

2021 ANNUAL REVIEW



FOOTBALL
AUSTRALIA



Football Australia recognises, respects and celebrates the cultural distinctions of First Nations people and values their rich and positive contribution to not only football but also to the broader Australian and global society.

In the spirit of reconciliation, Football Australia acknowledges Aboriginal and Torres Strait Islander peoples as the first inhabitants of Australia and that sovereignty was never ceded. We extend this respect and honour to acknowledge all elders past, present and future generations as we continue to grow with their guidance and wisdom.

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CHAIR'S REPORT

Chris Nikou

In the 2020 Annual Review, I concluded my report by stating that we are on the cusp of great change, with 2021 set to be a year of implementation and action. It is with great satisfaction, then, that the Board of Football Australia can report that 2021 has indeed been a landmark year for our sport. We are taking transformative steps for the future, driven by our 15-year vision (as outlined in our XI Principles for the future of Australian football) and by our strategic agenda. If there is one certainty about football, it is that it's forever evolving.

Since I became Chair in November 2018, we have embarked on important and difficult structural changes that were deemed necessary – even crucial – for the continued evolution and growth of our great game. I am proud to say that we have completed most of those changes.

The Board has been focused on taking steps to ensure the game's protection and enhancement, while empowering our CEO, James Johnson, and the new administration to chart a path forward.

At last year's Annual General Meeting, we farewelled Remo Nogarotto from the Board and welcomed Stefan Kamasz. More recently, we welcomed two new appointed directors, former Matilda Heather Garriock and successful business leader Catriona Noble, and reappointed former Socceroo Mark Bresciano.

Each of these appointments bring a unique and important set of skills to the Board to complement those of the existing Board members. I would also like to thank the Members of Football Australia for ratifying these appointments. All these steps are important in ensuring the ongoing transformation of our sport.

Notably, this now brings our Board to nine members, with a gender split of 55% female (five members) and 45% male (four members) – a first for any sport in Australia and something we can be proud of.





I would like to thank my fellow Directors who have helped steer the game so diligently and expertly over the course of 2021 in what has been another difficult year for our community.

Indeed, we marked the new year with Congress unanimously supporting a name change to Football Australia, signifying a fresh and exciting new era for Australian football under the new strategic agenda and a return to the roots of our game.

Over the last year, I have been pleased with the increased level of collaboration among the game's stakeholders. Their strong appetite for working hand-in-hand will ensure that the game will continue to evolve and grow in ways not seen before.

On New Year's Eve, we reached agreement with the newly formed Australian Professional Leagues (APL) to unbundle the A-League Men, A-League Women, A-League Youth and E-League from Football Australia. This milestone was made possible by the unprecedented unity among football's key stakeholders, with Football Australia, clubs and Members of Football Australia making up the New Leagues Working Group (NLWG), which paved the way for unbundling the Professional Leagues from Football Australia.

Football Australia can now focus its energies and resources on regulation of the professional game, National Teams and grassroots organisations, and on overall strategic direction.

Pleasingly, all parties are committed to ongoing cooperation and collaboration to ensure the future of professional football in Australia. We look forward to working closely with the APL, with the transition to the new model having officially commenced on 1 July, 2021.

As we moved into 2021, Football Australia began operationalising the 15-year vision – the XI Principles for the future of Australian football. The priorities for the year were set and our journey to realising our vision is now on course.

On Australia Day, two former Socceroos were recognised with Australia Day Honours, with Tim Cahill appointed as Officer (AO) in the General Division of the Order of Australia and Craig Foster appointed a Member (AM) in the General Division of the Order of Australia.

The FIFA Women's World Cup Australia and New Zealand 2023™ took an important and exciting step in April, with the announcement of the nine host cities and ten stadiums in Australia and New Zealand that will host matches during the tournament. The opening match will take place in Auckland, and Sydney will host the final.

With just under two years to go until some of the best players in the world take to the field in Australia and New Zealand, the host city announcement represents a major milestone for many football fans and players around the world, as well as in the preparations for the next FIFA Women's World Cup™. The 2023 event will be the first-ever co-hosted FIFA Women's World Cup and the first edition to feature 32 teams.

We also welcomed the appointment by FIFA of David Beeche as Chief Executive Officer of the FIFA Women's World Cup™ Australia and New Zealand 2023™ entity, with our very own Jane Fernandez being appointed Chief Operating Officer (Australia). This is another strong and positive step forward as the entity embarks on a busy schedule in the lead-up to the event.

We launched our ambitious *Legacy '23* plan, which aims to deliver immediate and long-term community benefits and economic impacts from Australia co-hosting the FIFA Women's World Cup Australia and New Zealand 2023™. It is our ambitious plan for our nation to leverage this event through football, and to realise enduring and exciting benefits as a result of hosting this incredible event.

On the back of this plan, we welcomed the Federal Government's decision to provide \$12 million over two years to support the progression of elite women's football in Australia, as well as community engagement through the world game to cater for our vast community, including those from vulnerable and disadvantaged backgrounds. These vital funds will go a long way towards supporting our high-performance objectives for the Commonwealth Bank Matildas, Commonwealth Bank Young Matildas and Commonwealth Bank Junior Matildas.

James Johnson and his new team should be congratulated on the commercial turnaround of the organisation, headlined by the new naming rights sponsorship for the Commonwealth Bank Matildas. We welcome Commonwealth Bank to the football family and look forward to a long and mutually prosperous and beneficial relationship.

We are also delighted with the landmark media rights agreement with 10 ViacomCBS. The agreement will see our sport exposed on free-to-air television like never before as we begin a new and exciting journey with Network 10, including 10, 10 Play, 10 Bold, and streaming service Paramount+.

