelines for the management of concussion in community football into the AFL coaching manuals and regularly promoted to community football organisations and clubs.

Following the completion of a research project through the AFL Research Board (the FootyFirst Training Program to Prevent Leg Injuries), that project will now be promoted throughout 2016.

These prevention programs and related resources will be prominently promoted in AFL coaching courses in future seasons. As well as being incorporated into the AFL coaching manuals, these resources are available for download from the AFL Community website or in hard copy from AFL and state affiliate offices.

OTHER HIGHLIGHTS

AFL COACHING AMBASSADORS

AFL Coaching Ambassadors and course mentors Stan Alves and David Parkin continued in their valuable long-term roles in AFL coaching and development projects throughout the year, including presenting and facilitating at courses and seminars, mentoring coaches, reviewing programs and advocating for coaches and coach development.

They acted as facilitators and mentors at the AFL High Performance Course and, along with coaching consultants Neil Barras, Brendan Mason and David Wheadon, regularly presented at Level 2 coaching courses around Australia.

COACH RECOGNITION AWARDS

Coach award functions were conducted by AFL state affiliates to recognise coaches and their passion and commitment to their players, clubs and the game at all levels.

These events, which are usually conducted by the state and regional branches of the Australian Football Coaches' Association (AFCA), are a great celebration of the game and its people.

AFL COACHES' ASSOCIATION – APPEARANCES PROGRAM

The partnership between the AFL and the AFL Coaches' Association continued in 2015, particularly through the coach appearance program. Overall, AFL senior and assistant coaches participated in development activities and appearances in all states and territories, including most regions around the country. Association members made about 1000 appearances to help grow the game.

The AFL greatly appreciates the efforts of the AFCA and its individual coach members. Association staff, including CEO Mark Brayshaw and operational staff Greg Hutchison, Ron Watt and Melissa Murphy, also assisted in various elements of the AFL coaching development program during the year.

SOCIAL FOOTBALL PROGRAMS

McDONALD'S AFL 9s

It was the fourth season of the McDonald's AFL 9s format, a social, non-contact, modified version of the game which is an ideal way to introduce new participants and re-engage lapsed participants.

With the support of state affiliates, 2015 again saw strong growth at a rate of 23.5 per cent, with 22,250 people now participating in competitions.

Partnering with McDonald's as the official sponsor provided great support for AFL 9s and helped raise awareness for the format.

The game was showcased to more than 800,000 people at half-time of one match each round throughout the 2015 Toyota AFL Premiership Season.

Ex-Swans player Jude Bolton and his wife Lynette continued to fulfill roles as national program ambassadors to help raise greater awareness and exposure of the game.

Events in 2015 included the annual Byron Bay Carnival, the Domain



MODIFIED RULES
AFL 9s is an ideal way to introduce new participants to the game.

Stadium Tournament in Perth and other corporate and community carnival events across the country.

AFL ACTIVE

AFL Active is a group training program that is broken into four quarters of physical activity where participants train for some of the physical attributes required to play Australian Football. However, the activities do not require any kicking, marking or handballing.

In 2015, the AFL and AFL Victoria partnered with VicHealth's *Changing the Game: Increasing Female Participation in Sport* initiative to use the AFL Active program to create new opportunities for female participation in physical activity across Victoria. This was launched in August at the 2015 AFL women's exhibition match and television presenter Rebecca Maddern was named an AFL Active ambassador.

AFL Active also partnered with the Victorian Fitness Academy to recruit and run training sessions for accredited AFL Active trainers, with 42 now accredited and courses planned for 2016.

Pilot programs were held during term four in 2015 and all trainers will start running AFL Active sessions in line with the school terms in 2016.

COMMUNITY FOOTBALL

AFL NATIONAL INCLUSION CARNIVAL



The AFL's National Inclusion Carnival brought together representative teams of footballers with intellectual disabilities from across the country to participate in a week-long round robin carnival in June.

The event was hosted by AFL Victoria and supported by the Victorian Government.

This was the second time the national carnival had been staged and Victoria Metro took out the Peter Ryan Cup in the grand final at Punt Rd Oval against NSW/ACT.

Games were played in great spirit with each team showing wonderful support to each other throughout the carnival. At the end of the carnival, an All-Australian side was selected.



ENGAGING WITH FANS

Premiership star Jack Gunston chats to a young Hawk supporter at the club's community camp in Launceston.

The carnival won the Victorian Government's Community Sporting Event of the Year Award.

SWISSE AFL COMMUNITY CLUB IMPROVEMENT PROGRAM

The Swisse AFL Club Improvement Program was introduced to assist community clubs examine their off-field operations and identify areas for improvement, including strategic planning, culture, volunteer management, connection to community, communication, finance, governance, policy, risk management, commercial fundraising/sponsorship, facilities and event delivery.

The program is based on the Australian Sports Commission's Club Health Check and assists clubs in the formulation of an action plan to improve key areas by linking to support resources.

In 2015:

- 273 clubs used the online assessment (183 complete).
- Four clubs demonstrated outstanding club administration and achieved gold quality club accreditation.
- 38 clubs demonstrated good club administration and received quality club accreditation.

The AFL would like to acknowledge the support of Swisse in assisting community clubs improve their off-field operations.

AFL COMMUNITY CLUB WEBSITE

With more than 1.3 million page views in 2015, the AFL Community website (aflcommunity.com.au) continues to provide up-to-date information, training and advice for 70,000 coaches, umpires, players, club administrators and schools.

The AFL Community website provides:

- Distribution of fortnightly editions of the AFL Community Development Newsletter.
- Online learning courses for coaches, umpires and club administrators.
- Teachers with access to an array of innovative resources via the AFL Learning Management System (LMS) which they can use to enhance education outcomes and help engage students in unique and meaningful ways.
- A locator system for new players, umpires and volunteers to find a club or umpiring group.

AUSTRALIA POST AFL COMMUNITY CAMPS

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

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

Key outcomes from the 2015 Australia Post AFL Community Camps included:

- 562 primary and secondary schools visited.
- 95,858 school students visited.
- 6855 students visited at junior clubs.
- 8052 superclinic participants.
- 3760 people visited in aged care/hospitals.
- 3067 attended official functions.
- \$66,700 monies raised during local community functions.

VOLUNTEERS

The Governor of Victoria, The Honourable Linda Dessau AM, and Judge Tony Howard hosted a morning reception at Government House on October 2 to recognise the contribution of Australian Football volunteers.

The reception, attended by 500 people, honoured state and territory Volunteers of the Year award recipients as well as the Victorian Multicultural Ambassador of the Year.

Guests acknowledged and celebrated the significant impact the volunteers had on their respective clubs, leagues and communities.

The function provided a unique and exclusive opportunity to thank all for their contributions and the day's recognition illustrated our sincere gratitude.

The Governor presented the following awards:

- **New South Wales/Australian Capital Territory Volunteer of the Year:** Trevor Byrne
- **Queensland Volunteer of the Year:** Rob Purves
- **Northern Territory Volunteer of the Year:** Peter Shepard and Alesha Shepard
- **West Australian Volunteer of the Year:** Rod Atherton
- **South Australian Volunteer of the Year:** Jarrod Starkey
- **Tasmanian Volunteer of the Year:** Bill Trethewie
- **Victorian Volunteer of the Year:** Christine Swinburne
- **Victorian Multicultural Ambassador of the Year:** Rob Munro

In addition, the AFL Merit Awards continue to recognise two people from each state/territory who have made outstanding contributions to the game in their local league or club.

The AFL Community website also offers leagues and clubs the opportunity to personalise and download AFL volunteer-branded certificates which they can use to present to volunteers as recognition for their contribution to our game.

FOOTYWEB

The AFL's Footyweb system continues to provide a high-quality service for competition management, data repository and a network of community league and club websites.



UNIQUE OPPORTUNITY

The grounds of Government House were turned into a football field during a reception to recognise volunteers.

A National Registration System was introduced for players and umpires in 2014 and the past 12 months saw continued uptake and growth. In 2015, 384,000 players and umpires self-registered online via the National Registration System, an increase from the 211,000 in 2014.

Key stats in 2015:

- 597,000 registered participants (384,000 self-registered online)
- 14,000 online transfers and permits processed
- \$20.5 million processed through the payment gateway

NORTH EAST AUSTRALIAN FOOTBALL LEAGUE

The North East Australian Football League (NEAFL) continued to grow as an elite second-tier competition across the Australian Capital Territory, Northern Territory, New South Wales and Queensland in 2015. The fifth season of the competition was contested between 11 teams, comprising seven state league clubs and four AFL clubs. For the first time in the league's short history, all teams played each other at least once throughout the regular home and away competition.

Key features/highlights in 2015:

- 18 players drafted, including eight mature-age players.
- Six umpires promoted to the AFL senior or rookie list.
- Introduction of NEAFL App (featuring live Champion Data stats) with more than 5500 downloads.

- Significant increase in social media presence.
- Roughly half (50) of total matches live-streamed with an average 1000 views per game.
- First representative team win against Tasmania by 20 points.
- 99 home and away matches, plus five finals, including 22 matches as curtain-raisers to AFL games.
- Four matches in regional areas.

The season culminated in another exciting finals series. The NEAFL Grand Final was contested between NT Thunder and Aspley in front of a league record of almost 6000 fans at TIO Stadium in Darwin.

NT Thunder led by 31 points at the start of the last quarter, however, Aspley came storming home to level the scores at the 28-minute mark.

The Hornets had a chance to win the game with a shot on the siren but it missed and NT Thunder won by a point.

FEMALE FOOTBALL

The rapid growth of women and girls participating in Australian Football continued in 2015 with 318,880 now playing in competitions or involved in programs. A highlight was the 163 new female club teams established throughout the year. There are 629 female club teams throughout the country.

Female participation accounts for 25 per cent of overall participation and is already meeting the AFL's 2020 target.

Participation breakdown:

- AFL 9s – 4585
- NAB AFL Auskick – 44,192
- Club – 17,063
- School competitions – 70,562
- School programs – 181,579

AFL WOMEN'S EXHIBITION SERIES

Melbourne and the Western Bulldogs played two exhibition matches, both as curtain-raisers to AFL games in round eight and round 20.

Both matches were played at a high standard, were well attended and enjoyed strong media coverage.

Melbourne won the first match by eight points and West Australian Kara Donnellan was named best on ground. The Demons also prevailed in the second match by just four points and Melbourne captain Daisy Pearce was named best player.

In a first for women's football, Channel Seven broadcast the second match live throughout Australia, which was watched by 345,000 people – a fantastic result.

It is the third year of the women's exhibition matches. Extensive consultation and planning has begun to fast-track the development of the National Women's League model for the 2017 season.

STATE REPRESENTATIVE PROGRAM

Interstate matches replaced the traditional women's national championships with the following results:

- NT Thunder hosted and lost to South Australia by four goals in a NEAFL double-header.
- Tasmania was soundly beaten by Queensland as a double-header to the male state teams.
- Western Australia overran Victoria to win by four points for the first time before Fremantle v Richmond at Domain Stadium.
- NSW/ACT lost to Queensland in a competitive match following a NEAFL match in Sydney.

YOUTH GIRLS NATIONAL CHAMPIONSHIPS

The Western Australian Football Commission hosted the Youth Girls Nationals in Mandurah in May.

In Division 1, a strong Vic Metro side defeated Queensland by seven points. Vic Metro captain Britt Bonnici was adjudged best on ground with Queensland's Tayla Harris named Player of the Championships.

South Australia won its first Division 2 grand final with a thumping win over

NSW/ACT. South Australia's ruck Sarah Allan was named best on ground as well as Player of the Championships.

NATIONAL SCHOOLGIRLS

The School Sport Australia National Schoolgirls titles were held in Geelong in July. Six teams participated and Victoria won the title ahead of a three-way tie between a much-improved New South Wales, Queensland and Western Australia.

100 YEARS OF WOMEN'S FOOTBALL

The year also marked 100 years since females first played Australian Football. It was established through independent research that teams in Perth first played matches as charity fundraisers during World War I. The first recorded women's league was established soon after in Kalgoorlie in 1921.

To mark this historic occasion, memorabilia was collected by a dedicated group of volunteers and was displayed in the Battye Library of Western Australia for three months. Titled 'Bouncedown', it proved to be very popular. In addition, the National Sports Museum at the MCG provided two 'pop up' displays to celebrate the centenary.

MEDIA \$2.94M
EDITORIAL VALUE
Print, Radio & Television: July 22-August 19

KATIE BRENNAN
4 GOALS
12 TOUCHES
BEST PLAYER FOR THE WESTERN BULLDOGS

TV RATINGS 345,000
COMBINED METRO & REGIONAL

DAISY PEARCE
30
DISPOSALS
AWARDED BEST ON GROUND FOR THE SECOND TIME

ATTENDANCE 7583
HIGHEST ATTENDANCE OF ANY WOMEN'S EXHIBITION MATCHES

THE FIRST TELEVISED WOMEN'S AFL MATCH IN HISTORY

SOCIAL MEDIA 4202 TWEETS
USED #AFLWOMENS GAME: JULY 22- AUGUST 19

#AFLWOMENSGAME WAS TRENDING NUMBER ONE IN MELBOURNE DURING THE MATCH
2000 tweets used #AFLWomensGame on match day

WESTERN BULLDOGS v MELBOURNE FOOTBALL CLUB
ETHAD STADIUM, SUNDAY, AUGUST 16, 2015
Western Bulldogs FC 5.6 (36) def. by Melbourne FC 6.4 (40)

*Women's Mini Draft occurred on Wednesday, July 22

COMMUNITY ENGAGEMENT

INDIGENOUS

INDIGENOUS ROUND & DREAMTIME AT THE 'G
Indigenous culture and the contribution of Indigenous players are celebrated annually during the AFL's Indigenous Round.

The round was launched in Sydney and featured all 18 AFL clubs wearing jumpers with special Indigenous designs. The AFL and the 18 clubs continued their partnership with Recognise to promote the campaign to recognise Indigenous Australians in the Constitution.

The focal point of the round was again the Dreamtime at the 'G game between Essendon and Richmond.



NATIONAL KICKSTART CHAMPIONSHIPS

The National KickStart Championships were held in Cairns in April with more than 150 under-15 Indigenous players representing their state or territory in a five-day football carnival.

Each team selected the best 25 Indigenous players from their state or territory camps based on football ability, leadership qualities, school attendance and community involvement.

Players also participated in off-field engagement and educational sessions focused on topics such as identity, pathway to excellence and reaching individual and team goals.

The KickStart Championships are also the pathway to the Flying Boomerangs.

FLYING BOOMERANGS LEADERSHIP PROGRAM

At the end of the annual AFL KickStart Championships, 25 Indigenous players were selected to participate in the Flying Boomerangs Leadership Program.



FROM THE HEART
The Flying Boomerangs perform their war cry before a match against the Victorian Multicultural All Stars at Punt Rd Oval.

The Boomerangs program is focused on four key pillars – communication, resilience, decision-making and identity.

The program also provides exposure to an elite training environment and leadership skills. The Boomerangs participated in the NAB AFL Under-16 Championships, competing against the World Team in a two-game series.

The squad came together in November for a high-performance training and leadership camp in Victoria where they visited the St Kilda and Collingwood football clubs, HMAS Cerberus and played a game against the Victorian Multicultural All Stars.

RIO TINTO FOOTY MEANS BUSINESS

In partnership with Rio Tinto, the AFL recruits 50 young Indigenous men aged 18 to 24 from all over Australia each year to participate in an employment and talent program. The squad came together in Perth in February and Melbourne in May, to coincide with Indigenous Round.

During the program, participants were exposed to the routine of a professional AFL player, including high-performance testing, training and conditioning. The young men are also introduced to potential career opportunities with Rio Tinto and other AFL corporate partners.

NATIONAL FEMALE KICKSTART

In 2015, the National Female KickStart Championships engaged more than 100 Indigenous females aged 14 to 16 from across the country.

The championships held in Darwin included education sessions on topics such as pathway to excellence and identity. Twenty-five of the best-performing participants will represent the Woomeras team in the Youth Girls National Championships in May 2016.

WOOMERAS

The AFL Woomeras Program is a national female Indigenous development program. The program symbolises strength and power – launching the girls into their futures using football to engage and empower. The Woomeras competed for the second time in the 2015 Youth Girls National Championships and toured New Zealand in December. The program enables the participants to be in an environment where they can work on their football skills, personal development and leadership skills.

INDIGENOUS COACHING ACADEMY

The AFL, in conjunction with the AFL Coaches Association, developed an Indigenous Coaching Academy in 2014 to fast-track and further develop Indigenous coaches in the AFL system. In 2015, the academy featured 15 Indigenous coaches who were engaged in education sessions delivered by the AFLCA at the KickStart Championships and the NAB AFL Under-16 Championships respectively. Participants completed Level 2 coaching accreditation and spent a week at an AFL club.



PICTURE THIS
The 2016 Multicultural Ambassadors pose for a selfie at the Flemington Community Centre.

MULTICULTURAL

MULTICULTURAL ROUND

AFL Multicultural Round was held during round 19 of the Toyota AFL Premiership Season to acknowledge and celebrate our game's cultural diversity.

The theme 'Many Cultures, One Game' highlighted the community engagement initiatives being undertaken by the Australian Football industry and acknowledged the increasing number of players from culturally diverse backgrounds who make up AFL player lists. The feature of the round included the first Multicultural Festival, bi-lingual ground markings, in-language broadcasting and translated Sherrin match footballs.



AUSTRALIA POST MULTICULTURAL SCHOOLS PROGRAM

The Australia Post AFL Multicultural Program continued to grow in 2015 with 221 schools and more than 25,000 students engaged nationally.

More than 12,000 people from culturally and linguistically diverse community backgrounds attended an AFL game – many for the first time – and more than 1000 multicultural children participated in a NAB AFL Auskick half-time game.

AUSTRALIA POST AFL MULTICULTURAL PLAYER AMBASSADORS

The AFL and Australia Post Multicultural Ambassadors are part of the Australia Post Community Inclusion Partnership. The 2015 Ambassadors included Nic Naitanui, Bachar Houli, Nick Malceski, David Zaharakis, Paul

Puopolo, Alipate Carlile, Stephen Coniglio, Lin Jong, Jobe Watson, Jimmy Toumpas, Patrick Karnezis and James Aish.

The ambassadors work with multicultural communities, schools, community football clubs, government and multicultural organisations on specific multicultural projects and deliver culture awareness sessions to community clubs and develop the AFL's multicultural strategy.

AUSTRALIA POST AFL MULTICULTURAL COMMUNITY AMBASSADORS

The Australia Post AFL Community Ambassadors program reached a record high in 2015, with more than 250 community leaders from a range of cultural backgrounds joining the program.

The program aims to connect AFL representatives with their particular communities and promote AFL as a vehicle for engagement and inclusion. The program also provides community leaders with an official platform to become involved in the introduction and coordination of AFL-related activities in their communities, as well as opportunities for professional development.

AUSTRALIA POST ALL NATIONS CUP

In 2015, six multicultural teams representing all states and territories competed in the All Nations Cup held in Cairns from April 10-15. To be eligible for the All Nations Cup squad, players must have been born overseas and come from a non-English-speaking background. The best-performing multicultural players from across all teams were selected for the World Team which competed in the NAB AFL Under-16 Championships and was coached by David Rodan.

BACHAR HOULI PROGRAM

Developed by the Australia Post AFL Multicultural Program and Richmond player Bachar Houli, the program provides Islamic-based schools and students with an opportunity to play AFL. The program is supported by the Federal Government and comprises the following:

BACHAR HOULI CUP

The Bachar Houli Cup gives Islamic Schools the opportunity to play Australian Football against other schools in a friendly, fun and safe environment.

In 2015, the Bachar Houli Cup was held in Victoria, New South Wales, Queensland and Western Australia, with the aim of encouraging Islamic students to make the transition from school football into community clubs, and provides an opportunity to be selected into the Bachar Houli Leadership Academy.

BACHAR HOULI LEADERSHIP ACADEMY

The Bachar Houli Leadership Academy is a high-performance football talent camp for emerging junior players aged 14-17 who are from an Islamic background. The academy aims to fast-track the participants' football development and provides genuine pathways for them to pursue football at an elite level.

In 2015, the five-day camp was held in Melbourne during the Toyota AFL Grand Final Week and involved mentoring from Bachar Houli, as well as education and leadership sessions encouraging participants to engage in their local communities and promote cultural and social inclusion. The Bachar Houli Academy was expanded into New South Wales in conjunction with the GWS Giants and engaged 20 participants from Western Sydney.

Mohammed Mohammed and Musa Amin were joint winners of the Bachar Houli Medal, presented to the best and fairest player within the academy who displayed leadership on and off the field.

AROUND THE REGIONS

WESTERN AUSTRALIA

- Overall football participation in WA increased by nine per cent to 224,842.
- Female football participation increased by 23.5 per cent to 49,087.
- WA Auskick participation increased by 23 per cent to 39,659 – the largest in any state or territory.
- Subiaco won back-to-back WAFL premierships.
- Perth's Aidan Tropiano won the Sandover Medal.
- WA players finished top three in the NAB AFL Rising Star Award.
- WA's state women's team became the first side to defeat Victoria in senior women's football.
- Eight WAFL players were selected in the NAB AFL Draft.



- WA's Emma King was selected No. 1 in the AFL Women's Draft, one of three WA players chosen in the top five.
- Perth Stadium Management won the Australian Institute of Management WA's 2015 Pinnacle Award for Customer Service Excellence.
- Four AFL finals were hosted at Domain Stadium.
- WA Football Commission in partnership with the Department of Sport and Recreation delivered on a Multicultural School Program which reached more than 10,000 participants and 100 schools.
- WA Football Commission in partnership with the Department of the Attorney General, Department of Aboriginal Affairs and the WA Police Department delivered on the Nightfields program that used football as a vehicle to reconnect more than 500 disengaged and at-risk youth.

NSW/ACT

- 2015 started with an unprecedented six NAB Challenge games in NSW/ACT, including a sold-out Richmond and Port Adelaide clash in Albury and the first AFL 'Pride Game' between the Sydney Swans and Fremantle at Drummoyne Oval.
- The GWS Giants sold out a game for the first time, drawing more than 12,000 to their clash with Geelong in Canberra.
- The Giants hosted their biggest Sydney crowd when almost 20,000 streamed into Spotless Stadium to watch the round 21 clash against the Sydney Swans.



FINALS TENSION
Leongatha coach Beau Vernon and his coaching panel watch the Gippsland League Grand Final against Traralgon at the Traralgon Recreation Reserve.

- The Giants had their best season on the field by some stretch, winning 11 games to finish just outside the top eight. The Swans continued to be one of the most consistent clubs in the AFL, sitting fourth at the end of the home and away season and progressing to the second week of the finals.
- Female football went from strength to strength with a successful National Youth Girls campaign, a significant number of new female teams in community competitions and a landmark women's state game between NSW and Queensland at Blacktown, which will be remembered for Lael Kassem's amazing running goal, which lit up the internet.
- NSW's Maddy Collier was drafted by the Western Bulldogs, along with Canberra's Heather Anderson.
- A number of Australian Football grounds received upgrades, including Phillip Oval in Canberra, Waratah Park in Sutherland and Gore Hill Oval on Sydney's North Shore.
- Overall participation grew to more than 215,000 – a spike of around five per cent. This included growth of six per cent in key segments: club football, club Auskick, AFL 9s and female football.
- NSW/ACT enjoyed unprecedented success at the 2015 NAB AFL Draft, with eight players primary-listed, including four in the top 20 picks.