As part of the agreement with 10 ViacomCBS, there is a substantial commitment towards featuring the Socceroos, Commonwealth Bank Matildas, A-League Men and A-League Women on Network

10, which will also include the prestigious FFA Cup Final on the main channel.

We thank the contribution over 15 years of Fox Sports, who played a critical role in helping to develop our A-League Men and A-League Women competitions and provided valuable coverage of our Commonwealth Bank Matildas, Socceroos and FFA Cup.

Pleasingly, with all the work undertaken in developing a new 15-year vision for the sport and a clear strategic agenda, and in re-creating and re-imagining our value proposition commercially, we entered FY 2021/22 with a budgeted revenue double what we achieved in FY 2020/21. In a COVID-19 affected world, this is a remarkable turnaround.

The A-League Women and A-League Men seasons concluded in April and May, respectively, with Melbourne Victory crowned A-League Women Champions and Melbourne City crowned A-League Men Champions for 2020/21. We congratulate both clubs on these achievements.

The respective seasons were properly concluded with the Dolan Warren Awards for 2021, with Miloš Ninković of Sydney FC and Ulises Dávila of Wellington Phoenix being dually awarded the Johnny Warren Medal and Michelle Heyman the Julie Dolan medal. We congratulate all three on receiving these prestigious awards.

With the unbundling of the professional leagues officially taking effect in July, we saw the new A-Leagues brand being launched to signify an exciting new era for both A-League Men and A-League Women. We look forward to working closely with the APL to continue to evolve and grow these competitions.

In May, we held a Member Federation workshop where we discussed our priorities and governance framework at length. We also deliberated on the respective roles and responsibilities of each stakeholder group, and on ways to be more aligned, efficient and effective. Again, we were pleased by the level of cooperation we saw among participants, and by their genuine appetite to contribute to our common goals.

One of the outcomes from this workshop was the agreement to begin investigating structural transformation for Australian football with the objective of identifying an optimal structure, as well as an implementation plan.

At our June Board meeting, the Board endorsed this recommendation and provided the administration with the mandate to commence the project. The five phases of the project are as follows:

PHASE 1 > Project initiation

PHASE 2 > Discovery

PHASE 3 > Design

PHASE 4 > Implementation

PHASE 5 > Embedding

I am pleased that Football Australia and the Member Federations subsequently met as a collective in July to kick off the project. We are currently in Phase 2, being discovery, during which we are consulting with each Member Federation on this critical reform process.

We were again delighted when Queen’s Birthday Honours were bestowed on Australian football. We congratulate fellow Football Australia Board member Joseph Carrozzi for being recognised as a Member of the Order of Australia (AM) for significant service to business and to the community through his involvement with multicultural and not-for-profit organisations.

We also congratulate Robbie Slater, Socceroo cap #353, and Eddie Krncevic, Socceroo cap #279, who both received the Medal of the Order of Australia (OAM) for their services to football.

It would be remiss of me not to acknowledge the feats of our former Socceroo coach and good friend Ange Postecoglou, who (after a successful tenure with J-League club Yokohama F. Marinos) has realised his long-held aspiration to coach in Europe by being appointed Manager of the historic Scottish Premiership club Celtic FC, where he was reunited with Socceroo Tom Rogic.

After a successful stint coaching the Arsenal Women’s Super League, another Australian coach, Joe Montemurro, realised his boyhood dream of being appointed coach of the Juventus women’s team in Turin, Italy.

Only a couple of months later, an Australian match official, Jarrod Gillett, became the first overseas referee in Premier League history to officiate a match in England’s top-flight league.

That our Australian players, coaches and match officials are excelling in Europe is pleasing for us all as we continue to evolve and progress as a football nation.

The Tokyo 2020 Olympics were finally staged in August 2021, and both the Olyroos and Commonwealth Bank Matildas

made us proud. The Olyroos beat Argentina in their first group match, and the Commonwealth Bank Matildas reached a medal game before bowing out. We attracted record television audiences on Channel 7, which once again highlighted the broad interest in our two national iconic brands.

It was great to see Commonwealth Bank Matildas Head Coach Tony Gustavsson hitting the ground running with a busy year of camps and international friendly matches against the strongest possible opposition to best prepare the Commonwealth Bank Matildas for Tokyo and, of course, the AFC Asian Cup India in 2022.

We welcomed the Commonwealth Bank Matildas back to Australia after almost 600 days for the two-match international series against Brazil held in October. In late November, we will be seeing them again as they take on the might of the FIFA World Cup 2019 Champions, the US Women’s National Team.

Our Socceroo progressed through to Round 3 of the AFC Asian Qualifiers – Road to Qatar. I extend my heartfelt congratulations to Graham Arnold and his team, who have returned to Australia after spending months in Kuwait preparing for the May/June Asian Qualifiers – Road to Qatar in the lead-up to the Tokyo Olympic campaign. This took meticulous planning. Arnold and the team should be commended for making the sacrifices required to continue our quest for FIFA World Cup 2022™ qualification.

After such a long period away from home and a strong start to Round 3, we welcomed Graham Arnold and the team back to Australia for their crucial AFC Asian Qualifier – Road to Qatar match against Saudi Arabia held in November.

In August 2019, the Board of Football Australia received and accepted the final report from the Independent Review of the National Teams Management. Football Australia initiated and backed the Independent Review, which was conducted by a three-member panel of eminent figures in Australian sport comprising Diane Smith-Gander, AO; Rod McGeoch, AO; and Liz Ellis, AO. I am pleased that we have made significant progress in implementing the panel’s recommendations. The review was established to ensure that all National Teams are operating to the highest of standards by assessing how they are managed, including their decision-making processes and the way in which matters are reported to the Football Australia Board.