VICTORIA

- Total participation numbers reached 382,137, with female club participation growing by 27 per cent with 63 new female teams established.
- Youth Girls participation increased to 36 per cent, the largest influx of players achieved, with 842 new participants and new competitions in AFL North East Border, Mornington Peninsula JFL, Eastern FL and Woorineen.
- The 2015 NAB AFL Draft was another successful outing for TAC Cup and VFL players with 54 picked up through the Victorian talent pathway. The TAC Cup produced 46 draftees (36 National Draft and 10 Rookie Draft) and the VFL produced eight (four National Draft and four Rookie Draft). This represents 52 per cent of new talent on to the primary list of AFL clubs.
- AFL Victoria's Equalisation Working party released the Community Club Sustainability Program, which included a state-wide Players Points System and Policy.
- The TAC extended its partnership as a major sponsor of AFL Victoria, which will take its naming rights partnership of the TAC Cup into its 27th consecutive year.
- Peter Jackson extended its partnership as the naming rights sponsor of the VFL until the end of the 2018 season, which will see it continue to be the naming rights sponsor of the state competition for eight consecutive years.



- A Sporting Schools Program was implemented in Terms 3 and 4 after a pilot program ran in Terms 1 and 2. More than 11,000 participants were reached.
- Eight Female Level 0 Coaching courses were held which were attended by a total of 240 females. The program led to an all-female Level 1 Coaching Course, attended by 25 females at Arden St.
- Access All Abilities (AAA) Auskick Strategy implemented with 12 AAA Auskick centres up and running.
- Hosted the AFL National Inclusion Carnival that won the Victorian Governments Community Sporting Event of the Year award.
- New region development structure implemented in western and north-west Melbourne with support from the Essendon District FL, Riddell District FNL and the Western Region FL.
- Conducted five Regional Diversity TAC Cup squads with 128 multicultural and indigenous youth participating.
- The V/Line Cup was taken outside Melbourne for the first time, travelling to the Gippsland region. The tournament, which included a youth girls component, had a total economic benefit to the region of more than \$2.3 million.
- Launch of two Diversity Umpiring Academies at the Australian International Academy in Coburg linked to Essendon District Football League and schools in Shepparton linked to the Goulburn Valley Umpire's Association, with a total of 33 students participating and umpiring on weekends.
- All-female umpiring panel appointed to a TAC Cup game – an innovation that is being mirrored at community league level.
- Completed a Regional Facilities Strategy in partnership with AFL Barwon and the five councils in the Geelong region. Similar regional strategies were started in the west of Melbourne and in the AFL Goldfields region.
- A range of mutually beneficial government partnerships have been developed with agencies such as Sport and Recreation Victoria, VicHealth, VicSport as well as with local government authorities. An example of these is the \$650,000 investment secured from VicHealth to fully launch, implement and evaluate AFL Active across Victoria.

WORDS OF INSPIRATION

Richmond star Bachar Houli addresses participants at the Bachar Houli Cup at Punt Rd Oval.



NORTHERN TERRITORY

- Total participation grew by seven per cent to reach 38,258.
- AFL 9s participation increased by 16 per cent with the social game helping introduce the sport to Territorians.
- There were 10,374 footballers playing in community competitions, with growth in accredited coaches and umpires.
- The NT Thunder captured their second North East Australian Football League premiership since 2009 after defeating Aspley by one point in front of 6000 fans at Darwin's TIO Stadium.
- The Michael Long Learning and Leadership Centre opened in March, with the education program helping children from remote communities across the Northern Territory.
- Two more Territorians found AFL homes with Daniel Rioli being selected with pick No. 15 by Richmond in the NAB AFL Draft and Ryan Nyhuis taken with pick No. 34 in the Rookie Draft by Fremantle.
- Darwin's TIO Stadium hosted a successful Toyota AFL Premiership Season match between Melbourne and the West Coast Eagles. Earlier in the season, the Demons played Port Adelaide at TIO Traeger Park in Alice Springs.

QUEENSLAND

- Total participation reached 205,135 – a 20.12 per cent increase on 2014.
- Queensland continues to have the highest school participation, with 150,614 primary and secondary students engaged in programs and competitions during 2015.
- More than 5100 fans attended a NAB Challenge match between the Gold Coast Suns and Geelong in Townsville.
- A 55-member Youth Girls Academy and 40-member Women's Talent Academy were established.
- Four Queenslanders were selected in the 2015 NAB AFL Draft and a further seven picked up in the Rookie Draft.
- The Queensland All Nations team won the National Diversity Championship.
- History was made with Queensland winning Division 2 titles in the NAB AFL Under-16 and Under-18 Championships for the first time.



STRONG HANDS
New South Wales and Queensland clashed in a landmark women's state game at Blacktown.

- The Queensland Female Football Strategy (2016-18) was published.
- The state's first Access All Abilities Auskick centre was established at Aspley FC.
- Brisbane Lions star Dayne Beams was named Queensland Disability Inclusion Ambassador.
- 47 new female community teams were formed.
- AFL Queensland became the first state affiliate to map all its facilities and participation using a GIS computer interface to improve strategic planning.
- More than \$40 million worth of infrastructure projects were completed.
- Australia's first AFL Diversity Academy was announced, based at Inala in Brisbane's multicultural western suburbs.
- AFL Queensland, the Gold Coast Suns and the Brisbane Lions delivered community camps in Mackay, the Sunshine Coast and Wide Bay.
- Female participation rose 37.96 per cent to 67,238.
- The AFL Queensland Junior Football Department was established to administer the Brisbane, Gold Coast and Sunshine Coast junior leagues and provide support to junior affiliate leagues in the Darling Downs, Northern Rivers, Wide Bay, Mackay, Capricornia, Townsville and Cairns.

- Queensland boundary umpire Gareth Hughes and goal umpire Alastair Meldrum were added to the AFL umpires list and field umpire Alex Whetton was rookie-listed.
- Dean Warren started as AFL Queensland Chief Executive Officer.
- Six Queensland players were drafted and played in the AFL women's exhibition matches.
- A NEAFL representative team defeated the Tasmania State League at Brisbane's Moreton Bay Central Sports Complex.
- Labrador won its first QAFL premiership, defeating 2014 champion Morningside.
- The Coorparoo women's team won its third consecutive QWAFL Grand Final.
- The first under-14 Female State Championships were held at Maroochydore.

SOUTH AUSTRALIA

- Australian Football participants in South Australia increased by eight per cent to a total of 142,291. This included a three per cent rise in Auskick participants to ensure SA reached a total of more than 8000 Auskickers for the first time.
- More than 200 young females were introduced to Australian Football through the introduction of the inaugural SANFL Girls Competition.
- All eight SANFL clubs fielded a team at under-14 and under-16 level, the first time a female competition has had every team represented at state league level.
- West Adelaide won its first SANFL premiership in 32 years, defeating Woodville-West Torrens at Adelaide Oval in front of the largest state league crowd in 2015.
- Eleven South Australians were selected in the 2015 NAB AFL Draft, two more than in 2014. Sixteen South Australians were chosen in the NAB AFL Draft and Rookie Draft, including seven from regional areas.
- SANFL field umpire Craig Fleer was elevated to the AFL's senior umpiring list. It is the first time the SANFL has had four field umpires on the AFL senior umpiring list, with Fleer joining Justin Schmitt, Sam Hay and Curtis Deboy.



NEW BREED
The next generation of AFL stars came together for the NAB AFL Under-18 Championships.

TASMANIA

- Celebrated 150 years of Australian Football in Tasmania.
- First AFL Commission meeting held in Hobart in August with Commission Chairman Mike Fitzpatrick and Premier of Tasmania Will Hodgman announcing a joint commitment to assess Tasmania's game and market development investment requirements – from AFL Auskick through to Tasmania's future role in the AFL national competition.
- AFL Tasmania headquarters moved from North Hobart Oval to Blundstone Arena, Bellerive (Cricket Tasmania and AFL Tasmania sharing the same reception area and new administration building).
- Australian Amateur Football Council National Carnival held in Hobart during July.
- AFL Masters national carnival held in Launceston and Hobart.
- 2015 was the first full year operating under a new community football governance structure, the Tasmanian Football Council.
- Overall football participation in Tasmania increased by 6.5 per cent to 39,684.
- Four Tasmanians drafted to the AFL (best in the nation on a per capita basis).
- AFL Tasmania included 'Create a Gender Equity & Inclusive Culture' as a core strategic plan priority.



- North Launceston Bombers won back-to-back Tasmanian State League premierships.
- Paddy Martin and Matthew Richardson elevated to Icon status in the Tasmanian Football Hall of Fame (and Tasmania's Sporting Hall of Fame).
- Former Tasmanian football product Brendon Bolton appointed as coach of Carlton.
- Strengthened ties with AFL Victoria and continued to explore partnership opportunities.

INTERNATIONAL

- Participation totalled more than 140,000 people in programs and competitions, with another 60,000 attending promotional activities.
- The 18th USAFL National Championships were held in Austin, Texas, in October with 45 teams competing across six divisions.
- In Europe, the annual Fitzpatrick Cup, named after the AFL Commission Chairman, bringing together men and women from universities, was held at the University of Birmingham.
- The first of two inaugural AFL Europe events took place in March, kicking off with a Champions League (nine-a-side tournament) inviting the league premiers from 22 countries.
- The seventh annual Anzac Cup saw Australia taking on France in



- Villers-Bretonneux, followed by the dawn service, over the Anzac weekend.
- Croatia hosted the Euro Cup, the only fully indigenous tournament, where Europeans compete for the title of Euro Cup champion. Eighteen teams took part, including The Peace Team, consisting of Israelis and Palestinians, who are the newest associate members of AFL Europe.
- The third match played outside Australia for premiership points was held when St Kilda took on Carlton in Wellington, New Zealand, on Anzac Day.
- The NAB AFL Academy Level 1 squad toured New Zealand for the fourth time in April and played a match against the New Zealand Hawks at Westpac Stadium in Wellington.
- Giovanni Mountain-Silbery, Barclay Miller and Joe Baker-Thomas were awarded international scholarships with St Kilda. New Zealander Kurt Heatherley was added to Hawthorn's primary list and Shem-Kalvin Tatupu became an international rookie.
- The AFL Indigenous under-18 women's team, the Woomearas, conducted an inaugural 10-day New Zealand tour in December. The squad played two matches against the New Zealand Kahus.
- TVNZ announced a new AFL broadcast deal for New Zealand. The inaugural youth competitions started in Wellington and Auckland, incorporating female competition.
- St Kilda held a community camp in three New Zealand cities – Auckland, Wellington and Christchurch.
- The South Pacific regions had 63,000 participants. There were 63 Level 0 and 30 Level 1 coaches accredited in the region. South Pacific conducted a talent camp in Brisbane and competed in the Queensland Under-16 State Championships in May. The Nauru Stars were champions in the Oceania Cup held in December for under-15 boys.
- The NAB AFL Academy Level 2 conducted a high-performance training camp at the IMG Academy in the United States in January.
- International Combines were held in Dublin, Los Angeles and Wellington.
- There are 16 internationals on AFL lists. The additions were Matt Korcheck (USA/Carlton), Colin O'Riordan (Ireland/Sydney) and Conor Glass (Ireland/Hawthorn).

COMMUNITY PARTNERS

COMMITMENT TO COMMUNITY

The AFL can make a significant positive change to the lives of individuals and to the strength of our communities.

As Australia's No. 1 sport, we care about our connection with people and communities, and we have a responsibility to deliver positive social outcomes back to the communities in which we operate.

RECOGNISE

The 2015 Toyota AFL premiership Season marked 20 years since the AFL declared there was no place for racism in football and the League adopted its own racial vilification code.

Two decades later, the League is now part of the movement of Australians who say there is no place for race discrimination in the nation's rule book either and who know it's time to recognise the first Australians.

The AFL is proud to have an ongoing partnership with the Recognise campaign, which supports and focuses on the push to recognise Aboriginal and Torres Strait Islander peoples in Australia's constitution and to ensure there's no place for racial discrimination in it.

In Indigenous Round, held during National Reconciliation Week, the AFL celebrated the contributions and sheer excellence of our country's Indigenous players and Australia's Indigenous heritage.

We recalled the outstanding Indigenous players of the past who were trailblazers and recognised the brilliance, talent and skill of the current generation of Aboriginal and Torres Strait Islander players.

The campaign's R symbol was painted in the middle of each AFL venue during Indigenous Round. Sydney Swans star and former Australian of the Year Adam Goodes, Shane Edwards (Richmond), Mathew Stokes (Geelong), Brett Goodes (Western Bulldogs), Peter Burgoyne (Port Adelaide) and Jobe Watson (Essendon) featured in a television commercial which was played at all nine matches during

Indigenous Round. It was also provided to AFL broadcast partners Fox Footy and Channel Seven who played it in the lead-up to and during Indigenous Round.

The AFL's support led to a significant boost in awareness of the campaign, with more than 14,400 Australians signing up as supporters.

AFL SPORTSREADY

Now in its 21st year of operation, AFL SportsReady continues to support the development needs of AFL players and the industry's entry level employment requirements. The organisation continues to expand its footprint across the country with record numbers of trainees and students.

In 2014-15, AFL SportsReady worked with the AFL industry to provide 245 traineeships to young Australian, whether they be full-time, part-time or school-based. This includes the provision of trainees to state leagues and AFL clubs.

Eight current and former AFL SportsReady trainees were selected for the 2015 National Women's Exhibition Clash and five trainees were selected in the 2015 NAB AFL Draft.

AFL SportsReady continues to provide player education with players such as Patrick Dangerfield, Scott Pendlebury and Marcus Bontempelli studying a diploma of management. In total, more than 250 players from all AFL clubs have studied with SportsReady Education, with many participating in the Football Induction Program and Next Goal programs.

AFL SportsReady has developed and delivered an entire suite of new services to meet the needs of the AFL industry – including players, coaches, umpires and football administrators at the elite level through to coaches, volunteers and players at the state league and junior levels.

Programs are developed and provided via partnerships between AFL SportsReady and the AFL or the AFL Players Association to ensure tailored, relevant programs that will benefit players and the industry and grow the game.

Aside from the AFL industry, AFL SportsReady continues to assist with education and employment outside of football, with almost 700 young people supported into traineeships in 2015. More than one third of these trainees

are Aboriginal and Torres Strait Islander young people.

AFL SportsReady works closely with employers to deliver traineeships, with partners including NAB, ANZ, Westpac, CBA, Australia Post, Telstra, the AFL, AFL clubs and associations and schools. Through ArtsReady, and supported by the Australian Government, traineeships are now being provided through arts and creative organisations such as the Australian Ballet, Regional Arts NSW and the National Gallery of Victoria.

Now, as a provider of education, AFL SportsReady offers trainees certificate and diploma courses which have a focus on sport and recreation, fitness, business and management. In 2015, more than 1000 students started with SportsReady Education.

AFL SportsReady has partnerships with universities in every state (La Trobe University, Griffith University, the University of Technology Sydney, University of Canberra, Curtin University, Flinders University and the University of Tasmania). These partnerships give SportsReady Education students who complete a Certificate IV or diploma qualification an opportunity to gain direct entry and in some cases a credit towards a degree.

In 2015, AFL SportsReady released its first Reconciliation Action Plan creating leaders for cultural change, awareness and respect, along with a number of initiatives to help Close the Gap. AFL SportsReady provides opportunities and support to help Aboriginal and Torres Strait Islander young people to overcome barriers through the delivery of tailored educational programs, employment opportunities, mentoring, gatherings and cultural awareness training.

LADDER

The AFL continued to support Ladder, which was established in conjunction with the AFL Players' Association in 2007 to tackle youth homelessness.

Ladder believes a young person's experience with homelessness should not define their life, a belief that is also supported by the AFL.

Ladder works with young people who have experienced homelessness to help them break the cycle of homelessness and reach their potential.

STANDING PROUD

Sydney Swans stars Adam Goodes and Lance Franklin featured in a television commercial for the Recognise campaign.





ON SONG
Greater Western Sydney made giant strides in 2015, winning 11 games and finishing just outside the final eight.

Every player participating in an AFL home and away match donates \$25 of his match fee to Ladder. This year these donations raised more than \$217,000 and the AFL made a matching donation, resulting in a total contribution of more than \$382,000.

In the past financial year, Ladder provided around 6800 hours of direct service to young people, including health, wellbeing and fitness sessions, skills training, mentoring and one-on-one support.

Past and present AFL footballers are involved as volunteers, ambassadors and mentors, which provides young people with guidance, support and encouragement to find a way out of the debilitating cycle of homelessness.

Ladder is also the official charity partner of the Toyota AFL Finals Series.

OUR WATCH

Our Watch was established to drive nation-wide change in the culture, behaviours and attitudes that lead to violence against women and children.

Through the Our Watch Sports Engagement Program, the AFL will strive to increase awareness of issues

related to violence against women within our organisation and across our affiliated members, partners and the broader community.

The \$250,000 three-year partnership will see the AFL ensure violence against women policies are up to date and supported by all staff, and allow the AFL's Respectful Relationships program to be delivered face-to-face with a focus on community leagues.

It will also support the development of resources that promote the prevention of violence against women to be distributed through the AFL's media platforms and club networks at the community and elite level.

Football clubs at all levels bring together large numbers of people and play a significant role in promoting safe, inclusive and welcoming environments for all, while continuing to increase the participation opportunities for females that will help eliminate gender-based discrimination and violence-supportive attitudes.

The AFL is committed to supporting Our Watch and using football as a vehicle to address gender inequality, sexism and cultures that trivialise and perpetuate violence against women and their children.

REACH – JIM STYNES SCHOLARSHIP FUND

The AFL and the Reach Foundation together established the Jim Stynes Scholarship Fund in 2011 in honour of former Melbourne president and Brownlow medallist, the late Jim Stynes.

As part of a partnership with the AFL, the Federal Government has provided \$3 million to establish the scholarship fund to help disadvantaged people pursue their sporting dreams and reach their potential.

The scholarships recognise Stynes' contribution as an outstanding footballer, administrator, philanthropist, charity worker and writer.

In 2015, the AFL and Reach awarded 37 scholarships with a value of up to \$20,000. Number 37 was Stynes' original number when he joined Melbourne.

Recipients received funding towards football, travel and education expenses.

COMMITMENT TO DIVERSITY

The AFL's aim is to be truly national and truly representative, and part of this commitment is to be a workplace and code that is a welcoming environment

regardless of race, gender, sexuality, religion or culture.

To this end, the AFL has committed to a range of initiatives to develop a welcoming environment for LGBTI athletes, administrators, coaches and spectators.

In 2015, the AFL was involved in the following initiatives:

- The AFL joined three other national football codes on a float in the Sydney Mardi Gras Parade.
- Hosted a Pride match during the NAB Challenge between the Sydney Swans and Fremantle at Drummoyne Oval.
- Supported the launch of Essendon's Purple Bombers supporter group.

- Supported the AFLPA in the IDAHOT campaign.
- Supported and helped publicise a Pride match in the Yarra Valley Mountain District Football League between Yarra Glenn and Warburton.
- Announced the first AFL Pride match during the 2016 home and away season will be played between St Kilda and the Sydney Swans.

The AFL is also a member of the Pride in Sport Advisory Group, with representatives from basketball, golf, swimming, water polo, the NRL, Cricket Australia, the Australian Rugby Union and the FFA.

The role of the Advisory Group is to assist with the development and implementation of the Pride in Sport Index.

The Index is a joint initiative of Pride in Diversity, a not-for-profit workplace diversity support organisation, the Australian Human Rights Commission, the Australian Sports Commission and the Bingham Cup.

It will be used as a benchmarking tool to measure LGBTI diversity and inclusion within national sporting organisations.

SUPPORT FOR CLUBS AND PARTNERS

The AFL also offers support to the programs and commitments of our clubs and partners.

Highlights in 2015 included the Big Freeze at the 'G, supported by the AFL and broadcasters, to help increase awareness about Motor Neurone Disease, and raise more than \$2.2 million for research.

The AFL also supported the Breast Cancer Network of Australia game, and the White Ribbon Cup, hosted by our clubs.

For the first time, the AFL also supported the Children's Cancer Foundation Million Dollar Lunch at Crown, which delivered an incredible \$2 million in funding for research into children's cancer.



WORTHY CAUSE
The AFL supported the Million Dollar Lunch which raised more than \$2 million for children's cancer research.



LEGAL AND INTEGRITY

ANDREW DILLON
AFL GENERAL COUNSEL

BRETT CLOTHIER
HEAD OF COMPETITION INTEGRITY

Major projects ranged from assisting the negotiation and drafting of the new Broadcast Rights agreement to dealing with all matters relating to the competition's integrity.

FUTURE LEADER
The Swans missed the midfield drive generated by Luke Parker, who broke his leg against Collingwood and did not play in the finals.

In 2015, the AFL Legal and Integrity Department continued its provision of legal services, commercial advice and support to all departments across the AFL, as well as working with AFL clubs, AFL Players Association, AFL Umpires Association and the AFL's state-affiliated bodies on various matters and projects.

Key issues dealt with by the Legal and Integrity Department during 2015 were:

BROADCAST AGREEMENT

During August, a significant portion of the department's resources were allocated towards the negotiation and drafting of the new Broadcast Rights agreements with Seven Network, News Limited and Telstra. As outlined in this Annual Report, the work on this matter laid the groundwork for the future of the AFL. →

AFL ANTI-DOPING TRIBUNAL HEARINGS REGARDING ESSENDON FOOTBALL CLUB

The AFL Anti-Doping Tribunal hearing into 34 past and present Essendon players and a former support person concluded on February 17, 2015, after opening on December 15, 2014.

The 34 players faced infraction notices alleging they had used a prohibited substance, Thymosin Beta-4, during the 2012 season. The decision of the Tribunal was reserved at this time.

The Tribunal handed down its decision regarding the infraction notices against the 34 players on March 31, 2015, and published reasons for the decision.

The Tribunal was not comfortably satisfied that any player violated clause 11.2 of the AFL Anti-Doping Code.

On April 17, 2015, the AFL received the decision of the AFL Anti-Doping Tribunal in the matter of the former Essendon support person.

The Tribunal found that the former Essendon support person was guilty of 10 breaches of the AFL Anti-Doping Code.

The breaches include trafficking, attempting to traffic and complicity in matters related to a range of prohibited substances.

On July 26, 2015, the AFL was notified by AFL Anti-Doping Tribunal Chairman David Jones that the Tribunal had imposed a lifetime ban on the former Essendon support person for the breaches of the AFL Anti-Doping Code.