Recently, our sport was deeply concerned to learn of the public allegations made by former player Lisa De Vanna about her time with the National Team between 2001 and 2019. Football Australia, which is committed to going over and above, acted quickly and had already initiated discussions with Sport Integrity Australia with a view to establishing an independent mechanism to supplement the governing body’s complaint-handling process under its Member Protection Framework.

Under the framework, which was announced on 22 October, 2021, Sport Integrity Australia will consider complaints and reports on a range of allegations including abuse, bullying, child abuse, child grooming, endangering the safety of a child, harassment, sexual misconduct, unlawful discrimination, victimisation, and vilification at the elite levels of Australian football.

Sport Integrity Australia will independently receive, assess and manage complaints and reports relating to Football Australia’s National Teams and Leagues (including the

Men's and Women's National Teams, the A-League Men, the A-League Women and the A-League Youth).

During the year, I continued to serve on the Executive Committee of the Asian Football Confederation, representing Football Australia and our continued quest for sports diplomacy with our Asian partners.

Thanks to the many members of our football family that interact with FIFA and AFC we have enhanced Australia's standing internationally.

In closing, I look forward to 2022. I think we have set a strong platform for continued progress and transformation in the year ahead when we hope to resume a COVID-19 normal life with less disruption to the football community at large. While 2021 will see us climb back to the 2 million participants we reported in 2019, we have confidence that we will exceed this number in 2022.

Continued stakeholder alignment and buy-in is vital as we acknowledge our common interests and act with a unity of purpose to pursue our common goals. It will take courage and boldness to make the right decisions for the broader good of the game.



Chris Nikou
CHAIR



CEO'S REPORT

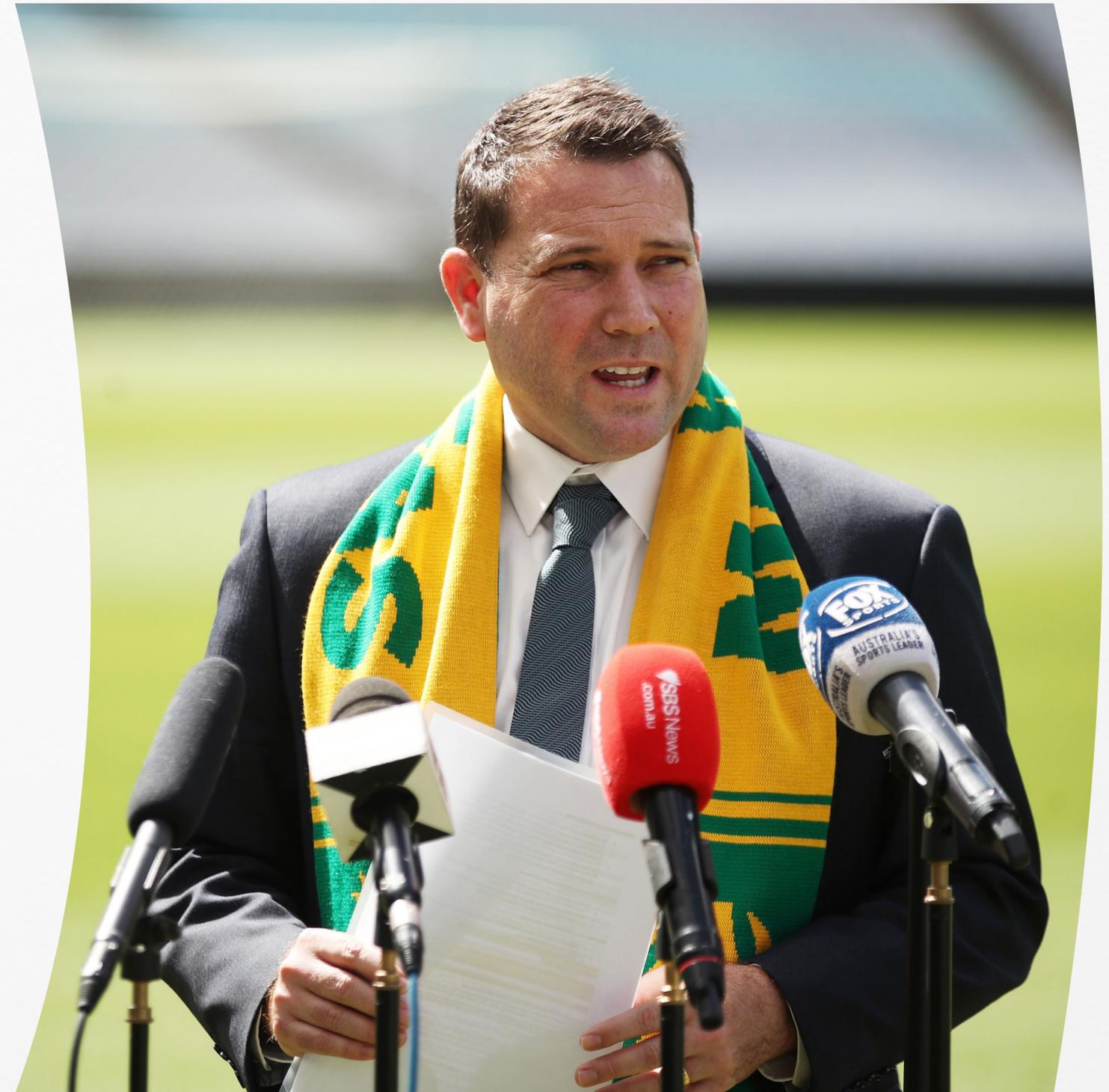
James Johnson

If 2020 was the year we set our foundations for success and a vision for the future, 2021 has most certainly been a year of implementation and one filled with action for Football Australia. Throughout the course of the year, our XI Principles for the future of Australian football have acted as a guiding star, providing strategic and operational guidance as we look to fulfil our bold and innovative 15-year vision.

Our last Annual Review was published under our previous name, 'Football Federation Australia'. The transition to our new company name, 'Football Australia', in December 2020 signified a new era for the game as we pursue our fresh and exciting strategic agenda. At the same time, the organisation underwent an internal restructure to ensure that it was set up to deliver on that agenda. 30% of the organisation today have all joined in the last 18 months, bringing fresh energy to a new-look Football Australia.

The unbundling of the professional leagues from Football Australia at the end of 2020 will forever change the face of Australian football. The new model sees Football Australia retain its regulatory functions in respect of the professional leagues as the Australian Professional Leagues (APL) takes control over their operational and commercial direction. We believe that the model will open possibilities for investment into the professional game and we are excited about the opportunities the new model presents. Over the course of 2021, we have taken steps to implement various elements of the agreement allowing for the 2021/22 season of our professional leagues to commence under the new arrangement. We will continue to collaborate with the APL to ensure we create an environment that allows our professional leagues to thrive.

The loss of commercial partners in 2019 and 2020, including the expiration of our broadcast deal with Fox Sports and of our naming rights partnership for the Socceroos, was exacerbated by COVID-19. The focus of the first half of 2021 was to create stability and set ourselves up for financial and sporting success.





We have reimagined and restructured our value proposition to one that is partner-centric, focused on creating genuine partnerships through alignment of values and aspirations, to ensure return on investment and on objectives. This approach has yielded extremely positive results for the organisation in the last 18 months, with some of Australia's most recognisable blue-chip companies joining the Australian football family.

A new three-year partnership with Priceline Pharmacy started at the end of 2020, provided a launch pad into our 2021 commercial activities. In January 2021, Perfection Fresh Australia became a partner of the MiniRoos program before we signed expanded and extended multi-year partnerships with rebel and Pantene. Both have been long-term partners of Football Australia and are committed to supporting the growth of women's and grassroots football across the nation.

These partnerships laid the foundations for the most significant sponsorship in Australian football history when Commonwealth Bank became the official naming rights partner of the Matildas. We see the partnership with Commonwealth Bank as an exciting synergy of two of Australia's great contemporary brands and a wonderful representation of our bold new vision for the sport coming to life. Commonwealth Bank have been a great supporter of women's sport in Australia and we are excited about the opportunity to continue to grow women's football as we set out to become the centre of women's football in the Asia-Pacific region.

We were also delighted to welcome 10 ViacomCBS to the Australian football family. This is the first time Football Australia has been able to secure a direct broadcast deal with a commercial free-to-air partner and will provide the game with vital exposure

across Network 10 and Paramount+. The recent match between the Commonwealth Bank Matildas and Brazil gave Network 10 its best Saturday night performance of 2021.

The relationship with Commonwealth Bank and the broadcast deal with 10 ViacomCBS were groundbreaking partnerships for the game and represent a new era of football in Australia. Each partnership has played a crucial role in turning around the commercial performance of the organisation at a particularly important time as we continue our recovery from the devastating impact of the COVID-19 pandemic.

COVID-19-related travel restrictions have had a significant impact on international football, with travel restrictions making it impossible for international football to be played in Australia for the majority of 2021.

Despite this, the Socceroos secured a slice of global football history when they defeated Oman (3-1) in October, becoming the first nation in FIFA World Cup™ qualifying history to win 11 consecutive matches in a single qualification campaign. This is a phenomenal achievement for the team which has played all but one their matches in 2021 under strict COVID-19 restrictions while overseas. The Socceroos are continuing their quest to qualify for FIFA World Cup Qatar 2022™.

We had identified the need for the Commonwealth Bank Matildas to play more matches against world-class opponents in the lead-up to major tournaments, so when the team convened again under new Head Coach Tony Gustavsson this year, it gave us an opportunity to implement our new strategy to create better depth of players and ensure that the team had the right preparation to peak at the Tokyo Olympics. Prior to Tokyo, the

Commonwealth Bank Matildas would play matches against Germany, Netherlands, and Sweden which are ranked in the 'top 10' by FIFA.

An impressive campaign saw the Commonwealth Bank Matildas achieve a best-ever result at an Olympics, finishing 4th, with the Olyroos putting in credible performances, including a memorable victory against Argentina in their opening match. Significantly, we saw the emergence of the future generation of players. For the Commonwealth Bank Matildas, these included standout performances from Mary Fowler and Teagan Micah; Marco Tilio, at 19 years and 333 days, became our youngest goal scorer for the Olyroos at an Olympics.

Off the field, both teams achieved significant milestones, with 89 million 'impressions' across our social and digital platforms. From a broadcast perspective, the teams reached a combined cumulative broadcast audience of 9.7 million. This included a peak of 2.32 million viewers for the Commonwealth Bank Matildas match against Sweden in the semi-final, and the largest average audience for an Australian women's sporting team at 1.87 million viewers. The Olyroos peak audience came in its match against Spain, with 1.97 million viewers tuning in. These are numbers that the Australian game has rarely seen in our 100-year history.

We also welcomed the Federal Government's decision in its 2021 Budget to provide \$12 million over two years to support our women's high-performance programs. The funding – which comes as part of our *Legacy '23* plan – will support Australia's pipeline of talent and competitive depth with a world class program leading up to the World Cup on home soil in 2023.

We were also pleased to work closely with NSW Government to ensure National Team football could return to Australian shores in October. It demonstrated how football was the sport able to lead the way in supporting the NSW Government in its plans to reopen the State.