WADA APPEAL TO THE COURT OF ARBITRATION FOR SPORT

On Tuesday, August 25, 2015, the World Anti-Doping Agency notified the AFL it was appealing the AFL Anti-Doping Tribunal decision made in relation to the Essendon Football Club players to the Court of Arbitration for Sport.

The Court of Arbitration for Sport hearing was held in Sydney from Monday, November 16, to Friday, November 20. On Tuesday, January 12, 2016, the Court of Arbitration for Sport ruled:

1. The appeal filed by the World Anti-Doping Agency on 8 May 2015 is upheld.
2. The decision rendered by the Australian Football League Anti-Doping Tribunal, 31 March 2015, is set aside.
3. Messrs Thomas Bellchambers, Alex Browne, Jake Carlisle, Travis Colyer, Alwyn Davey, Luke Davis, Corey

Dell'Olio, Ricky Dyson, Dustin Fletcher, Scott Gumbleton, Kyle Hardingham, Dyson Heppell, Michael Hibberd, David Hille, Heath Hocking, Cale Hooker, Ben Howlett, Michael Hurley, Leroy Jetta, Brendan Lee, Sam Lonergan, Nathan Lovett-Murray, Mark McVeigh, Jake Melksham, Angus Monfries, David Myers, Tayte Pears, Patrick Ryder, Henry Slattery, Brent Stanton, Ariel Steinberg, Jobe Watson, Stewart Cramer, and Brent Prismall (The "Players") are sanctioned with a period of ineligibility of two years commencing as of 31 March 2015. Any period of ineligibility, whether imposed on or voluntarily accepted by the Players before entry into force of this award, shall be credited against the total period of ineligibility to be served.

4. The costs of arbitration, to be determined and served to the parties by the CAS Court Office, shall be borne 75% by the players and 25% by the Australian Football League.
5. The Players and the AFL shall jointly contribute CHF 30,000 to the World Anti-Doping Agency for its legal fees and other expenses incurred in connection with these arbitration proceedings. The Australian Sports Anti-Doping Authority shall bear its own legal costs and expenses incurred in connection with the present proceedings.
6. All other motions or prayers for relief are dismissed.

LIST CONCESSIONS FOLLOWING SUSPENSION OF PLAYERS

As a result of the finding of the Court of Arbitration for Sport, AFL General Counsel Andrew Dillon (under authority delegated by the AFL Commission) determined the following list concessions for the 2016 season.

Essendon Football Club – signing of players

Essendon was permitted to sign up to 10 players as Temporary Primary List Players on a short-term contract for the 2016 season.

Unless otherwise approved by the General Counsel, the players must have been:

- On an AFL list within the last two seasons.
- On the Essendon VFL List.

Essendon will not retain list access rights to any of these players who go on to the primary list for the 2016 Toyota Premiership Season beyond October 31, 2016.

Payments made to these temporary players in 2016 will be included in the Essendon Total Player Payments.

If payments to the additional players cause Essendon to go above the TPP Limit, the club will be provided with an allowance for an amount equivalent to the amount it is over the TPP Limit.

Unless otherwise approved by the General Counsel, Essendon may not sign more than one player from the

same club (with the exception of Essendon VFL players).

The deadline for the signing of players was March 15, 2016.

As the additional temporary players will play the entire season with Essendon, they will be signed to similar contracts to the AFL Standard Playing Contract and will play with the Essendon VFL team if not selected by the AFL side.

At any time during 2016, Essendon is permitted to upgrade any rookie-listed player on a similar basis as if a suspended player was on the long-term injury list – noting that as with other clubs, Essendon may have a maximum of only 40 players available for senior selection at any time.

Other clubs with suspended players

Melbourne, the Western Bulldogs, Port Adelaide and St Kilda are permitted to upgrade any rookie-listed player on a similar basis as if the relevant suspended players were on the long-term injury list.

Consideration was given to requests from the above-mentioned clubs for additional lists concessions, but the AFL determined it would not allow any extra players from outside the current player lists to be signed.

OTHER ANTI-DOPING VIOLATIONS

Ryan Crowley

On March 16, 2015, the AFL announced it had issued an infraction notice under the Anti-Doping Code against Fremantle player Ryan Crowley. Crowley had been issued the notice on October 1, 2014, arising from a failed match-day test after the club's round 17 match on July 13, 2014.

On June 11, 2015, the AFL Anti-Doping Tribunal found Crowley breached the AFL Anti-Doping Code and imposed a sanction of 12 months, starting on September 25, 2014, the date Crowley accepted a voluntary provisional suspension.

Lachlan Keeffe and Josh Thomas

On July 29, 2015, the AFL issued infraction notices to Lachlan Keeffe and Josh Thomas of the Collingwood Football Club. The infraction notices arose from samples taken from Keeffe and Thomas on February 10, 2015, which had both tested positive for the presence of a WADA-prohibited substance. The substance, clenbuterol, is not a specified substance on the AFL Anti-Doping prohibited list and as such the players were immediately provisionally suspended.

On November 4, 2015, Keeffe and Thomas were formally advised in writing they would each receive a two-year ban after pleading guilty to a breach of the AFL Anti-Doping Code.

ANTI-GAMBLING RULE VIOLATIONS

On March 30, 2015, the AFL announced it had concluded a number of matters relating to its Anti-Gambling Regulations, following an annual audit of all players, coaching and club staff across the competition.

Under the AFL's regulations, all registered persons with AFL clubs (players, coaches, board members, staff etc.) are prohibited from betting on AFL matches or events. The following decisions were reached:

Jack Crisp, Collingwood listed player

Crisp was found to have bet on four contingencies totalling \$129 while a listed player at the Brisbane Lions. A financial sanction of \$5000 was imposed, given the player's full co-operation and contrition in dealing with this matter was taken into account and it was determined he would not face a playing suspension.

AFL Score Review Official

A total of 62 bets totalling \$362 were placed from his account. He was found to have permitted another person to use his betting account, which was subsequently used to place bets on AFL matches without his knowledge. In consideration of the person's match-day role, his conduct was deemed unacceptable and he was not considered for employment at AFL matches during the 2015 season.

Paul Brodie, GWS Giants recruiting assistant

On October 29, 2015, the AFL notified the GWS Giants that the AFL Competition Integrity Department had concluded its investigation on a matter involving a bet being placed in contravention of AFL rules by the club's recruiting assistant Paul Brodie.

The investigation found Brodie had breached AFL rules by placing a \$100 head-to-head multi bet on five round 19 matches, including one the GWS Giants were playing in.

The bet was successful, with a return of \$945, and was detected as part of pro-active monitoring of cash betting activities by the AFL.

The club and Brodie were advised he would be suspended from all duties for

the next 13 months within the AFL competition until December 1, 2016. Brodie will be required to reapply for registration as a club official at the end of that suspension period.

Other major issues dealt with by AFL Legal and Integrity Department in 2015 included:

1. Assisting AFL Victoria with formulation of a statewide player points system as part of a broader Club Sustainability Program.
2. Assisting the Football Operations Department to review and revise the AFL Tribunal Guidelines and associated rules.
3. Negotiation and drafting of the agreement for the AFL to sell its shareholding in FoxSport Pulse (formerly SportingPulse) and in the drafting of a new licence agreement for the administration and management of community football competitions.
4. Grand Final Ticketing Scheme and related legislative requirements.
5. Active role on the committee for the Coalition of Major Professional & Participation Sports (COMPPS).
6. Accreditation terms and conditions for access for the AFL media industry.
7. Management of final year injury claims.
8. Continued work on the AFL's intellectual property portfolio, including finalising the dot.AFL domain name project.
9. Negotiating and drafting venue and funding agreements for various club training and administration bases – SCG, Gabba and the new Perth Stadium.
10. Updating the Australian Football Anti-Doping Policy to reflect changes in the WADA Code effective from January 1, 2015.

2015 NAB AFL DRAFT

The 2015 NAB AFL Draft was significantly different to previous years after the introduction of a new Father-Son and Academy bidding process. Previously, the Father-Son and Academy bidding draft was held before the Exchange Period.

The AFL introduced this new process as part of its equalisation philosophies.

In altering the rules, the AFL sought to offer incentives to clubs in Queensland and NSW to continue to develop players through their club academies and also



NEW BOMBERS
Cats premiership players James Kelly (right) and Mathew Stokes (middle) were added as top-up players to the Bombers' 2016 list, joining Craig Bird (left) who was traded from the Swans.

preserve the historical significance of Father-Son selections, while ensuring the 'market value' is paid for draftees.

A Draft Value Index was introduced which allocates a points value to each draft selection.

In order to match a bid, the nominating club must pay the points value of the selection number of the bid by the other club. If during the draft another club bids for a nominated Father-Son or Academy player, the bid can be matched by the nominating club.

The pure Draft Value Index value is discounted by 20 per cent for selections 1-18 and by 197 points for all subsequent selections.

This may mean the use of several draft selections by the nominating club to acquire a nominated Father-Son or Academy player.

The nominating club does not have to match the bid and, if this occurs, the player is selected by the club which made the original bid.

Having used all selections with points value in any one year, a club may use

selections for the following year's draft to match a player, which will eventuate in a deficit being carried forward.

The deficit is limited by a guaranteed number of points and a club cannot match a bid if it exceeds the guaranteed points.

See table next page for the Father-Son and Academy players selected by matching during the National Draft.

A further two Academy players were not matched by their clubs and were selected by the bidding club:

- Josh Dunkley (Sydney Academy) selected by the Western Bulldogs with selection 25.
- Corey Wagner (Brisbane Academy) selected by North Melbourne with selection 43.

FREE AGENCY

Under the rules agreed to by the AFL and the AFLPA in February 2010, a total of 11 restricted free agents and 56 unrestricted free agents were eligible to consider their future options in 2015.

RESTRICTED FREE AGENTS

- **Adelaide** – Patrick Dangerfield
- **Brisbane Lions** – Matthew Leuenberger
- **Carlton** – Matthew Kreuzer, Chris Judd
- **Essendon** – Tom Bellchambers
- **Geelong** – Tom Hawkins
- **Melbourne** – Colin Garland
- **St Kilda** – Jack Steven, Sam Gilbert, Sean Dempster
- **West Coast** – Scott Selwood

UNRESTRICTED FREE AGENTS

- **Adelaide** – Richard Douglas, Brodie Martin, Andy Otten, Brent Reilly, Scott Thompson
- **Brisbane Lions** – Jed Adcock
- **Carlton** – Dennis Armfield, Andrew Carrazzo, David Ellard
- **Collingwood** – Brent Macaffer
- **Essendon** – Courtenay Dempsey, Dustin Fletcher, Tayte Pears, Brent Stanton, Jason Winderlich
- **Fremantle** – Ryan Crowley, Paul Duffield, Michael Johnson, Luke McPharlin, Matthew Pavlich, Aaron Sandilands
- **Geelong** – Jimmy Bartel, Corey Enright, Steve Johnson, James Kelly, Andrew Mackie, Mathew Stokes, Dawson Simpson
- **Hawthorn** – Luke Hodge, Matthew Suckling, Brendan Whitecross
- **Melbourne** – Mark Jamar
- **North Melbourne** – Michael Firrito, Brent Harvey, Nathan Grima, Scott McMahon, Drew Petrie, Robbie Tarrant
- **Port Adelaide** – Kane Cornes, Tom Logan (rookie)
- **Richmond** – Nathan Foley, Chris Newman, Alex Rance
- **St Kilda** – Sam Fisher, Adam Schneider (rookie)
- **Sydney Swans** – Adam Goodes, Heath Grundy, Ted Richards
- **West Coast** – Sam Butler, Patrick McGinnity, Beau Waters
- **Western Bulldogs** – Matthew Boyd, Jarrad Grant, Dale Morris, Robert Murphy, Easton Wood

FREE AGENCY MOVEMENT

	2015/ 2016	2014/ 2015	2013/ 2014	2012/ 2013
RESTRICTED	2	1	4	4
UNRESTRICTED	2	4	3	6
DELISTED	4	7	8	4
TOTAL	8	12	15	14



PRIZE RECRUIT
In the biggest deal of the off-season, Patrick Dangerfield was traded to Geelong to be closer to family and friends after a stellar 2015 season with Adelaide.



PLAYER MOVEMENT

	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012
DELISTED/RETIRED	75	85	99	75	85
Trades	42	19	27	28	29
Players	40	24	28	29	28
EXCHANGED/TRADED	103	40	38	41	44
– Including Future Selections	14	N/A	N/A	N/A	N/A
– Including On-Trades	32	12	7	16	15
PROMOTED ROOKIES	14	22	23	24	13
NATIONAL DRAFT	70/89	76/87	62/74	70/83	75/83
First Drafted	68	76	62	68	71
PRE-SEASON DRAFT	0/12	1/12	1/12	8/15	5/11
ROOKIE DRAFT	64/72	64/76	54/69	44/65	79/96
First Drafted	43	45	39	32	
RETAINED ROOKIES	42	36	37	50	41

FATHER-SON AND ACADEMY PLAYERS

Name	Player Category	Bid Team	Match Team	Bid	Points Value	Selections Matched	Selections Received
Callum Mills	Academy	Melbourne	Sydney Swans	3	2234	33, 36, 37, 43	3, 58, 65, 66
Jacob Hopper	Academy	Gold Coast	GWS Giants	7	1644	11	7
Matthew Kennedy	Academy	Richmond	GWS Giants	13	2323	34, 40	13, 61
Eric Hipwood	Academy	Richmond	Brisbane Lions	14	1161	36, 37	14, 39
Harrison Himmelberg	Academy	Adelaide	GWS Giants	16	1067	48, 50, 53, 59	16, 61, 64, 71
Ben Keys	Academy	Western Bulldogs	Brisbane Lions	24	785	38, 39	24, 46
Matthew Flynn	Academy	Melbourne	GWS Giants	41	412	57, 58	41, 60
Bailey Rice	Father-Son	Richmond	St Kilda	49	287	61	49
Jack Silvagni	Father-Son	Essendon	Carlton	53	233	54, 85	53, 57

FREE AGENTS EXERCISING THEIR RIGHTS

A total of four players elected to exercise their free agent rights and change clubs for the 2016 season:

- Matthew Leuenberger (*Brisbane Lions to Essendon*)
- Scott Selwood (*West Coast to Geelong*)
- Matthew Suckling (*Hawthorn to Western Bulldogs*)
- Dawson Simpson (*Geelong to GWS Giants*)

A further four *delisted* players took advantage of the Free Agency Rules allowing them to move to the club of their choice:

- Jarrad Grant (*Western Bulldogs to Gold Coast*)
- Daniel Gorrige (*Gold Coast to Carlton*)
- Andrew Moore (*Port Adelaide to Richmond*)
- Matthew Wright (*Adelaide to Carlton*)

EXCHANGE PERIOD

The trading of future years' draft selections was introduced in the 2015 Exchange Period under the following conditions:

- During the Exchange Period, clubs are now permitted to exchange National Draft selections in both the coming National Draft and the following year's National Draft (one year in advance).
- Clubs may only trade away future first-round selections with the approval of the club's board.
- Where in the preceding four National Drafts a club has taken less than two first-round selections, a club may not, without the permission of the AFL, trade away a first-round draft selection (provided that this limitation is based on the net of first-round selections coming in and out during the relevant Exchange Period).

- A club may not trade a future first-round selection in addition to a future selection from the same National Draft (provided this limitation is based on the net result of selections traded in and out in each round during the relevant Exchange Period).
 - > For example, a club cannot trade a future first round and future third round selection from the same year, but can trade a future second and third round selection.
 - > If a club has traded in a future third round selection, it can then trade a future first and third round selection out as the third round selections will net off.
 - > For the avoidance of doubt, the definition of first-round selection in this determination does not include an end of first-round compensation selection.

A total of 40 players and 103 draft selections (of which 14 were future selections and 32 were on-traded) were traded during the AFL Exchange Period.

The following players were traded:

- Dean Gore (*Geelong*), Curtly Hampton (*GWS Giants*), Troy Menzel (*Carlton*), Paul Seedsman (*Collingwood*) to Adelaide.
- Ryan Bastinac (*North Melbourne*), Tom Bell (*Carlton*), Jarrad Jansen (*Geelong*), Josh Walker (*Geelong*) to the Brisbane Lions.
- Sam Kerridge (*Adelaide*), Jed Lamb, Andrew Phillips, Lachie Plowman, Liam Sumner (*all GWS Giants*) to Carlton.
- James Aish (*Brisbane Lions*), Jeremy Howe (*Melbourne*), Adam Treloar (*GWS Giants*) to Collingwood.
- Craig Bird (*Sydney*) to Essendon.
- Harley Bennell (*Gold Coast*) to Fremantle.
- Patrick Dangerfield (*Adelaide*), Lachie Henderson (*Carlton*), Zac Smith (*Gold Coast*) to Geelong.
- Daniel Currie (*North Melbourne*), Matt Rosa (*West Coast*) to Gold Coast.
- Steve Johnson (*Geelong*) to GWS Giants.
- Jack Fitzpatrick (*Melbourne*) to Hawthorn.
- Tomas Bugg (*GWS Giants*), Ben Kennedy (*Collingwood*), Jake Melksham (*Essendon*) to Melbourne.
- Jed Anderson (*Hawthorn*) to North Melbourne.
- Charlie Dixon (*Gold Coast*), Jimmy Toumpas (*Melbourne*) to Port Adelaide.
- Chris Yarran (*Carlton*), Jacob Townsend (*GWS Giants*) to Richmond.
- Jake Carlisle (*Essendon*), Nathan Freeman (*Collingwood*) to St Kilda.
- Michael Talia (*Western Bulldogs*), Callum Sinclair (*West Coast*) to Sydney.
- Jonathan Giles (*Essendon*), Lewis Jetta (*Sydney*), Jack Redden (*Brisbane Lions*) to West Coast.

ROOKIES

In addition to 68 first-time drafted players being selected at the NAB AFL Draft, 14 rookies were promoted by clubs to their Primary List.

As well as 64 players being selected at the Rookie Draft (of which 43 were first-time drafted), 42 rookies were retained on the Rookie List by clubs.



GUIDING HAND
The Giants added Norm Smith medallist Steve Johnson to provide class and experience to their developing list.

2015 TPP SUMMARY

The Total Player Payment limit per club increased 4.6 per cent in 2015, from \$173.4 million in 2014 to \$188.9 million, while gross player payments increased by six per cent from \$188.0 million in 2014 to \$200.2 million.

The Additional Services limit per club for the provision of marketing services by players increased by three per cent from \$963,000 to \$992,000 and the amount spent on these services by clubs increased by 14.7 per cent, from \$16.25 million in 2014 to \$18.64 million.

In addition to these amounts, players earned \$1.7 million from employment and marketing arrangements with associates of clubs.

Taking into account the \$200.2 million in gross player payments, \$18.64 million in

additional services agreements and \$1.7 million from employment and marketing arrangements with associates of the clubs, the total earned by players in 2015 was \$220.54 million, an increase of 6.6 per cent on the 2014 total of \$206.85 million.

The average payment by clubs for a listed player in 2015 was \$302,104, an increase of 6.7 per cent over 2014.

One club was sanctioned during 2015 for breaching the AFL Player List rules:

- Collingwood was sanctioned \$5000 for breaching the List Lodgement Rules by failing to lodge forms relating to list changes. Collingwood fully co-operated in the matter and this and other mitigating factors, including that the breach was an administrative error, not intentional and the club's good record were taken into account regarding the sanction.

2005-2015 SUMMARY OF AFL PLAYER EARNINGS

Earnings	2005 Played	2006 Played	2007 Played	2008 Played	2009 Played	2010 Played	2011 Played	2011 Listed	2012 Played	2012 Listed	2013 Played	2013 Listed	2014 Played	2014 Listed	2015 Played	2015 Listed
\$0 – \$60,000	47	34	24	10	9	9	9	31	1	21	0	9	0	2	0	1
\$60,001 – \$100,000	119	99	92	90	80	67	75	114	71	120	48	109	33	90	17	65
\$100,001 – \$200,000	183	198	177	168	156	153	180	186	187	199	203	213	177	198	163	188
\$200,001 – \$300,000	101	109	134	142	151	158	162	166	166	170	148	156	136	147	143	153
\$300,001 – \$400,000	47	57	60	77	85	91	92	94	103	104	114	115	125	128	124	131
\$400,001 – \$500,000	21	30	35	39	37	45	53	53	58	60	64	64	75	76	84	85
\$500,001 – \$600,000	18	10	13	18	16	9	17	20	25	25	22	22	31	32	44	44
\$600,001 – \$700,000	7	7	5	3	6	8	10	10	11	12	19	19	26	26	18	21
\$700,001 – \$800,000	1	0	3	5	3	2	3	3	4	4	10	10	10	10	21	21
\$800,001 – \$900,000	3	4	2	-	2	2	4	4	1	1	7	7	6	6	3	3
\$900,001 – \$1,000,000	-	1	-	-	2	4	1	1	1	1	-	-	2	2	2	2
\$1,000,001 – \$1,100,000	-	-	1	1	-	-	1	1	4	4	-	-	2	2	2	2
\$1,100,001 – \$1,200,000	-	-	-	-	-	-	-	-	-	-	2	2	-	-	-	-
\$1,200,001+	-	-	-	1	-	-	1	1	4	4	3	3	-	-	2	2
TOTAL	547	549	546	554	547	548	608	684	636	725	640	729	623	719	623	718

NB: Details listed under heading "Played" relates only to Primary listed Players who participated in at least one senior match during the season. Details listed under heading "Listed" includes all Primary Listed Players. Earnings are Total Player Earnings including ASA's.

2005-2015 AFL TOTAL PLAYER EARNINGS

	2005 \$	2006 \$	2007 \$	2008 \$	2009 \$	2010 \$	2011 \$	2012 \$	2013 \$	2014 \$	2015 \$	Movement % 2014-2015
GROSS PLAYER PAYMENTS ("GPP")	110,960,485	114,215,259	121,340,818	128,847,606	134,146,837	136,698,418	153,699,344	173,717,042	181,560,623	188,944,174	200,199,169	5.96%
Deductions:												
Finals/Relocation & Living & other Allowances	2,096,184	1,816,889	2,242,291	2,137,838	1,891,522	2,130,159	2,060,463	2,044,477	2,274,355	2,060,850	2,069,108	0.40%
Cost of Living and Expansion Allowances	1,291,500	1,175,574	680,488	728,263	753,988	779,100	804,825	1,722,326	1,791,219	3,047,944	2,357,048	-22.67%
Veterans' allowance	5,326,653	5,014,770	5,137,978	4,843,849	4,814,190	4,614,162	5,361,045	6,239,064	7,886,536	6,560,023	6,959,232	6.09%
Other deductions	338,705	941,007	2,082,388	2,379,364	2,561,369	2,296,275	3,921,152	4,663,352	4,303,195	4,032,375	4,790,648	18.80%
Underspend from Previous Years	-	-	-	-	-	-	-	-	-	-	1,841,576	N/A
Total deductions	9,053,042	8,948,240	10,143,145	10,089,314	10,021,069	9,819,696	12,147,485	14,669,219	16,255,304	15,701,193	18,017,612	14.75%
PLAYER PAYMENTS LESS DEDUCTIONS	101,907,443	105,267,019	111,197,673	118,758,292	124,125,768	126,878,722	141,686,376	159,047,825	165,305,319	173,242,981	182,181,452	5.16%
Injury Allowance	4,332,000	4,836,000	4,936,629	5,684,600	6,403,200	5,572,800	3,107,594	2,551,693	2,060,007	1,597,906	2,609,871	63.33%
GROSS PLAYER PAYMENTS LESS INJURY ALLOWANCE	97,575,443	100,431,019	106,261,044	113,073,692	117,722,568	121,305,922	138,578,782	156,496,132	163,245,312	171,645,075	179,571,581	4.62%
TPP LIMIT	100,800,000	103,564,992	111,100,000	118,900,000	123,100,000	127,200,000	139,612,500	158,172,750	164,499,660	173,382,660	181,284,120	4.56%
Gross Player Payments less Injury Allowance	97,575,443	100,431,019	106,261,044	113,073,692	117,722,568	121,305,922	138,578,782	156,496,132	163,245,312	171,645,075	179,571,581	4.62%
Margin/(Excess)	3,224,557	3,133,973	4,838,956	5,826,308	5,377,432	5,894,078	1,033,718	1,676,618	1,254,348	1,737,585	1,712,539	-1.44%
Additional Services Agreements (ASA's)	6,071,450	6,579,394	6,725,773	7,440,463	7,692,843	8,128,960	9,191,723	10,398,625	13,874,676	16,237,924	18,638,497	14.78%
Average Gross Player Earnings (including ASA's)**	Listed \$187,251	Listed \$192,962	Listed \$203,280	Listed \$213,953	Listed \$221,482	Listed \$226,165	Listed \$237,388	Listed \$251,559	Listed \$265,179	Listed \$283,029	Listed \$302,104	6.74%
	Played \$204,271	Played \$208,104	Played \$218,560	Played \$233,281	Played \$241,436	Played \$249,239	Played \$253,795	Played \$272,074	Played \$288,212	Played \$306,841	Played \$324,643	5.80%

** Average Gross Player Earnings ("AGPE")
The AGPE is a result of the payments (GPP plus ASA's) made to Primary Listed and Pre-Season Nominated Rookies only (grouped as "Primary Listed"). Played figure is the AGPE for those Primary Listed players who played games divided by number of Primary Listed players who played. Listed figure is the AGPE divided by the number of Primary Listed players. Underspend from Previous Years was introduced for Season 2015.

AFL MEDIA

PETER CAMPBELL
GENERAL MANAGER

AFL Media continues to provide relevant and timely information all year round and is exploring a range of options to improve its service to supporters.

AFL Media used the strong operational and performance outcomes garnered in previous seasons to attain solid growth in 2015 across all our key deliverables and aspirations.

With the AFL season stretching from the NAB Challenge in February through until the NAB AFL Draft at the end of November, our aspiration has been, and continues to be, to serve our supporters with relevant and timely information that a supporter requires all season long. The integration of news, video, live streaming, transactional, ticketing, fixturing, participation, AFL Fantasy and AFL Tipping, coupled with and supporting our 18 clubs, has afforded the entire AFL and Club Digital Network with a platform to ensure we continue to put the supporter at the centre of all we do.

As a result, the AFL and Club Digital Network, comprising the 18 club mobile and desktop sites, the 18 club apps, *AFL.com.au* and the AFL Live app saw traffic grow by 8.5 per cent from November 1, 2014, to October 31, 2015, to 104 million monthly unique visitors.

The ever-changing disruption that a multitude of different digital options for

consumers provides ensures that AFL Media must continue to explore a range of options to capitalise on whatever device or technology platform a supporter uses to access the AFL and clubs.

To meet these changes, the AFL, in partnership with our digital rights partner Telstra, continues to explore and develop a range of new offerings. The use of social media is a great example of extending the reach afforded by personalised digital offerings. In 2015, the AFL saw growth of 36 per cent in our social media accounts. Importantly, we have also launched our official Weibo social media service – a native Chinese language social media tool that allows us to offer up tailored content to the Chinese language community.

The opportunity that new delivery platforms offer is to continue to reach existing and new supporters to our game. The evolution of platforms such as Snapchat, which saw us reach more than 77 million worldwide users on Grand Final day, to the development of Telstra TV and the content that will be provisioned for it in 2016 enables us to ensure our product and offering is available to as wide an audience as possible. →

POWERFUL FORCE

Port Adelaide fans are able to watch captain Travis Boak strut his stuff on various platforms.



7

The continuing success of the AFL women's exhibition matches also provided a new opportunity to engage fans. AFL Media produced and streamed the first match in 2015 and simultaneously streamed the second match with our broadcast partner, the Seven Network. Both matches were a resounding success. Coupled with our coverage of the AFL Women's Draft, the emergence of the strong and growing interest at participation and viewing engagement level augurs well for continued development and opportunity of women's football in the digital consumption landscape.

AFL Media also produced and live-streamed six NAB Challenge matches which Fox Footy was unable to schedule for logistical purposes, and we produced and live-streamed the Grand Final Day NAB AFL All Stars game.

The strength of the AFL Digital Network revolves around the contribution and engagement that, together with the AFL Media team, our 18 clubs also bring with their own personality, content, supporter and member engagement tools, social media activation and connectedness. The coming together of our respective teams provides a total AFL Network approach which maximises opportunities for corporate partners and provides a direct link to a fan's club of support. The great diversity of club content and products is a tangible link to the market-leading results of 18 clubs and the AFL combining to make the AFL Digital Network.

TELSTRA PARTNERSHIP

Telstra has been the valued and long-term digital partner of the AFL. In 2015, that relationship was strengthened even further with the completion of the Digital Rights Partnership which will see the AFL and Telstra cement greater digital opportunities through until the end of the 2022 AFL season.

The continued rise of the mobile platform and extensions into connected televisions provides more opportunities for our clubs, the AFL and Telstra.

In 2015, the AFL Live App Pass for domestic live streaming on mobile devices saw total subscriptions increase by 49 per cent year on year. Total live minutes streamed to mobile devices was up 51 per cent on the 2014 total (of 1.18 million hours) to more than 1.78 million hours. Each match generated nearly 30 minutes of viewing time per user per match.

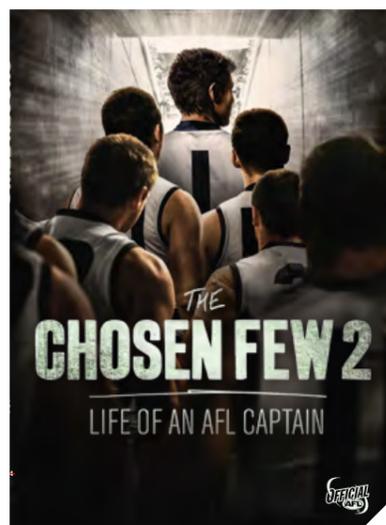
Telstra also continues to be an enormous supporter of our other programming initiatives – be it establishing Wi-Fi via Telstra Air at the Foxtel Grand Final Live Site Precinct, supporting our Live broadcasts of the NAB AFL Pre-Draft Show, supporting NIRS in the broadcast of AFL matches via radio into indigenous communities throughout Australia, or supporting our pre-season two-hour daily live program *First Bounce*.

The support the AFL receives from Telstra Corporation CEO Andy Penn and Chief Marketing Officer and Group Executive Media Joe Pollard and their teams ensures we are able to deliver the best possible experience for our supporters with the knowledge we have the full technical and operational support which Telstra provides. Continued development of new product offerings, such as the AFL Live App for the Apple Watch (which won a 2015 Melbourne Design Award for Best Digital Experience – Mobile) is one example of our forays into new and expanded product offerings.

The extension of our partnership until at least 2022 and the role AFL Media plays with Telstra in that relationship will ensure our supporters will be provided with the best possible digital presence and communications in any Australian sport.

2015 KEY METRICS

1. Aggregate video streams (excluding Live Pass domestic streaming) of 123 million, up 21 per cent (2014: 84 million, up 23 per cent).



2. Aggregate monthly unique visitors of 104 million, up 8.5 per cent.
3. Nielsen online monthly unique audience measurement for the AFL Network (clubs and AFL) ranked the AFL as the No. 1 digital sporting network throughout the entire season. Additionally, when Smartphone and Tablet analytics through the Nielsen measurement system were provided for the first time in August, September, October and November, the AFL Network ranked as the No. 1 digital sporting network for those devices.
4. Social media (Facebook, Twitter, Instagram and Weibo) grew by 36 per cent to have more than 1.53 million followers.
5. The total number of downloads of the AFL Live App, AFL Fantasy App and club apps totals more than 4.7 million (3.8 million same time last year). Importantly, and aside from just downloads, the engagement metrics for our apps have also grown.
6. International Digital Rights revenue associated with our WatchAFL service grew by more than 20 per cent, with subscriptions up by a similar percentage.

In addition to the key performance metrics, AFL Media introduced a range of new non-match video content and other initiatives to ensure the voracious consumption of this type of consumer-led content continues at pace. In 2015, AFL Media introduced:

1. *Friday Front Bar* – featuring Mick Molloy, Andy Maher and Sam Pang.
2. *Pick a Winner* – featuring Wayne Carey, Ben Dixon and Campbell Brown.
3. *Whistleblowers* – a weekly program explaining umpiring decisions.
4. *First Bounce* – a daily live two-hour program during the NAB Challenge period featuring Matt Thompson, Nat Edwards, Cameron Ling, Mark Bickley and Campbell Brown.
5. *NAB AFL Pre-Draft Show* – a two-hour pre-draft live show featuring Garry Lyon, Matt Thompson and Callum Twomey as part of our Road to the Draft series.
6. Multi-Language audio commentary on all nine games in the Multicultural Round.

These programs were in addition to our daily *Footy Feed* news program, weekly *Access All Areas* program, weekly *Charged* program, our vignettes as part of the AFL Football Operations 'Respect &

PERFECT TIMING

Magpie Jamie Elliott flies high above Hawks full-back Brian Lake to complete this spectacular mark at the MCG.





POWERFUL IMAGE

Michael Willson's shot of Geelong coach Chris Scott comforting a distressed Mitch Clark was recognised as the AFMA's photograph of the year.

Responsibility' series, the emotive Hall of Fame vignettes, the AFL season-opener, the popular series featuring players returning to their original clubs in *Where it All Began* and a host of live streams associated with major football, coaching and playing announcements.

We also expanded our commercial 'native' production of acclaimed features and series such as those for Treasury Wines Estate *Here's to The Chase*, British Paints' *Home Ground*, indigenous personnel in the Australian Defence Force and Virgin Australia's *Gary Ablett Story*.

Important in also showcasing the evocative and emotive history of our game through the eyes of past and present AFL club captains was the second in the series of the Peter Dickson-produced/directed feature documentaries – *The Chosen Few: Captains*.

Commissioned by the Seven Network for screening in the week leading up to the Grand Final, Dickson was rightly awarded two prestigious international awards of excellence for his work – a feature documentary which will grace our AFL archives as a wonderful piece of storytelling reflecting AFL captains as they view themselves and their impact on the game as they see it in 2015.

In the centenary year of the landing of Australian troops at Gallipoli, AFL Media – with Slattery Media's valued assistance – was pleased to fund and launch the Barbara Cullen-authored *Harder Than Football: League Players at War*. Cullen painstakingly researched and detailed

the military history of those men who served our nation and who had played football in Victoria at the highest level. This hard-back book covering the period from the Boer War through to those who served in Vietnam was proudly launched by Kevin Sheedy and former Victorian Premier Ted Baillieu in the lead-up to Anzac Day. It is a seminal piece of work that AFL Media was pleased to be associated with.

Entering its 105th year of publication in 2016 will be the much-respected and valued *AFL Record*. While the digital disruption continues to challenge traditional media products such as magazines and newsprint, this publication continues to hold its place in the AFL sporting landscape. With extension products such as the *AFL Record: Great Footy Decades 80s*, the *AFL Record Season Guide* and *AFL Record for Kids*, our *AFL Record* and *AFL Record*-branded publications continue to buck the trend of declining circulations – holding their own year-on-year aggregated together. With meticulous care and pride, this hallmark of "going to the footy" still provides our supporters and advertising partners with a unique and cherished place at our venues and in homes around the country.

In a year that was marked by the devastating events surrounding the death of Adelaide Crows coach Phil Walsh, there were also other significant social issues that AFL Media tried to shine a light on. Our on-going editorial and production efforts to discuss

and raise awareness of mental health is one we will continue to pursue. Sometimes it is a simple image that can say more than words ever will, and we were extremely pleased to see Michael Willson's black and white photograph of Geelong player Mitch Clark recognised by the Australian Football Media Association as its Photograph of the Year.

AFL Media has, with the strong commitment to quality content, innovative product and digital extensions and placing the supporter at the centre of what we do, positioned ourselves as a leading destination for our corporate partners and advertisers.

Our design team has a strong reputation in the AFL community for providing creative and results-orientated work and, increasingly, our video production team is also adding to the editorial video content it delivers with client-activated native video production. This is supported by our commercial team which has consistently found outcomes and solutions across AFL Media assets for our partners and advertisers.

The new broadcast rights cycle and our ongoing digital partnership with Telstra provides AFL Media with an opportune moment to continue to invest in our digital engagement with supporters at all levels of football. We will continue to solidify the gains we have made in 2015 to ensure we are primed for the new rights cycle with innovative fan and club-led digital content and products which connect with supporters through the shifting sands of the technology landscape.

THIS ONE'S FOR YOU, MADDIE

Tiger star Jack Riewoldt looks skywards in memory of his cousin Madeleine, the sister of St Kilda skipper Nick Riewoldt, after kicking a goal against Carlton during the opening round clash at the MCG.





AWARDS, RESULTS & FAREWELLS

The Hawks make it three flags in a row as the AFL bids farewell to some of the game's greats, including Goodes, Judd and Fletcher.

In this era of drafts and salary cap, the three-peat was thought to be unattainable. But the powerful Hawthorn unit under the tutelage of coach Alastair Clarkson continues to astound.

In 2015, the Hawks made it three in a row with their demolition of West Coast. Cyril Rioli won the Norm Smith Medal, following in the footsteps of his famous uncles, the late Maurice Rioli and Michael Long, as past winners of the medal.

In winning its 13th flag, Hawthorn sits behind only Carlton, Essendon and Collingwood for AFL/VFL premierships.

Despite not making it to the Grand Final, it was a big year for Fremantle. It produced its first Brownlow medallist, midfielder Nat Fyfe, and took out the McClelland Trophy for the first time.

The Western Bulldogs improved dramatically and the All-Australian selectors recognised the performances of Robert Murphy, Easton Wood and Jake Stringer, with Murphy awarded the accolade of captaining the team.

Footy mourned the tragic death of Adelaide coach Phil Walsh mid-season, causing the abandonment of the Crows' round 14 fixture against Geelong.

After breaking the long-standing record of Collingwood legend Jock McHale for most games coached, Mick Malthouse lasted only three more matches before losing his job at Carlton and a similar fate befell Essendon's James Hird later in the season.

The game farewelled several big names, notably dual Brownlow medallists Adam Goodes and Chris Judd and Bombers games record-holder Dustin Fletcher. →

KEY TARGET

Josh Kennedy became only the second Eagle to win the Coleman Medal, finishing the home and away season with 75 goals.



THE PREMIERS



In keeping with the title of the book detailing the club's official history, Hawthorn did it the hard way in 2015 to win its third consecutive premiership.

After being soundly beaten by West Coast in the second qualifying final at Domain Stadium, the Hawks had to overcome the in-form Crows in the second semi-final and return to Perth to defeat the Dockers, becoming the first Victorian team to win an interstate preliminary final.

There were other hurdles along the way – Jarryd Roughead having a melanoma removed from his lip in July and dealing with the tragic death of assistant coach Brett Ratten's son, Cooper, in a car accident in August. But the Hawks' esprit de corps enabled them to triumph in the hottest Grand Final on record, with the temperature hitting 31.3 degrees.

Before Hawthorn's remarkable run, the three-peat had been achieved on only five occasions. Melbourne did it twice (1939-41 and 1955-57) and Carlton (1906-08), Collingwood (1927-30) and the Brisbane Lions (2001-03) also accomplished the feat.

Despite conceding the opening goal of the game to Luke Shuey, the Hawks were rarely challenged, with the Eagles letting themselves down by a lack of composure and poor finishing in front of goal.

Cyril Rioli sparked Hawthorn in the first quarter, booting two of its first three goals and setting up an easy one for Bradley Hill. He finished with 18 disposals, 12 marks and four goal assists to be a worthy Norm Smith medallist.

Sam Mitchell was unlucky not to snare the medal in another sublime display and, in his first Grand Final, James Frawley did an excellent job to keep Coleman medallist Josh Kennedy goalless.

The 2013 Norm Smith medallist Brian Lake, in what was his final AFL game after announcing his retirement post-season, was a constant stumbling block for the Eagles. While the result was already well and truly decided, Lake was involved in one of the game's most memorable moments when he stopped a certain goal by Josh Hill with a desperate smother early in the final quarter.

Skipper Luke Hodge's banana goal off one step from the boundary line early in the second term was another highlight.

2015 TOYOTA AFL GRAND FINAL

HAWTHORN	5.0	9.3	14.5	16.11 (107)
WEST COAST EAGLES	1.5	3.8	5.9	8.13 (61)

BEST: Hawthorn – Rioli, Mitchell, Smith, Hodge, Gunston, Burgoyne, Frawley.
West Coast Eagles – Gaff, Shuey, Butler, Hutchings, Priddis.

GOALS: Hawthorn – Gunston 4, Smith 3, Rioli 2, Hodge, Roughead, Birchall, Schoenmakers, Hill, McEvoy, Suckling. West Coast Eagles – McGovern 2, Darling, Hill, Hutchings, LeCras, Shuey, Yeo.

Umpires: J. Dalgleish, B. Rosebury, M. Stevic

Crowd: 98,632 at the MCG

TEAMS AS SELECTED

HAWTHORN v WEST COAST EAGLES

F B	L. Breust S. Wellingham	J. Roughead W. Schofield	P. Puopolo S. Hurn (c)
HF HB	C. Rioli M. Hutchings	R. Schoenmakers J. McGovern	J. Gunston B. Sheppard
C C	B. Hill A. Gaff	S. Mitchell M. Priddis	I. Smith E. Yeo
HB HF	G. Birchall J. Cripps	J. Gibson J. Darling	S. Burgoyne M. LeCras
B F	B. Stratton S. Butler	B. Lake J. Kennedy	J. Frawley J. Hill
Foll Foll	D. Hale N. Naitanui	J. Lewis C. Masten	L. Hodge (c) L. Shuey
I/C Em Coach	T. Duryea, B. McEvoy, L. Shiels, M. Suckling (sub) J. Ceglar, A. Litherland, B. Hartung Alastair Clarkson		
I/C Em Coach	X. Ellis, D. Sheed, C. Sinclair, M. Rosa (sub) P. McGinness, S. Selwood, S. Lycett Adam Simpson		



NORM SMITH MEDAL



Winning the Norm Smith Medal runs in the family for Hawthorn star Cyril Rioli.

Two of his uncles, the late Maurice Rioli and Michael Long, were previous winners. Former Tiger Rioli took it out in 1982 and ex-Bomber Long in 1993.

The Hawk polled 13 of a possible 15 votes, finishing four ahead of teammate Sam Mitchell.

Defender James Frawley, who kept Coleman medallist Josh Kennedy goalless, was third with four votes.

The triumph on Grand Final day capped a superb season for Rioli, who was named All-Australian for the second time.

He was presented with his award by dual Norm Smith medallist and former Adelaide star Andrew McLeod.

Clearly the crowd favourite for the medal, Rioli dedicated it to his cousin Fabian 'Brocky' Brock, who was killed halfway through the season.

Rioli kick-started the Hawks' third consecutive Grand Final win with a brilliant first quarter, booting his team's first goal with a left-foot snap after four minutes and following it up with his second eight minutes later. He then set up Bradley Hill for an easy goal late in the term.

Rioli finished with 18 disposals, 12 marks (five inside 50), four goal assists, three inside 50s, two tackles and two goals.

NORM SMITH MEDAL VOTING

PLAYER	CLUB	VOTES
Cyril Rioli	Hawthorn	13 (3, 2, 2, 3, 3)
Sam Mitchell	Hawthorn	9 (2, 3, 3, 1)
James Frawley	Hawthorn	4 (1, 2, 1)
Luke Hodge	Hawthorn	2 (2)
Isaac Smith	Hawthorn	1 (1)
Shaun Burgoyne	Hawthorn	1 (1)

Judges: Peter Bell, (6PR, chairman), Dermott Brereton (SEN 1116), Mark Thompson (3AW), Guy McKenna (ABC), Peter Lalor (*The Australian*)



JOCK McHALE MEDAL



After securing his fourth premiership in eight seasons, Alastair Clarkson became the most successful coach in Hawthorn's history. Clarkson moved ahead of legendary mentors John Kennedy snr and Allan Jeans, who won three apiece with the Hawks.

He joined a select group with four flags as a coach – Jeans (one with St Kilda), Ron Barassi, David Parkin, Dick Reynolds, Tom Hafey, Kevin Sheedy and Leigh Matthews.

Only Jock McHale (eight), Norm Smith (six), Jack Worrall (five) and Frank 'Checker' Hughes (five) have coached more premierships.

In 11 seasons at the helm, Clarkson has evolved and helped shape the modern game. Testament to his influence is that five senior coaches in 2016 – Damien Hardwick (Richmond), Leon Cameron (GWS), Adam Simpson (West Coast), Luke Beveridge (Western Bulldogs) and Brendon Bolton (Carlton) – have worked under him as assistants.

While Clarkson had a health issue that prevented him coaching for five matches in 2014, his 2015 campaign was also far from trouble-free. The coach had a post-game altercation with a fan in Adelaide in April but that was a small hiccup compared with other off-field setbacks he had to cope with.

The tragic death of assistant coach Brett Ratten's son, Cooper, in a car crash in August affected all at the club.

Clarkson then lost the services of Bolton, who won the senior job with the Blues.

After finishing third with a 16-6 record, the Hawks had to make the AFL's toughest road trip to Domain Stadium twice during the finals, losing the first final to West Coast before becoming the first Victorian team to win an interstate preliminary final by defeating Fremantle.

In the lead-up to the Grand Final, Clarkson was forced to make another big call. Jack Gunston returned from injury and was included at the expense of speedy youngster Billy Hartung.

As usual it was handled with a minimum of fuss and proved the right decision as Gunston booted four goals.

When the final siren sounded on Grand Final day, Clarkson moved into an elite group. Now the challenge is to join McHale as the only coaches to achieve the "four-peat" in the AFL/VFL.

MARK & GOAL OF THE YEAR

The 2015 AFL Mark and Goal of the Year occurred on the same weekend in May.

West Coast Eagles ruckman Nic Naitanui won the Weet-Bix Mark of the Year award and Adelaide Crows small forward Eddie Betts took out the Coates Hire Goal of the Year award.

The players were presented with their prizes – \$10,000 thanks to Weet-Bix and Coates Hire – during the Brownlow Medal ceremony.