The establishment of the Domestic Match Calendar 2021/22 (DMC 2021/22) reconnects the Australian football pyramid through the alignment of domestic competitions. Significantly, we were able to agree with the APL that the A-Leagues will break for the applicable FIFA Men's and Women's International Windows, as specified in the International Match Calendar. The designation of aligned transfer windows within the DMC 2021/22 was the first step to the implementation of the new Domestic Transfer System following the release of the Domestic Transfer System Transformation White Paper in early 2021. We are now well placed to develop the necessary regulatory framework and will look to advance these efforts in 2022.

The allocation of a placeholder in the DMC 2021/22 for the future National Second Tier is a significant milestone which takes the competition from concept towards becoming reality in 2022. It means that a finalised model and other relevant elements can be developed. We have always maintained that it is not a matter of *if*, but *when*, and we are excited to move into the next phase of planning.

The 2021 FFA Cup Round of 32 saw the competition transition to weekend football and showcased on our new broadcaster, live and on free-to-air TV. We want the FFA Cup to inspire the Australian football community, and now fans will have an opportunity to follow their local team, not just across Australia but also into Asia, with a preliminary round slot in the AFC

Champions League to be awarded to the winning club. This year will also be the last time the FFA Cup will be known by that name, with the competition building on the enhancements of 2021 and transitioning towards a new name and fresh identity in 2022.

More than a year has passed since Australia and New Zealand were awarded the rights to host the FIFA Women's World Cup Australia & New Zealand 2023™. Preparations for tournament hit significant milestones this year with the appointment of David Beeche as Chief Executive Officer of the FIFA Women's World Cup Australia & New Zealand 2023™ and the announcement of the nine Host Cities selected by FIFA to host matches – congratulations to Adelaide, Auckland, Brisbane, Dunedin, Hamilton, Melbourne, Perth, Sydney and Wellington. We are delighted that the tournament will have matches being played across the entire breadth of Australia and are looking forward to the fixtures being announced so that Australian football fans can begin to make plans.

Being awarded the co-hosting rights to the FIFA Women's World Cup 2023™ provides a once-in-a-lifetime opportunity. We want to elevate the women's game here in Australia to a new level through the Women's World Cup and our *Legacy '23* plan, which we launched at Australian Parliament House in February at an event attended by Senator Nita Green, Zali Steggall MP and Federal Minister for Sport Hon. Richard Colbeck, articulates the opportunities that come with hosting the largest women's sporting event in the world and the biggest global event in Australia since Sydney 2000.

In September 2021, we celebrated the 100-year anniversary of the first recorded public women's football match. We were able

to celebrate this significant milestone and reflect on how far women's football in Australia has come, and the significant contributions of women in football. From coaching, officiating and administration, the women in our game have laid down a wonderful platform for us to build upon in the lead up to the FIFA Women's World Cup Australia & New Zealand 2023™ and beyond.

The creation of football's first-ever National Indigenous Advisory Group (NIAG) is a significant milestone for our work with Aboriginal and Torres Strait Islander communities. In the short term, the NIAG will provide expertise and advice on the implementation of Football Australia's first Reconciliation Action Plan (RAP). We have also appointed a role within the organisation to lead on our engagement with Aboriginal and Torres Strait Islander communities. The role is responsible for developing and implementing Football Australia's 'Reflect' RAP, for supporting the NIAG, and for working closely with a range of internal and external stakeholders to proactively develop strategies for reconciliation initiatives.

Football is a game for all but not all behaviours are accepted. We, just like the entire football community, were very concerned when allegations of abuse and bullying within our National Teams were raised by former Commonwealth Bank Matildas player, Lisa De Vanna in a series of news articles. Our priority is to ensure that football is safe for all participants, so it was important that we confronted the issue and took decisive action to put in place an entirely separate and independent process, given that these matters are inherently complex and deeply personal.

The independent complaints management and investigation process we established with Sport Integrity Australia (SIA)

establishes a new framework for SIA to independently receive, assess and manage complaints and reports relating to Football Australia's National Teams and Leagues (including the men's and women's National Teams, A-League Men, A-League Women and A-League Youth). While this is a solution designed for a specific purpose, it exemplifies the way issues like abuse, bullying and harassment can be managed across all sporting codes, and we intend to use it as a platform to lead in this space through the development of a permanent independent governance framework to handle these matters.

The process gives us confidence that these matters can be dealt with appropriately and helps us create an environment which fosters more positive behaviours in Australian football going forward. It provides us with a platform to continue with our ambitious plans to grow the game and deliver football to the millions of people across the country that enjoy and love our great sport.

One of the most pleasing things I have seen this year has been the return of community football right across the country. After such a difficult year in 2020, seeing people of all ages enjoying the game once again brought positivity and hope back to the sport and Australian society more broadly. Sporadic lockdowns across the country still created significant challenges for the game but I was extremely proud of the way in which we united as a game and adapted to the circumstances.

The current year was a massive one of implementation for Football Australia. Over the course of 2021, we have been able to stabilise the organisation and lay a solid platform for growth and transformation. We anticipate that the broad agenda for the organisation we saw in 2021 will enable us to scale back

our agenda in 2022 to focus on key strategic initiatives.

In closing, I want to thank you all for the way in which you have embraced this great game of ours this year, and I look forward to seeing you in 2022.

James Johnson

Chief Executive Officer



FINANCIAL REPORT



FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2021

The net operating deficit of Football Australia for 2021 is \$5.7m, an increase from the \$1.8m deficit in 2020, while the net surplus is \$11.8m after discontinued operations, compared with a deficit of \$1.8m in 2020.