Betts, who previously won the Goal of the Year award in 2006, earned four weekly nominations in 2015, but it was his effort against Fremantle in round nine in wet conditions under lights at Adelaide Oval that stood out.

Pressed hard against the boundary on the 50m arc, the veteran launched a left-foot torpedo that bounced twice before going through.

The day after Betts' memorable goal, Naitanui took his spectacular mark against Geelong at Domain Stadium.

The Eagles star launched himself on to the shoulders of 200cm ruck partner Callum Sinclair to take the mark in the last quarter. Naitanui then goaled from an acute angle.

The winners were chosen by public voting after the All-Australian selection committee picked the three finalists for marks and goals from the 23 weekly selections.

FLYING EAGLE
West Coast's Nic Naitanui flies high over teammate Callum Sinclair and Geelong's Jared Rivers for his award-winning mark at Domain Stadium.



BROWNLOW MEDAL



Nat Fyfe was a popular winner of the Brownlow Medal, becoming the first Docker to win the award.

The Fremantle midfielder reversed the result from the previous season when he was runner-up to West Coast's Matt Priddis.

Polling 31 votes to win in 2015 was a remarkable effort by the Docker, given he missed four of the last six home and away games because of groin and leg injuries.

Fyfe polled 26 of a possible 30 votes between rounds four and 14. In Fremantle's first 13 games of the season, he averaged 31.5 disposals and kicked 15 goals.

He polled his last votes (two) in round 17 against Richmond to set up an exciting finish and was able to hang on.

Fyfe, the winner of the AFL Players' Association's MVP, finished three votes ahead of Priddis.

Fyfe set one record and equalled another on the way to his historic win. He polled 17 votes in the first eight rounds to surpass Chris Judd's performance in 2010 when he collected 16 votes over the same period.

With nine best-on-grounds, Fyfe equalled the record of 1994 winner Greg Williams for the most three-vote matches in a season.

Fyfe hobbled to the stage to receive his medal from dual winner Gary Ablett, having fractured his left fibula early in the first preliminary final against Hawthorn.

In his acceptance speech, Fyfe captivated the audience at the Palladium at Melbourne's Crown and on TV with his humility and humour. The midfielder returned to a hero's welcome at his hometown of Lake Grace, Western Australia.

BROWNLOW MEDAL

Nat Fyfe (Frem)	31	Patrick Dangerfield (Adel)	22
Matt Priddis (WCE)	28	Dustin Martin (Rich)	21
Sam Mitchell (Haw)	26	David Mundy (Frem)	19
Josh Kennedy (Syd)	25	Callan Ward (GWS)	19
Dan Hannebery (Syd)	24	Todd Goldstein (NM)	18



COLEMAN MEDAL



Josh Kennedy became only the second West Coast Eagle to win the Coleman Medal.

Despite injuring his right elbow in round five against the Giants, Kennedy played through the pain barrier and did not miss a game.

He kicked goals in every game during the home and away season – the only match in which he was goalless was the Grand Final.

Kennedy started the season strongly with a 10-goal haul against Carlton in round two, his best performance for the year.

He booted seven against the Western Bulldogs in round 21 and had six-goal hauls against the Giants in round five and Geelong in round nine.

He kicked five goals in the first two finals to finish the season with 80.55.

The key forward was selected in the All-Australian team for the first time and was named vice-captain.

Scott Cummings is the Eagles' only previous Coleman medallist, booting 88 goals in 1999.

LEADING GOALKICKERS 2015

	HOME AND AWAY			INCLUDING FINALS				
	G	B	Gms	G	B	%	Av.	Gms
Josh Kennedy (WCE)	75	50	22	80	55	59.2	3.2	25
Jeremy Cameron (GWS)	63	37	22	63	37	63	2.9	22
Eddie Betts (Adel)	58	24	21	63	25	71.5	2.7	23
Taylor Walker (Adel)	55	40	21	59	45	56.7	2.6	23
Jake Stringer (WB)	54	30	21	56	32	63.6	2.5	22
Chad Wingard (PA)	53	27	22	53	27	66.2	2.4	22
Jack Gunston (Haw)	52	33	22	57	35	61.9	2.4	24
Josh Bruce (St K)	50	24	22	50	24	67.5	2.3	22
Jack Riewoldt (Rich)	50	30	22	54	30	64.2	2.3	23
Lance Franklin (Syd)	47	17	17	47	17	73.4	2.8	17



VIRGIN AUSTRALIA ALL-AUSTRALIAN TEAM

The Western Bulldogs' remarkable rise under Luke Beveridge was duly recognised in the 2015 Virgin Australia AFL All-Australian team.

Second-time All-Australian Robert Murphy was named captain and was one of three Bulldogs to be selected in the team. Fellow backman Easton Wood won his first All-Australian selection for his outstanding contribution as an intercept marking defender, while Jake Stringer was another newcomer, his superb season earning him a place in the forward pocket.



Wood and Stringer were among 11 players picked in the All-Australian team for the first time, including 2014 Brownlow medallist Matt Priddis and Eagles teammate Andrew Gaff and defenders Michael Hurley (Essendon), Heath Shaw (Greater Western Sydney) and Josh Gibson (Hawthorn).

Another newcomer was West Coast's Coleman medallist Josh Kennedy, who was selected at full-forward and named as vice-captain.

At the other end of the ground, Richmond full-back Alex Rance was one of only three players to win back-to-back honours. He was joined by teammates Jack Riewoldt and Brett Deledio.

Port Adelaide's Robbie Gray was named for the second successive season, with teammate Chad Wingard on a half-forward flank.

Selectors decided to go for only one ruckman, with Kangaroo Todd Goldstein gaining the nod ahead of Eagle Nic Naitanui.

Adelaide's Patrick Dangerfield was named All-Australian for the third time and teammate Eddie Betts for the first time, while Crows skipper Taylor Walker was unlucky to miss out after being included in the original squad of 40.

Sydney Swan Josh Kennedy was another omission from the initial squad, while teammate Dan Hannebery was selected on a wing.

Hawthorn, Richmond, West Coast and the Bulldogs had the most representatives with three each. Despite finishing on top of the ladder, Fremantle had only two players in the team – Brownlow medallist Nat Fyfe and David Mundy.

South Australian clubs Port Adelaide and Adelaide also had two representatives. Essendon, GWS, North Melbourne and Sydney had one apiece.

The All-Australian selection panel was Gillon McLachlan (chairman), Kevin Bartlett, Luke Darcy, Mark Evans, Danny Frawley, Glen Jakovich, Cameron Ling, Matthew Richardson and Warren Tredrea.

Wood and Stringer were among 11 players picked in the All-Australian team for the first time

VIRGIN AUSTRALIA ALL-AUSTRALIAN TEAM 2015

B	Heath Shaw GWS Giants	Alex Rance Richmond	Josh Gibson Hawthorn	
HB	Easton Wood Western Bulldogs	Michael Hurley Essendon	Robert Murphy (c) Western Bulldogs	
C	Dan Hannebery Sydney Swans	Matt Priddis West Coast	Andrew Gaff West Coast	
HF	Chad Wingard Port Adelaide	Jack Riewoldt Richmond	Cyril Rioli Hawthorn	
F	Eddie Betts Adelaide	Josh Kennedy (vc) West Coast	Jake Stringer Western Bulldogs	
Foll	Todd Goldstein North Melbourne	Nat Fyfe Fremantle	Patrick Dangerfield Adelaide	
I/C	Sam Mitchell Hawthorn	Brett Deledio Richmond	David Mundy Fremantle	Robbie Gray Port Adelaide
Coach	Alastair Clarkson Hawthorn			
Umpire	Matt Stevic			



VIRGIN AUSTRALIA INTERNATIONAL RULES



Australia's slow start proved costly in the Virgin Australia International Rules Series, losing the one-off Test 56-52 at Croke Park in Dublin.

Despite Australia's second-half comeback, Ireland regained the Cormac McAnallen Trophy.

In an absorbing contest, Australia came within three points with three minutes remaining after trailing by 20 points at half-time.

Inaccuracy in front of goal robbed the Australians of any chance to gain early momentum. The visitors lifted in the second half, restricting Ireland to just three overs after the main break as their defence became more organised.

Ireland captain Bernard Brogan finished with four overs to win the GAA Medal as the home team's best player, while teammate Aidan O'Shea kicked two goals.

Robbie Gray (three overs) led Australia's attack and Harry Taylor was awarded the Jim Stynes Medal as the visitors' best player for a superb display in defence.

After Gray scored the game's first over, the Irish began to find space and exploit the Australians on the counter-attack.

All four of Brogan's overs came in the first half while Ireland scored three goals – two of which were after Australian skipper Luke Hodge gave away penalties.

Sam Mitchell was controlling play in the middle while Australia's small forwards Luke Breust, Eddie Betts and Hayden Ballantyne were dangerous.

At half-time, Australia had only one fewer scoring shot yet Ireland held a significant advantage because of its superior conversion.

In the third quarter, Nick Riewoldt brought the Australians back into the contest with two quick overs.

Andrew Gaff, Patrick Dangerfield and Dyson Heppell were winning the ball through the middle and Hodge played with great intensity as Australia restricted Ireland to only two overs in the term. But a costly turnover in the forward half cost the visitors when they had momentum.

In the frantic final minutes, a video review was required to confirm Betts' late goal from a goalmouth scramble before Gray's third over drew Australia within three points.

But Brogan scored a behind in the dying minutes, giving Ireland much-needed breathing space and the final whistle sounded to hand the hosts a hard-fought victory.

Disappointed Australian coach Alastair Clarkson said his team was able to control the ball and put itself into scoring positions but unable to take the chances on offer.

"We just could not convert the opportunities," Clarkson said.

Harry Taylor was awarded the Jim Stynes Medal as the visitors' best player for a superb display in defence

TEST AT CROKE PARK, DUBLIN

IRELAND	1.5.0 (21)	3.8.1 (43)	3.10.2 (50)	3.11.5 (56)
AUSTRALIA	0.4.1 (13)	0.6.5 (23)	0.11.6 (39)	1.13.7 (52)

Ireland: Bernard Brogan (capt), Lee Keegan, Niall Morgan (goalkeeper), Colm Begley, Gary Brennan, Eoin Cadogan, Mattie Donnelly, Eoin Doyle, Peter Harte, Darren Hughes, Paul Kerrigan, Jack McCaffrey, Ciaran McDonald, Phillip McMahon, Conor McManus, Rory O'Carroll, John O'Loughlin, Aidan O'Shea, Michael Quinn, Donnchadh Walsh, Diarmuid Connolly, Paul Cribbin, Paddy McBrearty.

Australia: Luke Hodge (capt), Dustin Fletcher (goalkeeper), Hayden Ballantyne, Eddie Betts, Grant Birchall, Luke Breust, Patrick Dangerfield, Andrew Gaff, Brendon Goddard, Robbie Gray, Dyson Heppell, Sam Mitchell, Leigh Montagna, David Mundy, Robert Murphy, Nick Riewoldt, Tom Rockliff, Jarryd Roughead, Nick Smith, Jake Stringer, Harry Taylor, Easton Wood.

BEST: Ireland – O'Shea, Brogan, McManus, Keegan. **Australia** – Taylor, Mitchell, Breust, Gaff, Heppell, Betts, Riewoldt.

GOALS (6 points): Ireland – O'Shea 2, McManus. Australia – Betts.

OVERS (3 points): Ireland – Brogan 4, McManus 3, Connolly, O'Shea, Keegan, Hughes. **Australia** – Gray 3, Riewoldt 3, Betts 2, Roughead, Ballantyne, Montagna, Mundy, Breust.

Jim Stynes Medal: Harry Taylor

Umpires: Mathew Nicholls (Aus), Joe McQuillan (Ire)

Crowd: 38,387



WAY TO GO
Skipper Matthew Pavlich, Jonathon Griffin and Chris Mayne celebrate a Fremantle goal against Carlton.

McCLELLAND TROPHY

Fremantle created history in 2015, winning the McClelland Trophy for the first time.

Before last year's triumph, the closest the Dockers had come to winning the trophy in 20 previous seasons was in 2006 and 2013, finishing third in both years.

Fremantle lost only five games in 2015. Two of those were on its home ground at Domain Stadium – to Richmond by 27 points in round 10 and crosstown rivals West Coast Eagles by 24 points in round 20.

The Dockers made a flying start, winning their first nine matches. Five of these were at Domain Stadium, with the biggest by 73 points over North Melbourne in round eight. Other big wins in this streak were against Geelong at Simonds Stadium in round two (44 points) and Melbourne at the MCG in round five (68 points).

After its opening loss of the season to the Tigers, Fremantle won its next three matches before capitulating to eventual premier Hawthorn in round 15 at Aurora Stadium.

The Dockers won their next four games before losing three of their final four matches, including by 69 points against Port Adelaide in the last home and away round.

This gave them a 17-5 record with a percentage of 118.73, finishing two points ahead of the Eagles.

Hawthorn was third with a 16-6 record and a huge percentage of 158.4. The Sydney Swans finished with the same win-loss ratio as the Hawks, but had a substantially inferior percentage of 127.12.

Richmond finished a game behind Hawthorn and the Swans in fifth spot with a percentage of 123.09.

2015 TOYOTA AFL PREMIERSHIP SEASON LADDER

	P	W	L	D	G	FOR B	PTS	AGAINST B	PTS	%	MATCH POINTS	HOME W	HOME L	AWAY W	AWAY L	FORM W/L	SCORES High	SCORES Low	AV MARGIN W	AV MARGIN L	W< 7PTS	L> 7PTS	PLS USED	RD23 2014	1 ST YR PLS	QTRS WON	4 TH QTR WON	
1 Fremantle	22	17	5	0	273	219	1857	225	214	1564	118.73	68	9	2	8	3	1L	118	43	29	40	1	0	38	4	7	50	12
2 West Coast Eagles	22	16	5	1	340	290	2330	229	198	1572	148.22	66	9	2	7	3	1W	162	69	54	24	0	0	35	9	5	61	16
3 Hawthorn	22	16	6	0	365	262	2452	221	222	1548	158.4	64	8	3	8	3	2W	173	53	60	10	0	2	33	2	2	67	17
4 Sydney Swans	22	16	6	0	292	254	2006	223	240	1578	127.12	64	8	3	8	3	4W	135	51	39	34	1	1	32	1	4	53	13
5 Richmond	22	15	7	0	280	250	1930	220	248	1568	123.09	60	6	5	9	2	4W	147	51	34	22	1	1	38	8	5	50	15
6 Western Bulldogs	22	14	8	0	310	241	2101	268	217	1825	115.12	56	9	2	5	6	1L	153	57	38	32	2	0	40	14	8	44	10
7 Adelaide Crows*	21	13	8	0	308	259	2107	266	225	1821	115.71	54	7	3	6	5	1L	171	57	44	36	1	0	32	10	4	46	12
8 North Melbourne	22	13	9	0	303	244	2062	280	257	1937	106.45	52	7	4	6	5	2L	133	42	38	41	0	0	34	6	1	45	13
9 Port Adelaide	22	12	10	0	296	226	2002	276	218	1874	106.83	48	6	5	6	5	4W	129	43	30	23	1	2	35	5	2	43	12
10 Geelong Cats*	21	11	9	1	272	221	1853	266	237	1833	101.09	48	6	5	5	4	1W	140	60	35	41	0	0	35	3	4	43	8
11 GWS Giants	22	11	11	0	268	264	1872	272	259	1891	99	44	8	3	3	8	1L	135	33	38	40	0	0	38	16	3	42	13
12 Collingwood	22	10	12	0	287	250	1972	270	236	1856	106.25	40	4	7	6	5	1L	140	54	40	23	0	3	36	11	5	46	12
13 Melbourne	22	7	15	0	225	223	1573	301	238	2044	76.96	28	4	7	3	8	1W	115	46	29	45	0	1	39	17	8	35	8
14 St Kilda	22	6	15	1	241	249	1695	319	248	2162	78.4	26	1	9	5	6	2L	162	30	34	44	1	2	38	18	6	33	9
15 Essendon	22	6	16	0	226	224	1580	312	262	2134	74.04	24	3	8	3	8	1W	136	40	15	40	3	1	41	7	3	31	5
16 Gold Coast Suns	22	4	17	1	235	223	1633	326	284	2240	72.9	18	3	7	1	10	2L	125	40	33	43	1	0	41	12	4	22	2
17 Brisbane Lions	22	4	18	0	224	213	1557	341	260	2306	67.52	16	3	8	1	10	1W	131	36	29	48	0	0	40	15	8	31	9
18 Carlton	22	4	18	0	219	211	1525	349	260	2354	64.78	16	3	8	1	10	2L	121	35	25	51	1	0	40	13	6	22	5

* Adelaide and Geelong awarded two premierships points each due to cancellation of round 14 match.



END OF AN ERA Essendon games record-holder Dustin Fletcher and dual Brownlow medallists Adam Goodes and Chris Judd were among the group of stars who retired in 2015.

RETIREEES

Dustin Fletcher and Adam Goodes headlined the retiring champions in 2015.

Fletcher, the Bombers' games record-holder and regarded as one of the best defenders in the past 20 years, played his 400th and final game in the Dreamtime at the 'G match against Richmond in round nine before succumbing to a persistent abdominal problem. He was a two-time premierships player and All-Australian and won Essendon's best and fairest in 2000.

Goodes holds the record for the most games by a Swan and is one of the club's most decorated players. The dual Brownlow medallist was a four-time All-Australian, three-time best and fairest winner, three-time leading club goalkicker, two-time premierships player, AFL Rising Star winner in 1999 and member of the Indigenous Team of the Century.

He has become a role model for indigenous players and an advocate in the fight against racism on and off the field, which resulted in him being named Australian of the Year in 2014.

Fellow dual Brownlow medallist Chris Judd called it quits after seriously injuring his knee against Adelaide in round 10. He won five best and fairest awards (two with West Coast, three with Carlton), was a six-time All-Australian, a Norm Smith medallist in 2005 and Eagles premierships captain in 2006.

Port Adelaide midfielder Kane Cornes hung up the boots after playing his 300th game against Richmond at Adelaide Oval. Cornes, the son of SA legend Graham and brother of former Power and GWS player Chad, was a member of Port's first AFL premierships team in 2004 and the club's games record-holder.

He was a two-time All-Australian and four-time best and fairest winner.

The career of Paul Chapman, a key member of Geelong's triple premierships teams in 2007, 2009 and 2011, also came to an end.

Chapman, the 2009 Norm Smith medallist and two-time All-Australian, played his final two seasons with Essendon.

Other retirees included Hawthorn premierships teammates Brian Lake and David Hale and Chris Newman, Daniel Cross and Luke McPharlin.

DEPARTING PLAYERS (MORE THAN 100 GAMES)

PLAYER	CLUB/S	GAMES	GOALS
Dustin Fletcher	Essendon	400	71
Adam Goodes	Sydney	372	464
Kane Cornes	Port Adelaide	300	93
Paul Chapman	Geelong/Essendon	280	366
Chris Judd	West Coast/Carlton	279	228
Chris Newman	Richmond	268	56
Luke McPharlin	Hawthorn/Fremantle	256	115
Brian Lake	Western Bulldogs/Hawthorn	251	34
Daniel Cross	Western Bulldogs/Melbourne	249	34
David Hale	North Melbourne/Hawthorn	237	217
Rhyce Shaw	Collingwood/Sydney	237	44
Adam Schneider	Sydney/St Kilda	228	259
Brent Reilly	Adelaide	203	52
Andrew Carrazzo	Carlton	194	48
Jared Rivers	Melbourne/Geelong	194	18
Paul Duffield	Fremantle	171	33
Matt Maguire	St Kilda/Brisbane	170	21
Colin Sylvia	Melbourne/Fremantle	163	130
Brent Staker	West Coast/Brisbane	160	119
Nathan Foley	Richmond	154	44
Clinton Young	Hawthorn/Collingwood	137	69
Andrew Raines	Richmond/Brisbane/Gold Coast	129	17
Jason Winderlich	Essendon	129	83
Hamish McIntosh	North Melbourne/Geelong	126	66
Scott McMahon	North Melbourne	124	28
Beau Waters	West Coast	120	25
Tom Logan	Brisbane/Port Adelaide	117	27
Luke McGuane	Richmond/Brisbane	112	46
Greg Broughton	Fremantle/Gold Coast	110	19
Mike Pyke	Sydney	110	48
Leigh Adams	North Melbourne	104	72
James Podsiadly	Geelong/Adelaide	104	195
Chris Knights	Adelaide/Richmond	102	75
Matt Thomas	Port Adelaide/Richmond	102	36

AUSTRALIAN FOOTBALL HALL OF FAME



HONOURED

Hall of Fame inductees in 2015 (back row from left) Peter Bell, Michael O'Loughlin, Austin Robertson and Jason Akermanis. (front row) Bob Hammond, Tony Lockett and Neil Roberts. →



JASON AKERMANIS

Born: February 24, 1977
Playing career: 1995-2010 (Brisbane 1995-2006, Western Bulldogs 2007-10)
Games: 325 (BL 248, WB 77)
Goals: 421 (BL 307, WB 114)

As a footballer, Akermanis possessed rare ability. He was quick and superbly skilled on both sides of his body. The extroverted Akermanis wasn't afraid to show his emotions on the field and off it he was outspoken and controversial. He had a tough upbringing, raised by a single mother in the Victorian town of Mildura before moving north to Brisbane. Akermanis went on to become one of the game's greats, winning the Brownlow Medal in 2001 and playing a key role in the Brisbane Lions' remarkable achievement of three consecutive premierships between 2001-03. The four-time All-Australian saved his best for the big occasions – he kicked the match-sealing goal with a left-foot snap in the 2002 Grand Final and the following year helped contribute to the Magpies' demise again with five goals in the premiership decider. After 12 seasons with the Lions, he spent his final four years in the AFL with the Western Bulldogs. Since retiring from the AFL at the end of 2010, he has embarked on a coaching career, having coached North Albury in the Ovens and Murray league for the past three seasons.



PETER BELL

Born: March 1, 1976
Playing career: 1994-2009 (South Fremantle 1994-95, 2009; Fremantle 1995, 2001-08; North Melbourne 1996-2000)
Games: 335 games (SF 49; Frem 163; NM 123)
Goals: 308 (SF 58; Frem 130; NM 120)

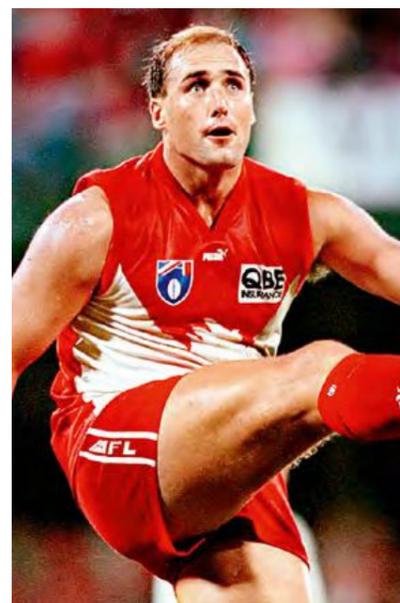
Bell defied the odds to make it to the AFL. The adopted son of a family in Kojonup, Western Australia, he was born in Korea, the result of a union between an American serviceman and a Korean woman. After suffering two broken legs as a teenager, he displayed great determination to become a star with WAFL club South Fremantle. Bell signed with the newly formed Dockers at the end of 1994, but played just two games in 1995 and looked destined for the football scrapheap until given a second chance by then North Melbourne coach Denis Pagan. Bell had an outstanding career with the Kangaroos, playing in the 1996 and 1999 premiership teams and winning the best and fairest in 2000. He was terrific in the '99 flag decider with 31 disposals and four goals. In 2001, he returned to Fremantle, this time as captain, and was part of the Dockers' first finals team in 2003. The two-time All-Australian retired in 2008, by which time he was president of the AFL Players' Association. He has become a successful broadcaster on Perth radio station 6PR and joined the Dockers' board last year.