The COVID-19 pandemic has continued to present several challenges to football in Australia throughout FY21, with no Australian-based matches for the Senior National Teams occurring for second year running. The FY21 financials also mark the final year of consolidated A-League Men and A-League Women results and includes a \$17m adjustment for discontinued operations relating to historical expansion Club Licenses.

The COVID-19 pandemic had the following adverse impacts on operations:

- Capped crowds at 20/21 A-League Men's Final Series estimated to have resulted in revenue forgone of \$2m;
- Postponement of the 19/20 A-League Men's resumption into FY21, with a net loss of \$6m, which comprised of 27 regular season matches.
- Revenue foregone associated with no ticket sales opportunity and host government grants for National Teams games estimated to be \$5m;
- Travel and teams costs from holding games overseas increased by approximately 33% per game, this included quarantine and testing requirements with no associated revenue.

- Registration fee income decreased by \$0.2m (2.3%) between 18/19 and 20/21, compared to a \$2.2m (33.6%) increase experienced from 17/18 to 18/19.

Despite these challenges, there remains a high level of confidence that Football Australia is in a good position to rebound in FY2022 following the new 10 ViacomCBS broadcast agreement, new sponsorship and a seemingly growing ability to derive government grants and ticket sales from home matches as COVID-19 restrictions begin to ease.

We highlight the following results for Football Australia (inclusive of all Leagues operations):

- **Operating Surplus before Grants and Distributions for the year ended 30 June 2021 of \$17.6m**
- **Grants & Distributions for the year ended 30 June 2021 totalling \$23.3m**
- **Net deficit before discontinued operations for the year ended 30 June 2021 is \$5.7m**
- **Net Members' Equity at 30 June 2021 is \$17.5m**

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

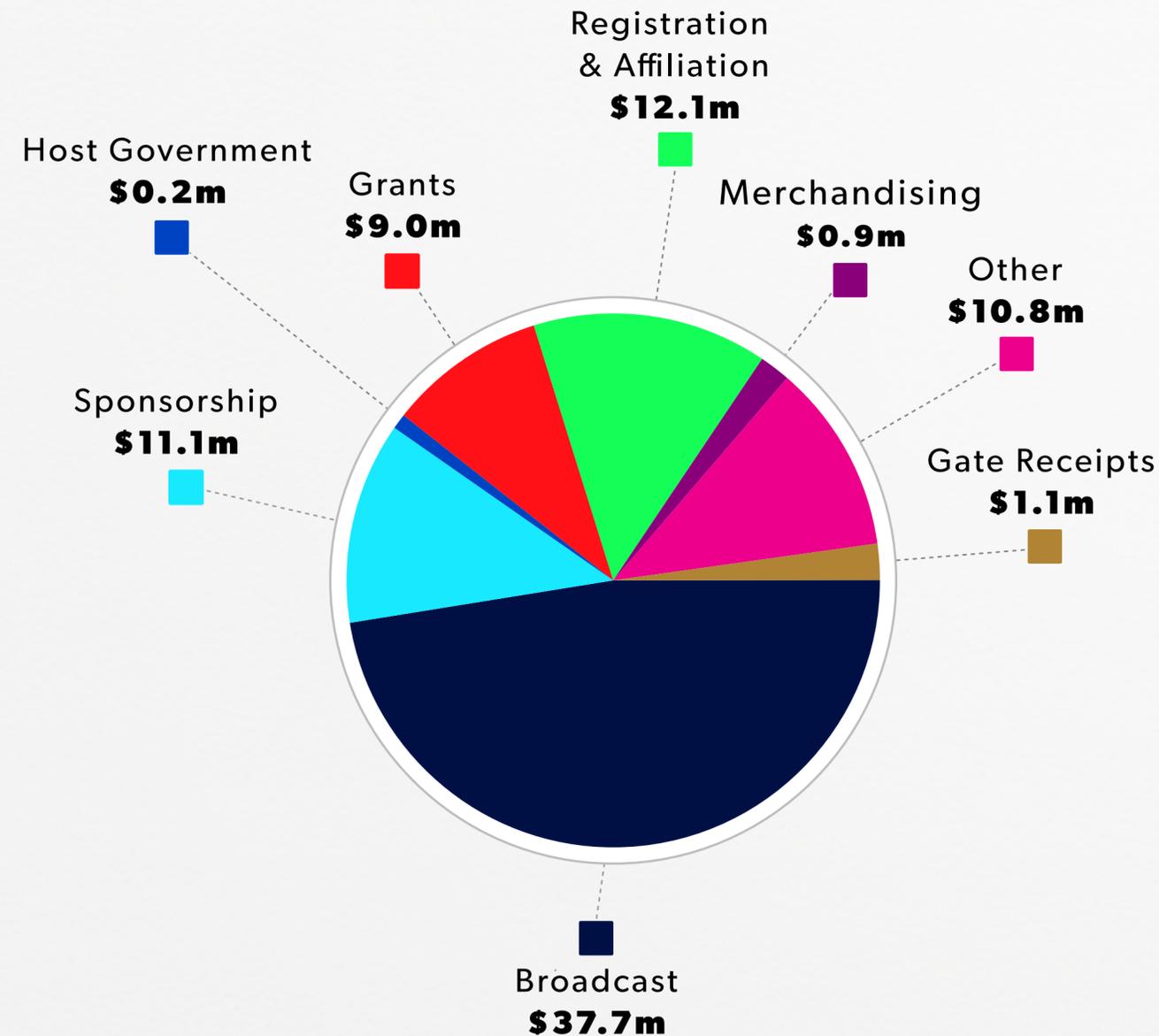
- Five National Competitions (A-League Men, A-League Women, A-League Youth, FFA Cup, National Premier Leagues)
- Nine National Teams (junior National Teams through to both the men's and women's senior teams – the Socceroos and Commonwealth Bank Matildas) competing across all corners of Asia and the world
- Football Development (MiniRoos, National Premier Leagues, player pathways, coach education, etc).

FINANCIAL SUMMARY

OPERATING REVENUE			OPERATING EXPENSES			SUMMARISED PROFIT & LOSS (\$'000)		
SUMMARISED PROFIT & LOSS (\$'000)	2021	2020	SUMMARISED PROFIT & LOSS (\$'000)	2021	2020	SUMMARISED PROFIT & LOSS (\$'000)	2021	2020
Broadcast	37,653	56,925	Employee Benefits	22,514	25,173	OPERATING SURPLUS (Before Grants & Distributions)	17,561	35,515
Sponsorship	11,127	21,451	Travel	9,163	10,639	Grants & Distributions	23,265	37,336
Gate Receipts	1,155	1,287	Marketing & Media	12,124	14,209	NET SURPLUS/(DEFICIT) (Before Discontinued Operations)	(5,704)	(1,821)
Host Government	226	1,894	Event Hosting	1,581	1,656	Discontinued Operations	17,530	
Grants	8,953	7,931	Administration	3,617	3,770	NET SURPLUS/(DEFICIT) (After Discontinued Operations)	11,825	(1,821)
Registration & Affiliation	12,113	10,387	Broadcast	259	576	SUMMARISED BALANCE SHEET EXTRACT (\$'000)		
Merchandising	926	1,936	Other Team Expenses	2,005	2,628	Total Assets	45,224	43,033
Other	10,710	6,773	Professional & Consultants	1,991	2,671	Total Liabilities	27,935	38,138
			Commissions	2,296	3,722	NET ASSETS	17,288	4,896
			Other	9,753	7,951			
TOTAL OPERATING REVENUE	82,863	108,511	TOTAL OPERATING EXPENSES	65,303	72,996			

OPERATING REVENUE

Total revenue of \$82.8m in FY 2020 has decreased in comparison to FY2020 (\$108.5m). Revenue comprises the following key categories:



- **Broadcast**
(\$19.3m decrease from FY2020)

This category comprises the domestic and international broadcast rights to Football Australia competitions (A-League Men, A-League Women and FFA Cup) along with Socceroos and Commonwealth Bank Matildas friendlies. The significant decrease is mostly attributable to the lower domestic broadcast rights income.

- **Sponsorship**
(\$10.3m decrease from FY2020)

This includes all sponsorship revenue in both cash value and non-cash value in kind. The decrease is attributable to the expiry of various contracts including Hyundai, ALDI & Caltex.

- **Gate Receipts**
(\$0.1m) decrease from FY2020)

Gate receipts revenue was received for A-League Men Finals Series which was partially impacted by COVID-19 crowd restrictions while the Socceroos and Commonwealth Bank Matildas were both unable to host matches in the financial year due to international border closures. FY2020 included \$0.53m of Socceroos gate receipts, \$0.5m of Commonwealth Bank Matildas gate receipts and \$0.24m of FFA Cup gate receipt. The FY2020 A-League Men Finals Series was postponed to FY2021.

- **Host Government**
(\$1.7m decrease from FY2020)

This category includes revenue received from various state governments to secure the rights to host Socceroos, Commonwealth Bank Matildas and A-League Men Finals matches. This decrease is attributable to the inability for Socceroos and Commonwealth Bank Matildas matches to be hosted due to COVID-19 international border closures.

- **Grants**
(\$1.0m increase from FY2020)

Football Australia receives grants for specific purposes from sources including various government departments, the Australian Sports Commission, FIFA and AFC. The increase in FY2021 is primarily driven by additional FIFA COVID-19 relief grants received compared to FY2020.

- **Registration & Affiliation**
(\$1.7m increase from FY2020)

This category includes National Registration Fees (NRF), registration fees for various courses and competitions (coaching, refereeing accreditation, MiniRoos, FFA Cup) and license fees for certain A-League Men clubs. The increase is due to higher-than-expected NRF in the 2020 playing season, which carried into the FY2021 period for Football Australia.

- **Merchandising Revenue**
(\$1.0m decrease from FY2020)

Football Australia centralises the management of the official merchandising programs across the A-League, A-League Women and National Team products. The decrease is attributable to reductions in merchandise sales.

- **Other**
(\$4.0m increase from FY2020)