MICHAEL O'LOUGHLIN

Born: February 20, 1977
Playing career: 1995-2009 (Sydney Swans)
Games: 303 games
Goals: 521

Nicknamed 'Magic', O'Loughlin was a gifted forward who became an important cog in the Swans' success during the late 1990s and 2000s, leading up to the club's drought-breaking premiership in 2005. He played his junior football with South Australian club Central District and supported Carlton growing up as a youngster. O'Loughlin could have gone to the Blues in the 1994 National Draft, but Sydney swooped with pick 40. In the early 2000s, he was forced to reinvent himself from a half-forward/midfielder to a permanent forward because of tendinitis in both knees. He went on to play 303 games for the Swans, a club record before it was broken by close friend Adam Goodes in 2012. He formed a strong combination with Tony Lockett and then with Barry Hall later in his career. O'Loughlin won the Swans' best and fairest in 1998, led the club goalkicking in 2000-01 and was a two-time All-Australian. He was the only Swan to play in the 1996 Grand Final loss to North Melbourne and the 2005 triumph over West Coast. O'Loughlin is proud of his indigenous background and was named at full-forward in the Indigenous Team of the Century in 2005.



TONY LOCKETT
LEGEND

Born: March 9, 1966
Playing career: 1983-99; 2002 (St Kilda 1983-94; Sydney Swans 1995-99; 2002)
Games: 281 (St K 183; Syd 98)
Goals: 1360 (St K 898; Syd 462)

Lockett was a powerhouse full-forward who intimidated rival defenders with his physical presence. He holds the League's goalkicking record with 1360, breaking Collingwood legend Gordon Coventry's long-standing mark of 1299 in 1999. Hailing from North Ballarat in Victoria, Lockett was

a fierce competitor, remarkably agile for his size and a deadly shot for goal. A member of the Australian Football Hall of Fame since being inducted in 2006, he is a member of the St Kilda and Sydney Swans teams of the century. He became a member of St Kilda's Hall of Fame in 2003 and was elevated to Legend status in 2010. Lockett shared the Brownlow Medal with Hawthorn's John Platten in 1987, also winning the AFL Players Association Most Valuable Player award that season. A six-time All-Australian, he won the Coleman Medal on four occasions. He was St Kilda's leading goalkicker between 1984-87 and 1989-94 and led the Swans' goalkicking between 1995-99. He represented Victoria on five occasions and booted 19 goals, winning the E.J. Whitten Medal in 1995.



NEIL ROBERTS

Born: June 15, 1933
Playing career: 1952-62 (St Kilda)
Games: 169 games
Goals: 40

Roberts was the complete package as a footballer – an athletic blond with the year-round tan. He was destined to play for St Kilda after kicking 100 goals and winning the amateur competition best and fairest while playing under-19s for Melbourne High School Old Boys in 1951. He started as a full-forward with the Saints but was moved to defence because of his wayward kicking and found his niche. In his era, St Kilda enjoyed little success and he played in only one final in 11 seasons. His most memorable season was in 1958 when he won the Brownlow Medal, was named in the All-Australian team and won his second best and fairest (he won previously in 1955). He was St Kilda captain between 1958-62 and represented Victoria 11 times. Roberts is a member of the Saints' Team of the Century and Hall of Fame. Once his football career was over, he was a regular panellist on the popular TV program *World of Sport* on Channel Seven. A wonderful public speaker, he was a star of the sportsmen's night circuit. He was a leading physical education teacher and journalist and spent 18 months living in Antarctica.



AUSTIN ROBERTSON

Born: April 29, 1943
Playing career: 1962-74 (Subiaco 1962-65, 1967-74; South Melbourne 1966)
Games: 269 (Sub 251; SM 18)
Goals: 1271 (Sub 1211; SM 60)

Robertson was a star full-forward who achieved notoriety after his football career as a manager of several of Australia's leading sports stars, playing a key role in the formation of World Series Cricket. Encouraged by his father Austin snr, a star utility for South Melbourne in the 1920s and '30s, to become a full-forward, he was quick off the mark and an excellent set shot for goal. In 1966, he joined South Melbourne on a three-year deal and was runner-up in the League goalkicking with 60. However, after just one season, he returned to WA where he topped the goalkicking for five consecutive years, including a remarkable 157 goals in the home and away season of 1968. In 251 games with Subiaco, he kicked a WAFL record of 1211 goals. He won Subiaco's best and fairest award twice, led the WAFL goalkicking in eight seasons and was the club's leading goalkicker between 1962-65 and 1967-74. He was a member of Subiaco's premiership team in 1973, a Subiaco Legend and club Team of the Century member and member of the WA Football Hall of Fame. He represented WA in 10 games and kicked 44 goals.



BOB HAMMOND
ADMINISTRATOR

Born: February 16, 1942
Playing career: 1960-75 (North Adelaide 1960-73; Norwood 1974-75)
Games: 248 (NA 234; Nor 14)
Goals: 68 (NA 68; Nor 0)
Coached: Norwood 1974-79 (141 games, 89 wins, 52 losses, premiership 1975, 1978); Sydney Swans 1984 (8 games, 3 wins, 5 losses); South Australia 1983 (1 game, 1 win)

Hammond has given more than 50 years of distinguished service to football in South Australia, where he is an iconic figure at three clubs – North Adelaide, Norwood and Adelaide. Hammond played in three North Adelaide premiership teams, coached Norwood to two flags and captained both clubs. He played seven games for South Australia and coached SA to a big victory over Victoria in State of Origin football in 1983. The following season he took over as the Sydney Swans' caretaker coach after the resignation of Ricky Quade and coached them for eight games. He was the Crows' first chairman after they were admitted to the AFL at the end of 1990 and was at the helm for their successive premierships in 1997-98. Hammond is a life member of the SANFL and AFL and a member of the SA Football Hall of Fame and Adelaide Hall of Fame. He was appointed to the AFL Commission in 2001 and was on the League's controlling body until 2011.

LIFE MEMBERS



SHAUN BURGOPYNE

Known as 'Silk' for his exquisite skills, Burgoyne started his AFL career with Port Adelaide in 2002. In eight seasons with the Power, he played 157 games, being a member of the club's first AFL premiership team in 2004. He won Port's best and fairest award in 2006 and won All-Australian selection in the same season. He represented Australia in two International Rules Series matches in 2008. Since being traded to Hawthorn at the end of 2009, he has become a key component of the Hawks' premiership success in 2013-15.



PAUL CHAPMAN

Chapman's match-winning performance in the gripping 2009 Grand Final win over St Kilda will live long in the memories of Geelong fans, the solid midfielder/forward being rewarded with the Norm Smith Medal for his three goals and 26 disposals. He was a key member of the Cats' premiership teams in 2007, 2009 and 2011, won All-Australian honours in 2009 and 2010 and won the club best and fairest in 2006. After 14 seasons with Geelong, he was traded to Essendon at the end of 2013 and played his final two seasons with the Bombers.



BRENDON GODDARD

The top pick in the 2002 National Draft has been a fine contributor with two clubs, St Kilda and Essendon. The midfielder played in the Saints' Grand Finals in 2009 and 2010, his spectacular mark in the draw against Collingwood being a memorable moment. He was an All-Australian in 2009 and 2010. At the end of 2012, he transferred as a restricted free agent to Essendon and had an impact immediately, winning the best and fairest in 2013. With suspended skipper Jobe Watson unavailable, Goddard will lead the Bombers in 2016.



SCOTT JEFFERY

The accountant umpired in the Southern Tasmania Junior Football League before joining the Tasmanian Football League in 1994. He officiated in the TFL Grand Final in 1997 before shifting to Victoria the following year. He joined the VFL in 1998 and umpired Grand Finals in 1999 and 2000. Jeffery has umpired 284 AFL games, including nine finals, as well as 39 pre-season/night series games since making his AFL debut in 2001. In 2015, he umpired 22 games, including two finals – the first elimination final (Richmond-North Melbourne) and second semi-final (Hawthorn-Adelaide Crows).



CHRIS JUDD

The champion midfielder had a distinguished career with two clubs, West Coast and Carlton. In six seasons with the Eagles, he won a Brownlow Medal (2004), Norm Smith Medal (2005), two best and fairests (2004, 2006) and was a premiership captain in 2006. After returning to his home state of Victoria, he joined the Blues and added another Brownlow (2010) and three best and fairests (2008-10) to his collection. He was a six-time All-Australian, being named captain in 2008 and vice-captain in 2009 and 2011. He captained both clubs.



JAMES KELLY

Kelly was one of Geelong's most reliable players over 14 seasons, being a key member of the Cats' premiership successes in 2007, 2009 and 2011. He was an All-Australian in 2011 and third in the best and fairest in 2010. Kelly represented Australia in two International Rules Series matches in 2011, winning the Jim Stynes Medal. He was given a farewell game in front of the Geelong faithful in the final round of 2015, but was lured out of retirement by Essendon in 2016 and signed as a top-up player.

JACK TITUS AWARD



KEITH BURNS

Burns served the Collingwood, Sandringham and Northern Knights football clubs with distinction. He has been passionate about preparing younger players for senior football, coaching the Collingwood under-19s between 1978-91 before going on to coach the Northern Knights in the TAC Cup between 1992-2002. He played 28 games for the Magpies between 1957-61 and was awarded life membership in 1990. Burns won the VFA's Liston Trophy with Sandringham in 1962 and was named in the club's Team of the Century. Since retiring as a coach he has been an administrator with AFL Victoria.



BILL KELTY

Kelty was an AFL Commissioner for 17 years until he retired in March 2015 – only Graeme Samuel (18 years) served longer on the Commission. Kelty's commitment to community football, indigenous players and recognition of women's roles are among his greatest achievements. He was instrumental in the establishment of AFL SportsReady, which celebrated its 20th anniversary in 2015, and has provided education and job training opportunities. He has continued his involvement in football by overseeing a national review into the game's development at all levels outside the AFL competition.



JUSTIN LEPPITSCH

Leppitsch was a key member of the Brisbane Lions' triple premiership teams of 2001-03. Originally recruited as a key forward, he was the Lions' leading goalkicker in 1997 and 1998 before switching to defence. He tied with Jason Akermanis in the best and fairest in 1999 and won All-Australian honours in 1999, 2002 and 2003. After retiring in 2006 because of a chronic back injury, he moved quickly into coaching. He served as an assistant at Brisbane and Richmond and has been the Lions' senior coach since 2014.



STEPHEN MILNE

In 13 seasons with St Kilda, Milne was a dangerous goalsneak who was the perfect foil for his captain Nick Riewoldt and other key forwards. He played with Essendon and Richmond reserves and was on St Kilda's rookie list before being elevated to the seniors in 2001. Milne held the record for the most goals kicked at Etihad Stadium (357) until that was broken by Riewoldt in 2014. He was St Kilda's leading goalkicker on four occasions (2002, 2010-12) and won All-Australian honours in 2011-12. He represented Australia in four International Rules Series games.



SAM MITCHELL

The solidly built Hawk has been one of the AFL's elite midfielders for many years, renowned for his dual-sided skills and sharp football brain. He captained Hawthorn to the 2008 premiership and has played a major role in the club's flags in 2013-15. He is a three-time All-Australian (2011, 2013, 2015) and has won the club best and fairest four times. He won the NAB AFL Rising Star award in 2003 and the VFL's Liston Trophy in 2002. He represented Australia in the International Rules Series in 2014-15.



ROBERT MURPHY

In his 16th season at the elite level and his first as Bulldogs skipper, Murphy showed he had lost none of his trademark pace, composure and skill in 2015, being honoured with the captaincy of the All-Australian team. It was Murphy's second time as an All-Australian, having been selected in 2011. The first-round pick at the 1999 National Draft has twice finished second in the club best and fairest, represented Australia in the International Rules Series in four games, was a Rising Star nominee in 2001 and member of the pre-season premiership team in 2010.



DREW PETRIE

Petrie has become a star forward and occasional ruckman for North Melbourne since being recruited from the North Ballarat Rebels. He is renowned for his strength in the air, with the ability to take contested marks inside 50m. He has been the Roos' leading goalkicker on five occasions, finished second in the best and fairest in 2008 and third in 2011, when he also won All-Australian honours. He was an All-Australian nominee in 2008 and 2012 and represented Australia in the International Rules Series in 2008. He will play his 16th season in 2016.



HUGH SEWARD

Dr Seward has been involved in football since 1982. One of Victoria's first formally trained GPs in sports medicine, he was Geelong's club doctor for many seasons and is a current board member. He has led the AFL Doctors Association (formerly the AFL Medical Officers Association) for more than 25 years, being responsible for introducing modern sports medicine practices and instituting the many initiatives to improve the health and welfare of players. He was team doctor for the Flying Boomerangs and Indigenous All-Stars (2006-10), and the International Rules Series team in 1999 and 2000.



MATT STEVIC

Stevic capped off a memorable 2015 season when he was one of the three field umpires in the Grand Final and was named All-Australian umpire, a feat he also achieved in 2014. The 2015 premiership decider was his third Grand Final, having officiated in 2012 and 2014. Recruited from the West Gippsland Umpires Association, the teacher was promoted to the AFL list in 2004. He umpired the 2003 under-18 championships and the 2003 VFL Grand Final. He was the All-Australian umpire for the under-17 International Rules Series in 2004. He has officiated in two International Rules Series games.



SCOTT THOMPSON

Thompson wins the contested ball consistently and has developed into one of the AFL's best midfielders, averaging close to 27 possessions a game last season. The prolific ball-winner started his AFL career at Melbourne, playing four seasons with the Demons between 2001-04 before returning to South Australia. The blond playmaker won the Crows' best and fairest in 2011 and 2012, was second in 2010 and third in 2007-08. He earned All-Australian honours in 2012 and represented Australia in the International Rules Series in 2008.



GEOFF WALSH

Walsh has been associated with four AFL clubs over 31 years, being involved in four premierships. He started with Fitzroy as the club's metro development manager in 1985 before joining Carlton in a similar role the following year. In eight years with the Blues, he was recruiting manager and football manager before leaving to join North Melbourne as football manager in 1994. He was promoted to CEO in 2002, a position he held for four years. Between 2006-13, he was Collingwood's director of football before returning to the Kangaroos in 2013.

OBITUARIES

KEN WHIFFIN

Whiffin, a long-time trainer, mentor, confidante and friend to generations of St Kilda players, died on January 10, 2015, aged 87. He was a well-respected figure in the Saints' rooms since 1965, was a good friend of premiership coach, the late Allan Jeans, and helped with the running duties when St Kilda won its only flag in 1966. Season 2014 marked his 50th year at the club and during that time was made a life member (1987). He also won the AFL's Jack Titus Recognition of Service award (2007).

HARRY GORDON

Gordon, CMG, AM, was one of Australia's most distinguished newspaper executives, sports writers and sports historians. He died on the Gold Coast on January 21, 2015, aged 89. He is a former Editor of *The Sun News-Pictorial* and Editor-in-Chief of the Herald and Weekly Times and Queensland Newspapers. Gordon, a war correspondent during the Korean War in the 1950s, had a passion for sport, particularly the Olympics and Australian Football. His No. 1 football love was Hawthorn and he wrote the club's history *The Hard Way*. Several of his 15 books were on the Olympics and he was recognised by the international body with many awards. He was an inaugural member of the Australian Football Hall of Fame selection committee from 1996 to his retirement in 2008.

LANCE MANN

Mann was an Essendon speedster who won Australia's premier professional sprint event, the Stawell Gift. Mann, who died in Albury on March 13, 2015, aged 84, made his debut with Essendon in 1951. That season he played on the wing in the losing Grand Final team against Geelong. His VFL career was interrupted when he injured his knee and went home to Albury from 1955-57, but was invited back to the Bombers and played in the 1958-59 seasons before bowing out with 80 games. Later he coached Essendon's reserves side. During his break from the Bombers, Mann won the Ovens and Murray League's best and fairest award in 1956.



DESTRUCTIVE DEMON
Geoff Tunbridge was an elusive half-forward who was difficult to subdue for the entire game.

Richardson was always known as 'Bull' because of his robust, bull-like physique

ALAN RICHARDSON

Richardson, who died aged 74 on March 17, 2015, was an integral part of Richmond's drought-breaking premiership team in 1967. The barrel-chested ruck-rover is best remembered on the field for his sweeping handball out of packs that repeatedly opened up scoring avenues for his attacking teammates. Richardson, father of Richmond's 282-game player Matthew, played 103 games for the Tigers from 1959-69 and seven with South Melbourne from 1969-70. He was recruited from the Victorian western district town Casterton and after his VFL career moved to Tasmania where he was captain-coach (and later president) of East Devonport. Richardson, who returned to Victoria, was always known as 'Bull' because of his robust, bull-like physique.

GEOFF TUNBRIDGE

Tunbridge, one of Melbourne's greatest half-forward flankers, died at Ballarat in country Victoria on March 23, 2015, aged 82. Tunbridge was 25 when he made his debut with Melbourne in 1957 and quickly made his presence felt, playing in a premiership team under coach Norm Smith that year, and again in 1959 and 1960. He was a wizard in the position

often referred to as 'starvation corner' and while he wasn't as physically powerful as most of his opponents, he had the uncanny skills to disrupt backlines. Tunbridge also played in the losing 1958 Grand Final team against Collingwood and when he bowed out in 1963 had played 117 games from a possible 119. Tunbridge was a long-time teacher at Ballarat Grammar where he coached the football team. The main oval at the school was named in his honour in 1996.

STEPHEN PHILLIPS

A prominent sports media all-rounder, Phillips succumbed to a brain tumour on March 25, 2015, aged 62. For more than 40 years, Phillips was a popular figure around the sporting scene, having worked as a journalist on *The Sun News-Pictorial*, *The Australian* and *The Age*. He then went into television with Channel Seven and Channel Nine. At Seven, he was involved in the 1992 and 1996 Olympic Games. Phillips was well known as an MC at sports functions and in recent years ran his own sports video production company. His first love was football and some of his best work was interviewing the stars at the Sport Australia Hall of Fame's annual induction dinners. Phillips also helped establish the VFL Football Writers' Association, now the Australian Football Media Association. At the time of his passing, he was a member of the Australian Football Hall of Fame selection committee.

BRIAN HANSEN

Hansen, who died on May 14, 2015, aged 81, was a media authority on Australian Football for more than 60 years. He started his journalistic career with the defunct Melbourne morning daily *The Argus* and later worked on the hard-hitting *Truth* newspaper in Melbourne. He was the author and publisher of more than 30 books and is best remembered for his strong association at the *Truth* with Richmond legend Jack Dyer. Hansen was a member of the Australian Football Media Hall of Fame.

SYD TATE

Geelong lost another of its 1951 premiership players with Tate's death on May 15, 2015, aged 87. Tate, who previously played for Victorian country club Yallourn, was a strong and pacy wingman who formed a great centreline with Leo Turner and Terry Fulton when the Cats won the 1951 Grand Final against Essendon. Tate made his senior debut in 1947 and the 1951 Grand Final, his 85th game, was his last. Tate was captain-coach of Wagga in 1952, then returned to Victoria to captain-coach Geelong's reserves side in 1953-54. He also helped Geelong's recruiting program.

ALLAN CATIONS

Cations, a regular member of the Richmond backline in the 1950s, died on May 21, 2015, aged 82. Recruited from Werribee, he played his best football at full-back from 1952-57 and 1959, finishing with 102 games. In 1958, he was captain and coach of Victorian country club Port Fairy before returning to the Tigers. Cations also helped Richmond as a recruiting officer and was a member of the committee that saw Werribee gain entry into the Victorian Football Association.

GRAHAM GILCHRIST

Gilchrist, a true-blue Carlton wingman in the 1950s and early '60s, died on June 24, 2015, aged 82. Gilchrist, educated at Coburg High School, captained the Carlton under-19s to the premiership in 1951, played in the reserves premiership in 1953 and went on to play 114 senior games from 1952-61.

TONY HAENEN

Haenen, a ruckman/defender for South Melbourne, died on July 9, 2015 aged 69. Haenen was a product of Mildura Imperials in Victoria's north-west and had to choose between South Melbourne and Footscray before settling for the Swans. He played 93 games from 1966-71 and was a member of South's drought-breaking finals team in 1970 — the club's first finals appearance since 1945 which resulted in a loss to St Kilda. After South, Haenen became North Launceston's captain-coach and then spent six years at VFA club Port Melbourne, playing in the 1976 premiership side.

COLIN YOUREN

Youren, who died on July 20, 2015, aged 76, was a member of the Hawthorn team which finally brought a premiership to the club in 1961. Youren, an outstanding athlete from Scotch College in Melbourne, was on the wing beside crack centreman Brendan Edwards in the 43-point win over Footscray. Two years later, Youren was also on the wing in the Grand Final when the Hawks lost to Geelong. Youren, a Hawthorn life member and son of Collingwood player George Youren, played 135 games from 1958-65 and represented Victoria five times.

GEOFF MCGIVERN

McGivern, a key-position player in Melbourne's golden era of the 1950s, died on August 15, 2015, aged 84. McGivern was recruited from Croydon, where he played in a premiership team, and made his senior debut with Melbourne in 1950. He went on to play 105 games, kick 53 goals and be a member of the 1955 premiership side after playing in the losing Grand Final team in 1954. McGivern won the best and fairest in 1952 and is remembered as a prominent centre half-forward/centre half-back. McGivern suffered bad knee injuries and retired from the VFL after the 1956 season. He returned to Croydon as coach in 1958-59.

JIM ROSS

Ross, a top-line St Kilda ruckman and centre half-forward from 1946-54, died on September 18, 2015, one month short of his 88th birthday. He made his name at the Saints and then went on to become a

decorated player and well-known hotelier in Tasmania. At St Kilda, where he became a life member, he played 139 games and kicked 171 goals and won the best and fairest award three times — in 1949, 1950 and 1951. He also represented Victoria four times and was on the bench in the Saints' Team of the Century. At 27 and with plenty of football ahead, Ross moved to Tasmania and North Launceston to continue his career and won All-Australian selection in 1958. He won the North Tasmanian Football Association best player award on two occasions.

BOB JOHNSON

Johnson, generally regarded as the best full-back in Melbourne's history, died on October 29, 2015, aged 77. Known as 'Tassie', Johnson hailed from North Launceston and played 202 games between 1959-69. His opening years at Melbourne (after standing out of football for a season waiting on a clearance) brought plenty of success with premierships in 1959, 1960 and 1964. He also played in finals in 1961-63. Johnson was selected at full-back in the Demons' Team of the Century and in Tasmania's Team of the Century. He played for Victoria on 12 occasions and captained Melbourne in his final season of 1969. Later he was captain-coach of Box Hill in the VFA.

MICK TWOMEY

Twomey, part of a famous family at Collingwood, died on December 14, 2015, aged 84. Twomey was one of three brothers to play senior football with the Magpies and all three — Bill, Pat and Mick — played in the same premiership team in 1953. Their father Bill snr was also a Collingwood player and a member of the 1919 premiership team. Twomey, who was born in Ararat in country Victoria, played his early football with Heidelberg YCW and made his senior debut with the Magpies in 1951 in a League career that spanned until 1961 and included 157 games. The ruckman played in Collingwood's 1958 premiership side and was a member of the losing 1952, 1955 and 1960 Grand Final teams. Twomey is a Magpie life member and is in the club's Hall of Fame. After leaving Collingwood, he headed to the far west of Victoria to captain-coach Portland.

FINANCIAL REPORT

RAY GUNSTON
CHIEF FINANCIAL OFFICER

The AFL's net surplus of \$2.5 million was on budget and all revenue streams have increased on last year's results.

AFL CONSOLIDATED FINANCIAL RESULTS

The AFL recorded a net surplus of \$2.5 million for the 2015 financial year. The result, while down on 2014, was on budget. Pleasingly, all revenue streams were up on last year. Increases in distributions to clubs and the AFL Players' Association were

the main factors to the overall result being down on 2014.

The consolidated result, which includes all of the AFL's controlled state subsidiaries, produced a net surplus of \$3.6 million. All state subsidiaries, except for AFL Northern Territory, recorded operating surpluses. AFLNT utilised its retained earnings to assist with the funding of the Michael Long Life Learning Centre. →

DYNAMIC DOG

After a stellar debut season in 2014, young gun Marcus Bontempelli was one of the driving forces behind the Western Bulldogs' return to finals action in 2015.





COMING TOGETHER
Representatives from community football clubs and schools mingle with the skippers of the AFL clubs at Captains' Day at Etihad Stadium in March.

AFL CLUBS' FINANCIAL RESULTS

The profitability of the 18 clubs continues to be a strong focus for the AFL with aggregated 18-club profitability increasing in 2015, albeit with eight clubs reporting operating profits and the remainder reporting operating losses. This compares unfavourably with 10 clubs reporting operating profits in 2014.

The financial impact of declining on-field performance and off-field issues were significant challenges for some clubs which, through reduced revenue generation and increased costs, reduced profitability accordingly.

However, the AFL was pleased to see clubs such as Melbourne, North Melbourne, Port Adelaide and the Western Bulldogs continue to capitalise on their improved on-field performance and financial management to report operating profits in 2015.

The profitability of clubs is impacted at the structural level by commercial arrangements at stadia and the financial impact of the fixture, in addition to investment in non-core revenue generating businesses. Other drivers, such as the size of the active fan base of the club

and on-field performance also affect revenue generation and can vary by season. Accordingly, these contributing factors necessitate the need for the AFL to intervene and introduce policy to manage these inequities.

Two equalisation measures were implemented at the start of 2015 to begin to address the financial inequality between clubs.

The first equalisation measure was a revenue-based lever to transfer revenues from the top 10 clubs to the remainder of the competition. The second equalisation measure was a cost-based lever that prescribed a "soft cap" on non-player football department expenditure with a tax paid by clubs should they exceed this amount.

These competitive balance levers were announced to clubs in 2014 and apply for the 2015 and 2016 seasons only, with a more comprehensive and dynamic competitive balance policy to be developed over this period for introduction in 2017.

The AFL is dedicated to a competition with 18 financially strong clubs, who all make comparable investments in football department expenditure to ensure an exciting and equal on-field contest.

FINANCIAL OPERATIONS

The AFL is continuously striving to add value across the AFL industry by centralising support services, investing in technology and implementing leading solutions and programs.

The AFL continued to invest in the development of its Risk Management and Insurance programs, resulting in an increase of standards for all 18 clubs. At a community level, the programs have delivered a level of cover for serious injuries such as quadriplegia and paraplegia of up to \$1 million. This is double the 2014 level of cover.

The centralised services and solutions provided by the AFL to the industry also include accounting, information technology and procurement. State football bodies and the clubs have access to these services and have benefited through the adoption of these services and technologies. These include payroll services, sponsorship and events systems and travel and accommodation arrangements.

The annual Club Financial Review was completed, providing valuable benchmarking data and trend analysis for the AFL and the clubs. In addition to the

collection of annual data, the AFL in recent years has focused on the collection of longer-term forecast information to assist with strategy and planning for the industry.

PAYMENTS TO AFL CLUBS

The AFL makes a number of distributions and payments to AFL clubs. These payments included the following in 2015:

- A base distribution to all clubs which totalled \$142.0 million, an increase of \$6.8 million.
- A bonus distribution of \$1.2 million to all clubs from the broadcast rights proceeds.
- Other payments to clubs included equal and unequal financial assistance, prize money, distribution of the AFL's signage rights at Etihad Stadium and promotional funding to help clubs develop the game around Australia.

OUTLOOK

With the media rights arrangements for 2017-22 having been finalised in August 2015, work is progressing on

the AFL industry's future funding model. A long-term investment-based funding model that looks beyond the six-year media rights payment arrangements will be worked through with industry participants throughout 2016. This

model will be designed to put in place a sustainable industry funding framework based on a rightsized cost base for the industry while providing the capacity to also have available funding for long-term investment requirements.

2015 PAYMENTS TO CLUBS

CLUB	BASE	BONUS	OTHER	TOTAL
ADELAIDE CROWS	7,890,840	1,200,000	1,542,653	10,633,493
BRISBANE LIONS	7,890,840	1,200,000	7,349,619	16,440,459
CARLTON	7,890,840	1,200,000	2,495,684	11,586,524
COLLINGWOOD	7,890,840	1,200,000	1,904,152	10,994,992
ESSENDON	7,890,840	1,200,000	2,737,272	11,828,112
FREMANTLE	7,890,840	1,200,000	2,570,346	11,661,186
GEELONG CATS	7,890,840	1,200,000	1,179,992	10,270,832
GOLD COAST	7,890,840	1,200,000	8,854,524	17,945,364
GREATER WESTERN SYDNEY GIANTS	7,890,840	1,200,000	11,490,642	20,581,482
HAWTHORN	7,890,840	1,200,000	3,267,685	12,358,525
MELBOURNE	7,890,840	1,200,000	4,909,031	13,999,871
NORTH MELBOURNE	7,890,840	1,200,000	5,492,480	14,583,320
PORT ADELAIDE	7,890,840	1,200,000	3,795,418	12,886,258
RICHMOND	7,890,840	1,200,000	3,416,500	12,507,340
ST KILDA	7,890,840	1,200,000	8,337,466	17,428,306
SYDNEY SWANS	7,890,840	1,200,000	3,144,805	12,235,645
WEST COAST EAGLES	7,890,840	1,200,000	2,386,781	11,477,621
WESTERN BULLDOGS	7,890,840	1,200,000	6,640,343	15,731,183
Total	142,035,120	21,600,000	81,515,394	245,150,514

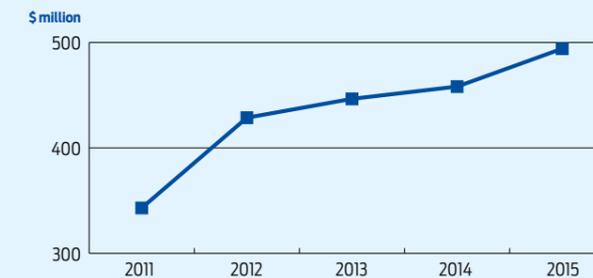
THE AFL 2006-2015

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Profit & Loss (\$ mill)										
Revenue	215.220	284.794	302.139	303.450	335.862	343.017	428.623	446.505	460.529	494.092
Operating Expenses	72.141	81.047	94.666	89.885	105.479	109.479	132.988	136.682	142.447	156.324
Interest Expense	2.982	1.272	0.028	0.022	-	-	-	-	-	-
Operating Surplus	140.097	202.475	207.445	213.543	230.383	233.538	295.635	309.823	318.082	337.769
Payments to Clubs	96.559	125.488	131.752	135.808	141.978	158.866	200.251	209.152	218.309	245.151
Payments to AFLPA	8.701	12.131	12.518	13.897	14.491	21.992	21.986	21.692	22.680	30.547
Game Development Grants	21.495	25.852	25.871	27.305	29.129	30.750	36.520	37.292	38.904	39.398
Ground Improvements	5.591	4.951	5.095	5.014	4.547	5.065	6.025	6.071	6.389	6.851
AFL Foundation	0.200	0.231	0.255	0.300	0.300	0.161	0.150	0.329	0.842	1.272
Facilities Development	1.637	4.665	8.655	13.735	9.524	6.720	7.731	5.890	7.306	5.308
Strategic Partnership	0.735	1.198	0.877	1.502	1.848	1.915	1.645	1.237	1.228	-
New Markets	-	1.618	2.967	13.349	23.738	31.683	14.594	11.553	9.887	6.700
Net Profit/(Loss) before Transfers (to)/from Reserves	5.179	26.341	19.455	2.633	4.828	(23.614)	6.733	16.607	12.537	2.542
Facilities Development Reserve	(1.963)	(4.535)	0.314	6.333	2.123	(0.682)	1.731	0.190	0.990	-
Strategic Partnership Reserve	(1.065)	0.198	(0.123)	0.502	0.848	0.915	-	-	-	0.525
New Markets Reserve	-	(0.382)	(0.033)	0.415	-	-	-	-	-	-
Future Fund Reserve	-	(16.400)	(17.245)	(17.409)	(18.431)	(19.874)	-	-	-	-
Movement in Retained Earnings	2.151	5.222	2.368	(7.526)	(10.632)	(43.255)	8.464	16.797	13.527	3.067
Balance Sheet (\$ mill)										
Total Assets	110.094	124.581	152.073	151.640	155.967	185.294	138.331	151.003	161.654	182.628
Total Liabilities	52.179	40.325	48.361	45.295	44.798	97.741	44.044	40.109	38.223	56.655
Net Assets	57.915	84.256	103.712	106.345	111.169	87.553	94.287	110.894	123.431	125.973
TPP & Club Distribution Statistics (\$ mill)										
Total Player Payments (TPP)	103.565	111.100	118.900	123.100	127.200	139.613	158.173	164.500	173.383	181.284
TPP per Club	6.473	6.944	7.431	7.694	7.950	8.213	8.787	9.139	9.632	10.071
Base Distribution per Club	4.442	4.913	5.411	5.673	5.930	6.182	6.757	7.196	7.514	7.891
Base Distribution as a % of TPP	68.6%	70.8%	72.8%	73.7%	74.6%	75.3%	76.9%	78.7%	78.0%	78.4%
Attendance Statistics (mill)										
Home & Away Season Attendance	6.204	6.476	6.511	6.371	6.496	6.525	6.239	6.368	6.385	6.352
Finals Series Attendance	0.532	0.574	0.572	0.615	0.651	0.615	0.540	0.558	0.570	0.519
Total Premiership Season Attendance	6.736	7.050	7.083	6.986	7.147	7.140	6.779	6.926	6.955	6.871
Pre-Season Attendance	0.235	0.244	0.240	0.283	0.227	0.256	0.298	0.267	0.136	0.207
Total Attendance	6.971	7.294	7.323	7.269	7.375	7.396	7.077	7.193	7.090	7.078
Membership Statistics										
Total of Club Members	519,126	532,697	574,091	586,748	614,251	699,684	707,621	756,717	804,480	836,136
No. of Clubs in the AFL	16	16	16	16	16	17	18	18	18	18
Average No. of Members per Club	32,445	33,294	35,881	36,672	38,391	41,158	39,312	42,040	44,693	46,452
Total AFL Members	44,726	46,871	49,150	51,013	53,959	55,216	56,595	56,513	56,510	54,983

Based on AFL Management Accounts

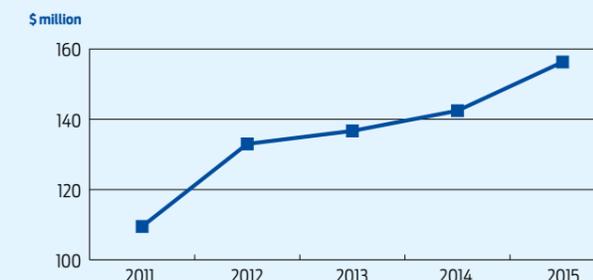
KEY FINANCIAL INDICATORS

REVENUE
 ↑ **7%**
 to \$494.1 million



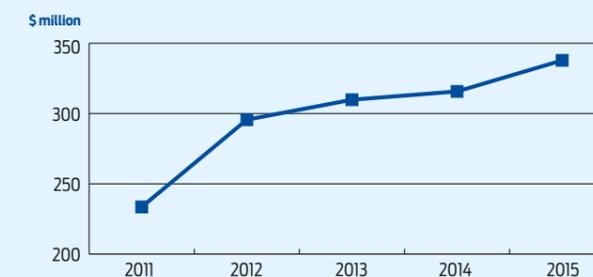
Revenue increased by \$33.6 million with the major movements comprising:
 → Commercial Operations Revenues up \$20.8 million
 → Broadcasting and Media Revenues up \$9.0 million

EXPENDITURE
 ↑ **10%**
 to \$156.3 million



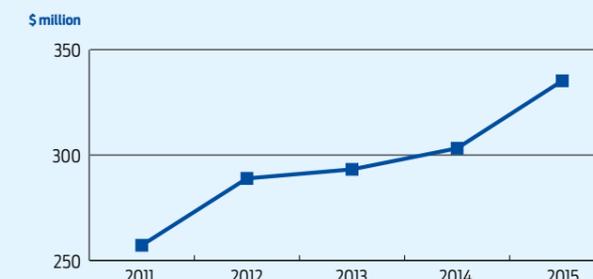
Expenditure increased by \$13.9 million with major movements predominately due to revenue-related expenditure increases

OPERATING SURPLUS
 ↑ **6%**
 to \$337.8 million



The AFL's Operating Surplus increased by \$19.7 million. This increase enabled greater distributions to all stakeholders.

DISTRIBUTIONS
 ↑ **10%**
 to \$335.2 million



Distributions increased by \$29.7 million in the following areas:
 → Payments to clubs up \$26.8 million
 → AFLPA distribution up \$7.9 million
 → Reduction in new markets investment of \$3.2 million
 → Reduction in facility-development expenditure of \$2.0 million

NET PROFIT
\$2.5M



The AFL's Net Profit decreased by \$10.0 million in 2015 as a result of the increased distributions detailed above.

Based on AFL Management Accounts

CONCISE FINANCIAL REPORT

Australian Football League and its controlled entities.

YEAR ENDING
31 OCTOBER 2015

DIRECTORS' REPORT

The Directors present their report together with the concise financial report of the Australian Football League ("the Company") and Consolidated Entity, being the Company and its controlled entities, for the year ended 31 October 2015 and the auditor's report thereon.

DIRECTORS

The Directors of the Company at any time during or since the end of the financial year are:

Mr M C Fitzpatrick – Chairman

Appointed Commissioner 2003, Chairman from March 2007

Chairman of Remuneration Committee

Member of Audit Committee

Qualifications:

- Bachelor of Engineering (Hons.) (University of Western Australia)
- Bachelor of Arts (Hons.) (Oxford University, UK)

Experience:

- Director, The Walter and Eliza Hall Institute of Medical Research
- Chairman, Pacific Current Group Limited
- Former Director, Rio Tinto Limited/Plc
- Director, Infrastructure Capital Group Pty Ltd
- Director, Carnegie Ltd
- Director, Creswick Quartz Pty Ltd
- Director, Latam Autos Ltd
- Player, Carlton Football Club 1975-1983
- Director, Carlton Football Club 1989-1995
- Chairman, Australian Sports Commission 1995-1998

- Player, Subiaco Football Club 1970-1974
- Founder and Managing Director, Hastings Fund Management Ltd, 1994-2005

Mr G A McLachlan – Chief Executive Officer

Appointed 5th June 2014

Qualifications:

- Bachelor of Commerce (University of Adelaide)
- Bachelor of Law (Hons.) (University of Melbourne)

Experience:

- AFL General Manager Commercial Operations 2003-2006
- AFL General Manager Broadcasting & Major Projects 2006-2008
- AFL Chief Operating Officer 2008-2012
- AFL Deputy CEO 2012-2014
- Patron, Children's Cancer Foundation

Mr W J Kelty – Non-Executive Commissioner

Appointed 1998 – Resigned 25th March 2015

Qualifications:

- Bachelor of Economics (La Trobe University)

Experience:

- Director, Linfox Group
- Chairman, Virtual Communities Pty Ltd
- Member, McGuire Media Advisory Board
- Former Secretary, ACTU
- Former Director, Reserve Bank of Australia
- Chairman, Evans & Partners Advisory Committee
- Council Member, La Trobe University
- Member, Foundation for Regional Renewal

Mr C D Langford – Non-Executive Commissioner

Appointed 1999

Chairman of Audit Committee

Qualifications:

- Bachelor of Architecture (University of Melbourne)

Experience:

- Director, Newmark Capital Pty Ltd
- Director, Panorama Capital Pty Ltd
- Former CEO Retail Projects, Mirvac Group
- Player, Hawthorn Football Club 1980-1997
- Member, AFL (NSW/ACT) Commission 1998-2004

Ms S J Mostyn – Non-Executive Commissioner

Appointed 2005

Member of Remuneration Committee

Qualifications:

- Bachelor of Arts (Australian University)
- Bachelor of Law (Australian University)

Experience:

- Chair, Citigroup Pty Limited
- Chair, Carriage Works Australia
- President, Australian Council for International Development
- Non Executive Director, Virgin Australia Holdings Ltd
- Non Executive Director, Transurban Holdings Ltd
- Non Executive Director, Cover-More Insurance
- Non Executive Director, Mirvac
- Non Executive Director, GO Foundation
- Non Executive Director, ClimateWorks Australia

The Honourable L Dessau, AM – Non-Executive Commissioner

Appointed 2008 – Resigned 25th March 2015

Qualifications:

- Bachelor of Law (Hons.) (University of Melbourne)

Experience:

- Former Justice of the Family Court of Australia
- Children's Court Magistrate, Coroner and Magistrate 1978-1995
- Director, Winston Churchill Memorial Trust
- Former Director, AFL SportsReady Pty Ltd
- Chair, Melbourne Festival
- Trustee, National Gallery of Victoria
- Director, Unicorn Foundation
- Director, Bangeta Pty Ltd

Mr R Goyder, AO – Non-Executive Commissioner

Appointed November 2011

Member of Audit Committee

Qualifications:

- Bachelor of Commerce (University of Western Australia)

Experience:

- Director, Wesfarmers Limited
- Director, Gresham Partners Holdings Limited
- Director, Business Council of Australia
- Director, UWA Business School Advisory Board
- Former Director, Fremantle Football Club

Mr P Bassat – Non-Executive Commissioner

Appointed February 2012

Member of Remuneration Committee

Qualifications:

- Bachelor of Law, Bachelor of Commerce (University of Melbourne)

Experience:

- Co-founder and former CEO, SEEK Limited 1997-2011
- Director, Square Peg Capital Pty Ltd
- Director, Peter MacCallum Cancer Foundation
- Member, Mount Scopus College Foundation
- Director, Wesfarmers Ltd
- Director, Wego Pte Ltd
- Director, The Prince's Charities Australia
- Director, AFL SportsReady Pty Ltd
- Director, PropertyGuru Pte Ltd

Mr K Williams, AM – Non-Executive Commissioner

Appointed February 2014

Qualifications:

- Bachelor of Music (The University of Sydney)
- Honorary Doctorate of Letters (Macquarie University)

Experience:

- Board Member, University of Western Sydney Foundation
- Board Member, Myer Foundation
- Board Member, NSW State Library Foundation
- Board Member, Australian Music Foundation
- Board Member, Australian Grape and Wine Authority
- Director, Executive Channel International
- Chair, Copyright Agency

Major General S Wilkie AM – Non-Executive Commissioner

Appointed 25th March 2015

Qualifications:

- Bachelor of Human Resource Management (University of New England)
- Graduate Diploma of Telecommunications Systems Management (Swinburne University of Technology)
- Graduate Diploma of Strategic Studies (Deakin University)
- Master of Defence Studies (University of Canberra)
- Advanced Management Program (Harvard Business School)

Experience:

- Head of ADF Joint Enablers & Commander, Australian Defence College
- Chief of Staff to the Chief of Army
- National Commander ADF commitment in Afghanistan
- Director General Training
- Member of the Order of Australia
- Awarded a Bronze Star (United States) for service in Iraq
- Awarded a Commendation for Distinguished Service in Afghanistan
- Patron, ADF Women's Australian Rules Association
- Patron, ADF Hockey Association
- Chair, ADF Sports Council

Mr J Ball – Non-Executive Commissioner

Appointed 25th March 2015

Experience:

- Senior Relationship Manager, Macquarie Equities (Macquarie Group)
- Director, Sydney Swans Football Club 2007-2015
- Player, Sydney Swans Football Club 2000-2005
- Player, West Coast Eagles Football Club 1992-1999

DIRECTORS' MEETINGS

The number of Directors' meetings (including meetings of committees of Directors) and number of meetings attended by each of the Directors of the Company during the financial year were:

Director	Directors' Meetings		Audit Committee Meetings		Remuneration Committee Meetings	
	No. of Meetings attended	No. of Meetings held*	No. of Meetings attended	No. of Meetings held*	No. of Meetings attended	No. of Meetings held*
Mr M C Fitzpatrick	11	11	1	1	1	1
Mr G McLachlan	11	11	-	-	-	-
Mr W J Kelly	4	5	-	-	-	-
Mr C D Langford	11	11	1	1	-	-
Ms S J Mostyn	10	11	-	-	1	1
Hon L Dessau, AM	5	5	-	-	-	-
Mr P Bassat	11	11	-	-	1	1
Mr R Goyder, AO	11	11	1	1	-	-
Mr K Williams, AM	10	11	-	-	-	-
Major Gen S Wilkie, AM	7	7	-	-	-	-
Mr J Ball	7	7	-	-	-	-

* Reflects the number of meetings held during the time the director held office during the year.

The role of the Audit Committee is to give the Board of Directors additional assurance regarding the quality and reliability of financial information prepared for use by the Board in determining policies or determining items for inclusion in the financial statements.

The role of the Remuneration Committee is to review the remuneration packages and policies applicable to senior executives of the Company.

As well as the above meetings, the Directors also attended numerous other meetings including meetings with the presidents of all AFL clubs.

PRINCIPAL ACTIVITIES

The principal activities of the Consolidated Entity during the course of the financial year have been to promote, control, manage and encourage Australian Rules Football.

There were no significant changes in the nature of the activities of the Consolidated Entity during the year.

OBJECTIVES

The major objectives of the Company include the following:

- I. To manage the AFL competition to ensure that it remains the most exciting in Australian sport.
- II. To build a stronger relationship with the supporters at all levels of the game.
- III. To help ensure that AFL clubs are financially secure and competitive.
- IV. To provide the best possible benefits for AFL players and to drive the next generation of elite athletes to choose our game.

STRATEGY AND PERFORMANCE

The Company's strategy is to promote the AFL brand throughout Australia and to a limited extent outside Australia. Key Performance Indicators such as attendances at AFL games, television ratings, digital consumption and participant numbers are used to measure the Company's performance against this strategy.

REVIEW AND RESULTS OF OPERATIONS

The operating profit of the AFL and its controlled entities was \$3.6 million, compared with an operating profit of \$13.3 million in 2014.

STATE OF AFFAIRS

In the opinion of the Directors there were no significant changes in the state of affairs of the Consolidated Entity that occurred during the financial year under review not otherwise disclosed in this report or the consolidated financial statements.

EVENTS SUBSEQUENT TO BALANCE DATE

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction, or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Consolidated Entity, the results of those operations, or the state of affairs of the Consolidated Entity in future financial years.

LIKELY DEVELOPMENTS

The Directors do not anticipate any major changes in the basis of operations of the Consolidated Entity and the future results of those operations in subsequent financial years. However, a new Broadcast Rights deal has been negotiated and agreed for the 2017-22 financial years. The new Broadcast Rights deal has increased by a material amount and forms a major part of the investment-based industry funding model to be implemented from 2017 onwards.

INSURANCE PREMIUMS

Since the end of the previous financial year, the Company has paid insurance premiums in respect of Directors' and Officers' liability and legal expenses, insurance contracts, which include cover for current officers, including executive officers of the Company. The insurance premiums in respect of the officers of the Company relate to:

- Costs and expenses that may be incurred by the relevant officers in defending proceedings, whether civil or criminal and whatever their outcome; and
- Other liabilities that may arise from their position, with the exception of conduct involving a wilful breach of duty or improper use of information or position to gain a personal advantage.

DIRECTORS' BENEFITS

Since the end of the previous financial year no Director of the Company has received or become entitled to receive any benefit (other than the fixed salary of a full-time employee of the Company or of a related body corporate) by reason of a contract made by the Company, its controlled entities, or a related body corporate with a Director or with a firm of which a Director is a member, or with an entity in which a Director has a substantial interest other than as disclosed in notes 20 and 21 of the annual financial report.

LEAD AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 307C OF THE CORPORATIONS ACT 2001

The Lead Auditor's Independence Declaration is set out on this page and forms part of the Directors' report for the year ended 31 October 2015.

PARENT ENTITY FINANCIAL STATEMENTS

A concise set of Parent Entity Financial Statements has been included alongside the Concise Consolidated Financial Statements in accordance with the option available to the Company under the Australian Securities and Investments Commission (ASIC) Class Order 10/654 issued on 26 July 2010.

ROUNDING OFF

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July 1998 and in accordance with that Class Order, amounts in the financial report and Directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

Dated at Melbourne this 15th day of February 2016.

Signed in accordance with a resolution of the Directors:

Mr M C Fitzpatrick
Chairman

Mr G A McLachlan
Director

LEAD AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 307C OF THE CORPORATIONS ACT 2001

To: the directors of Australian Football League

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 31 October 2015 there have been:

- I. No contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- II. No contravention of any applicable code of professional conduct in relation to the audit.

KPMG

M Bisetto

Partner
Melbourne
15th February 2016

STATEMENTS OF PROFIT & LOSS AND OTHER COMPREHENSIVE INCOME
 FOR THE YEAR ENDED 31 OCTOBER 2015

	Note	Consolidated		The Company	
		2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Revenue	3	558,674	528,230	506,026	472,739
Net financing income/(expense)		564	596	243	471
Expenses from operating activities		(555,590)	(515,506)	(503,727)	(460,673)
Profit from operating activities before related income tax expense		3,648	13,320	2,542	12,537
Income tax expense relating to operating activities		-	-	-	-
Profit for the year		3,648	13,320	2,542	12,537
Other comprehensive income for the year		-	-	-	-
Total comprehensive income for the year		3,648	13,320	2,542	12,537
Profit attributable to:					
Owners of the Company		3,003	12,831	2,542	12,537
Non-controlling interests		645	489	-	-
Profit for the year		3,648	13,320	2,542	12,537
Total comprehensive income attributable to:					
Owners of the Company		3,003	12,831	2,542	12,537
Non-controlling interests		645	489	-	-
Total comprehensive income for the year		3,648	13,320	2,542	12,537

The Statements of Profit & Loss and other comprehensive income are to be read in conjunction with the notes to the concise financial statements set out on pages 146 to 147.

Discussion and analysis of the Statements of Profit & Loss and Other Comprehensive Income

The consolidated operating profit in 2015 was \$3.6 million which compared with an operating profit of \$13.3 million in 2014.

- Consolidated revenue increased by \$30.4 million to \$558.7 million. There were five main areas of revenue which contributed to this movement:
- An increase in commercial operations revenue totalling \$17.9 million
 - An increase in media revenues totalling \$9.3 million
 - An increase in football operations revenue totalling \$2.8 million
 - An increase in game development revenue totalling \$0.3 million
 - An increase in various other sundry revenues totalling \$0.1 million

Consolidated expenditure increased by \$40.1 million to \$555.6 million. The main areas of expenditure which contributed to this movement were:

- An increase in distributions to clubs totalling \$26.8 million
- An increase in AFL company commercial operations expenditure totalling \$8.7 million
- An increase in distributions to the AFL Players Association totalling \$7.9 million
- An increase in AFL company football operations expenditure totalling \$3.3 million
- An increase in AFL company game development expenditure totalling \$2.4 million
- An increase in shared services expenditure totalling \$0.6 million
- An increase in donations expenditure totalling \$0.4 million
- A decrease in finance & administration and other sundry expenses totalling \$3.5 million
- A decrease in new markets expenditure totalling \$3.2 million
- A decrease in facility development expenditure totalling \$2.0 million
- A decrease in subsidiaries' consolidated expenditure totalling \$1.3 million

STATEMENTS OF CHANGES IN EQUITY
 FOR THE YEAR ENDED 31 OCTOBER 2015

	Consolidated		The Company	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Total equity at the beginning of the year	136,558	123,238	123,431	110,894
Other member contributions	-	-	-	-
Total comprehensive income for the year	3,648	13,320	2,542	12,537
Total equity at the end of the year	140,206	136,558	125,973	123,431
Equity attributable to:				
Owners of the Company	137,437	134,434	125,973	123,431
Non-controlling interests	2,769	2,124	-	-
Total equity at the end of the year	140,206	136,558	125,973	123,431

The Statements of Changes in Equity are to be read in conjunction with the notes to the concise financial statements set out on pages 146 to 147.

STATEMENTS OF FINANCIAL POSITION
 AS AT 31 OCTOBER 2015

	Consolidated		The Company	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Assets				
Cash and cash equivalents	82,156	64,931	69,994	52,306
Trade and other receivables	44,168	46,360	39,835	41,153
Inventories	171	96	-	-
Other assets	20,449	20,499	19,597	19,672
Total current assets	146,944	131,886	129,426	113,131
Trade and other receivables	4,408	2,350	4,408	2,350
Property, plant and equipment	20,408	21,955	14,294	16,173
Other assets	34,500	30,000	34,500	30,000
Total non-current assets	59,316	54,305	53,202	48,523
Total assets	206,260	186,191	182,628	161,654
Liabilities				
Trade and other payables	44,343	34,794	44,038	32,203
Deferred income	5,110	3,838	1,859	1,216
Interest-bearing loans and borrowings	-	10	-	-
Provisions	9,896	9,592	4,591	3,981
Total current liabilities	59,349	48,234	50,488	37,400
Trade and other payables	5,074	-	5,074	-
Deferred income	150	-	150	-
Interest-bearing loans and borrowings	-	47	-	-
Provisions	1,481	1,352	943	823
Total non-current liabilities	6,705	1,399	6,167	823
Total liabilities	66,054	49,633	56,655	38,223
Net assets	140,206	136,558	125,973	123,431
Equity				
Member contributions	21	21	-	-
Reserves	89,359	89,884	89,359	89,884
Retained earnings	48,057	44,529	36,614	33,547
Total equity attributable to equity holders of the Company	137,437	134,434	125,973	123,431
Non-controlling interest	2,769	2,124	-	-
Total equity	140,206	136,558	125,973	123,431

The Statements of Financial Position are to be read in conjunction with the notes to the concise financial statements set out on pages 146 to 147.

Discussion and analysis of the Statements of Financial Position

The consolidated entity's total assets increased by \$20.1 million to \$206.3 million.

The movement in total assets principally comprised:

- An increase in cash and cash equivalents of \$17.2 million
- An increase in non-current deferred expenses totalling \$4.5 million
- An increase in non-current trade and other receivables totalling \$2.1 million
- A decrease in current trade and other receivables totalling \$2.2 million
- A decrease in property, plant and equipment totalling \$1.5 million

The consolidated entity's total liabilities increased by \$16.4 million to \$66.1 million.

The movement in total liabilities principally comprised:

- An increase in current trade and other payables totalling \$9.5 million
- An increase in non-current trade and other payables totalling \$5.1 million
- An increase in deferred income totalling \$1.4 million
- An increase in provisions totalling \$0.4 million

STATEMENTS OF CASH FLOWS
 FOR THE YEAR ENDED 31 OCTOBER 2015

	Consolidated		The Company	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Cash flows from operating activities				
Cash receipts in the course of operations	585,318	538,873	526,344	480,287
Cash payments in the course of operations	(562,315)	(520,032)	(507,604)	(478,844)
Net cash from operating activities	23,003	18,841	18,740	1,443
Cash flows from investing activities				
Interest received	1,238	1,519	901	1,390
Payments for property, plant and equipment	(6,342)	(13,788)	(1,295)	(1,566)
Net cash used in investing activities	(5,104)	(12,269)	(394)	(176)
Cash flows from financing activities				
Interest paid	(674)	(923)	(658)	(919)
Payment of finance lease liabilities	-	47	-	-
Net cash from/(used in) financing activities	(674)	(876)	(658)	(919)
Net increase/(decrease) in cash and cash equivalents	17,225	5,696	17,688	348
Cash and cash equivalents at the beginning of the financial year	64,931	59,235	52,306	51,958
Cash and cash equivalents at the end of the financial year	82,156	64,931	69,994	52,306

The Statements of Cash Flows are to be read in conjunction with the notes to the concise financial statements set out on pages 146 to 147.

Discussion and analysis of the Statements of Cash Flows

There was a net increase in cash holdings of the consolidated entity during the year totalling \$17.2 million.

The major movements in cash during the year included the following:

- Funds provided by the operating activities for the year totalling \$23.0 million
- Purchases of property, plant and equipment totalling \$6.3 million
- Net interest received totalling \$0.6 million

NOTES TO THE CONCISE FINANCIAL STATEMENTS

For the year ended 31 October 2015

1. Basis of Preparation of the Concise Financial Report

The concise financial report has been prepared in accordance with the Corporations Act 2001 and Accounting Standard AASB 1039 *Concise Financial Reports*. The financial statements and specific disclosures required by AASB 1039 have been derived from the consolidated entity's full financial report for the financial year. Other information included in the concise financial report is consistent with the consolidated entity's full financial report. The concise financial report does not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the consolidated entity as the full financial report, which is available upon request.

It has been prepared on the basis of historical costs and except where stated, does not take into account changing money values or fair values of non-current assets.

The accounting policies have been consistently applied by each entity in the consolidated entity and, except where there is a change in accounting policy, are consistent with those of the previous year.

Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current financial year amounts and other disclosures. The impact of these reclassifications is not material, and has not resulted in any change to profit or net assets.

A full description of the accounting policies adopted by the consolidated entity may be found in the consolidated entity's full financial report.

The concise financial report is presented in Australian dollars.

2. Segment Reporting

The Company's activities are entirely the administration and promotion of Australian Rules Football and are confined to Australia except for the sale of television rights to various overseas countries and conduct of exhibition matches overseas from time to time, in support of television rights in overseas countries.

3. Revenue

	Consolidated		The Company	
	2015 \$'000	2014 \$'000	2015 \$'000	2014 \$'000
Revenue from Operating Activities				
Broadcasting & AFL Media	256,602	247,316	256,602	247,316
Commercial Operations	182,520	164,587	182,520	164,587
Football Operations	4,974	2,155	4,974	2,155
Game Development	9,954	9,650	9,954	9,650
Other Revenue	77,624	77,522	24,976	22,031
Contra Advertising Revenue	27,000	27,000	27,000	27,000
	558,674	528,230	506,026	472,739

4. Contingent Liabilities

- I. The Company has entered into an agreement with the AFL Players' Association Inc. for a period of five years commencing on 1 November 2011 whereby the Company has an obligation to assume liability for all amounts due to players of a club where the club has lost its licence to compete in the AFL competition and is suspended from or loses its right to representation in the League. The amounts payable in these circumstances will be offset by any amounts payable to the players in respect of future employment as a player.
- II. The Company has entered into an agreement with Australia and New Zealand Banking Group Limited ("ANZ Bank") where the Company guarantees the obligations of Sports Facilities Management Limited ("Sports") to the ANZ Bank with respect to Sports borrowings of \$5.0 million in relation to the reconfiguration of Stadium Australia.
- III. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Carlton Football Club Limited to Westpac to a maximum of \$5.0 million. This guarantee expires on 31 October 2017.
- IV. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Melbourne Football Club Limited to Westpac to a maximum of \$5.4 million. This guarantee expires on 31 October 2017.
- V. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the North Melbourne Football Club Limited to Westpac to a maximum of \$3.0 million. This guarantee expires on 31 October 2017.
- VI. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the St Kilda Football Club Limited to Westpac to a maximum of \$6.75 million. This guarantee expires on 31 October 2017.
- VII. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Footscray Football Club Limited to Westpac to a maximum of \$4.55 million. This guarantee expires on 31 October 2017.
- VIII. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Brisbane Bears-Fitzroy Football Club Limited to Westpac to a maximum of \$8.0 million. This guarantee expires on 31 October 2017.
- IX. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Essendon Football Club Limited to Westpac to a maximum of \$5.0 million. This guarantee expires on 31 October 2017.
- X. The Company has entered into an agreement with Beyond Bank whereby the Company guarantees the obligations of the Port Adelaide Football Club Limited to Beyond Bank to a maximum of \$5.0 million. This guarantee expires on 31 March 2017.
- XI. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of GCFC Limited to National Australia Bank to a maximum of \$1.41 million. This guarantee expires on 30 June 2016.
- XII. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of GCFC Limited to National Australia Bank to a maximum of \$1.59 million. This guarantee expires on 30 June 2017.
- XIII. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the Western Sydney Football Club Limited to National Australia Bank to a maximum of \$0.66 million. This guarantee expires on 30 June 2016.
- XIV. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the Australian Football League (Victoria) Limited to National Australia Bank to a maximum of \$0.35 million. This guarantee expires on 30 June 2016.
- XV. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the AFL Queensland Limited to National Australia Bank to a maximum of \$0.10 million. This guarantee expires on 30 June 2016.
- XVI. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the AFL (NSW/ACT) Commission Limited to National Australia Bank to a maximum of \$0.15 million. This guarantee expires on 30 June 2016.
- XVII. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the AFL Northern Territory Limited to National Australia Bank to a maximum of \$0.15 million. This guarantee expires on 30 June 2016.
- XVIII. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of Football Tasmania Limited to National Australia Bank to a maximum of \$0.03 million. This guarantee expires on 30 June 2016.

5. Events Subsequent to Balance Date

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction, or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Consolidated Entity, the results of those operations, or the state of affairs of the Consolidated Entity in future financial years.

DIRECTOR'S DECLARATION

In the opinion of the directors of the Australian Football League, the accompanying concise financial report of the Consolidated Entity, comprising the Australian Football League and its controlled entities for the year ended 31 October 2015, set out on pages 144 to 147:

- a. Has been derived from or is consistent with the full financial report for the financial year; and
- b. Complies with Accounting Standard AASB 1039 *Concise Financial Reports*.

Dated at Melbourne this 15th day of February 2016.

Signed in accordance with a resolution of the directors:

Mr M C Fitzpatrick
Chairman

Mr G A McLachlan
Director

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE AUSTRALIAN FOOTBALL LEAGUE

Report on the concise financial report

We have audited the accompanying concise financial report of the Consolidated Entity comprising the Australian Football League (the Company) and the entities it controlled at the year's end or from time to time during the financial year which comprises the statements of financial position as at 31 October 2015, the statements of profit and loss and other comprehensive income, statements of changes in equity and statements of cash flows for the year then ended and related notes 1 to 5 derived from the audited financial report of the Consolidated Entity for the year ended 31 October 2015 and the discussion and analysis. The concise financial report does not contain all the disclosures required by Australian Accounting Standards and accordingly, reading the concise financial report is not a substitute for reading the audited financial report.

Directors' responsibility for the concise financial report

The directors of the Company are responsible for the preparation and presentation of the concise financial report in accordance with Australian Accounting Standard AASB 1039 *Concise Financial Reports* and the *Corporations Act 2001* and for such internal control as the directors determine are necessary to enable the preparation of the concise financial report.

Auditor's responsibility

Our responsibility is to express an opinion on the concise financial report based on our audit procedures which were conducted in accordance with Auditing Standards ASA 810 *Engagements to Report on Summary Financial Standards*. We have conducted an independent audit in accordance with the Australian Auditing Standards, of the financial report of the Australian Football League for the year ended 31 October 2015. We expressed an unmodified audit opinion on the financial report in our report dated 15 February 2016. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgement, including the risk of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal

control relevant to the entity's preparation of the concise financial report in order to design procedures, that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Our procedures included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Australian Accounting Standard AASB 1039 *Concise Financial Reports* and whether the discussion and analysis complies with the requirements laid down in Australian Accounting Standard AASB 1039 *Concise Financial Reports*.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*.

Auditor's opinion

In our opinion, the concise financial report, including the discussion and analysis, of the Australian Football League and its controlled entities for the year ended 31 October 2015 complies with Australian Accounting Standard AASB 1039 *Concise Financial Reports*.

KPMG

KPMG

M. Bisetto

M Bisetto
Partner

Melbourne
15th February 2016



FLYING BOMBER

Brendon Goddard makes a spectacular attempt to mark in the traditional Anzac Day game against Collingwood. The match between the arch rivals attracted another bumper crowd of 88,395 at the MCG.

COMMITTEES AND ADVISORS

AFL Audit Committee

Chris Langford (Chair), Mike Fitzpatrick, Richard Goyder

AFL Broadcasting Committee

Gillon McLachlan (Chair), Mike Fitzpatrick, Paul Bassat, Kim Williams

AFL Remuneration Committee

Mike Fitzpatrick (Chair), Sam Mostyn, Paul Bassat

AFL Nominations Committee

Mike Fitzpatrick (Chair), Richard Goyder, Peggy O'Neal, David Koch

AFL Executive Committee

Gillon McLachlan (Chair), Travis Auld, Darren Birch, Peter Campbell, Andrew Dillon, Mark Evans, Ray Gunston, Simon Lethlean, Elizabeth Lukin, Tony Peck

AFL Football Operations Sub-Committee

General Manager Football Operations Mark Evans (chairman), Wayne Campbell, Patrick Clifton, Simon Gorr, Emily Groves, Patrick Keane, Jennie Loughnan, Ben Lowe, Tom McCoy, Tessie McManus, Michael Poulton, Scott Taylor, Vicki Lloyd (secretary)

AFL Tribunal

David Jones (Chair), Ross Howie (deputy chairman), Daniel Harford, Stewart Loewe, David Pittman, Wayne Schimmelbusch, Richard Loveridge, Wayne Henwood, Michael Sexton, Shane Wakelin, Paul Williams, Patrick Clifton (secretary)

AFL Laws Of The Game Committee

General Manager Football Operations Mark Evans (Chair), Brett Burton, Wayne Campbell, Michael Christian, Chris Fagan, Tom Harley, Hayden Kennedy, Leigh Matthews, Guy McKenna, Michael Poulton, Ian Prendergast, Jack Riewoldt, Jack Trengove, Patrick Clifton (secretary)

Appeals Board

Peter O'Callaghan QC (Chair), Brian Collis QC (deputy chairman), Brian Bourke, Michael Green, Stephen Jurica, John Schultz, Patrick Clifton (secretary)

Match Review Panel

Luke Ball, Nathan Burke, Michael Christian, Brad Sewell, Patrick Clifton (secretary)

AFL Grievance Tribunal

Professor Geoffrey Giudice AO (Chair), Murray Kellam AO (deputy chairman), David Maddocks, Michael Moncrieff, Kevin Power

AFL Legal Counsel

Jeff Gleeson QC, Nick Pane QC, Andrew Woods

Virgin Australia All-Australian & NAB AFL Rising Star Selectors

Gillon McLachlan (Chair), Kevin Bartlett, Luke Darcy, Mark Evans, Danny Frawley, Glen Jakovich, Cameron Ling, Matthew Richardson, Kevin Sheehan (NAB AFL Rising Star only), Warren Tredrea, Tom McCoy (secretary)

Australian Football Hall Of Fame Selection Committee

Mike Fitzpatrick (Chair), Dennis Cometti, Jim Main, Paul Marsh, Bruce McAvaney, David Parkin, Michelangelo Rucci, Col Hutchinson (statistics & history consultant), Patrick Clifton (secretary)

AFL Research Board

Michael Poulton (Chair), Dr David Buttifant, Matt Finnis, Brett Johnson, Dr Peter Harcourt, Dr Michael Makdissi, Assoc Prof Colin McLeod, David Rath, Dr Anthony Schache, Lawrie Woodman, John Worsfold, Patrick Clifton (secretary)

AFL Concussion Working Group

Dr Peter Harcourt (Chair), Simon Clarke, Dr Andrew Daff, Assoc Prof Gavin Davis, Mark Evans, Clay Mackinnon, Dr David Maddocks, Dr Michael Makdissi, Prof Paul McCrory, Ian Prendergast, Dr Hugh Seward, Dr Anik Shawdon, Dr Harry Unglik, Lawrie Woodman, Patrick Clifton (secretary)

AFL Medical Directors

Dr Peter Harcourt, Dr Harry Unglik

AFL Legal Advisors

Hall and Wilcox, K and L Gates

AFL SportsReady Ltd Board

The Hon Steve Bracks AC (Chair), James Montgomery (Chief Executive Officer), Paul Bassat, Jenny Samms, Graeme Billings, Paul Marsh, Marilyn Morgan, Andrew Blair AM, Andrew Dillon, David Huggins

WELL DONE DADDY

Hawthorn star Sam Mitchell receives a congratulatory kiss from his daughter Scarlett after the Hawks' convincing victory over West Coast in the Grand Final.





AUSTRALIAN
FOOTBALL LEAGUE