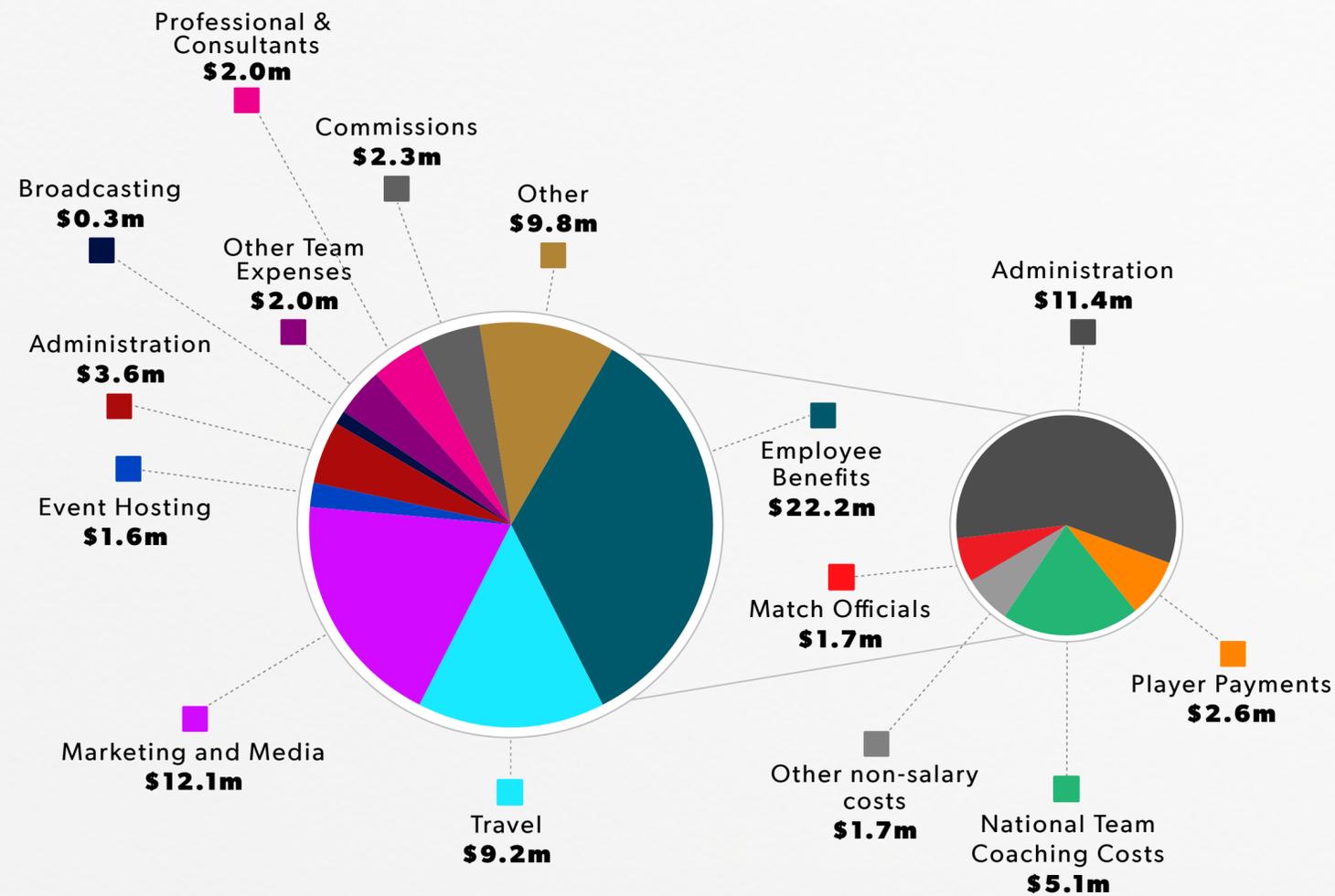
All other revenues not captured under specific categories are allocated to Other Revenue. Significant items include betting royalties from the leagues resumption being delayed to FY2021, insurance recoveries on the centralised insurance program procured on behalf of A-League Men clubs and revenue from Sporting Schools programs.

- **Discontinued Operations**
(\$17.5m increase from FY2020)

Relates to the accelerated accounting recognition of expansion club license revenue as a result of the Leagues unbundling and transitioning into the control of Australian Professional Leagues (APL). This is a one-off accounting adjustment that does not form part of operating revenue.

OPERATING EXPENSES

Operating expenditure of \$65.3m in FY2021 is a \$7.7m reduction on FY2020 operating expenditure (\$73.0m). The key elements comprising operating expenditure are as follows:



- Employee and Team Benefit Expenses**
 (\$2.6m decrease from FY2020)
 This decrease is attributable to higher staff redundancies paid in FY2020 and other savings due to the impacts of COVID-19 and budgetary constraints.

- Travel Expenses**
 (\$1.5m decrease from FY2020)
 This decrease is a result of \$2.7m reduced National Team and \$1.3m administrative travel, accommodation and associated costs incurred due to the COVID-19 pandemic impacting on activity levels and general mobility. This was offset by \$2.5m higher domestic league travel funding, including costs for A-League Men, A-League Women and A-League Youth teams.

- Marketing and Media**
 (\$2.1m decrease from FY2020)
 Reduction in FY2021 is driven by lower levels of leagues marketing spend compared to FY2020.

- Event Hosting**
 (\$0.1m decrease on FY2020)
 This category includes expenses incurred in delivering matches across Socceroos, Commonwealth Bank Matildas, A-League Men and A-League Women Finals Series as well as the FFA Cup Final. Largely in line year-on-year with FY21 seeing a partially interrupted A-League Men Finals Series while FY2020 saw Socceroos and Commonwealth Bank Matildas home matches as well as the FFA Cup Final with both financial periods seeing impacts to activity levels from the COVID-19 pandemic.

- Administration**
 (\$0.2m decrease on FY2020)
 This allocation includes corporate overheads such as office rental, depreciation, utilities and legal fees and is materially in line with FY2020 with the exception of lower Leagues unbundling costs in FY2021.

- Broadcasting Expenses**
 (\$0.3m decrease from FY2020)
 This decrease reflects reduced activity for National Teams due to the COVID-19 pandemic in FY2021 and favourable terms for the A-League Women broadcast in FY2021.

- Other Team Expenses**
 (\$0.6m decrease from FY2020)
 This decrease comprises Socceroos team expenses. Decrease in FY2021 driven by reduced Leagues player welfare expenses, offset by Leagues resumption expenses.

- Professional and Consultants**
 (\$0.7m decrease from FY2020)
 This category includes external expertise engaged across several areas including audit, A-League Men expansion, MiniRoos inventory management, security and technology. FY2020 included higher levels of Leagues unbundling related expenses than FY2021.

- Commissions**
 (\$1.4m decrease from FY2020)
 These expenses primarily represent the accounting recognition of sponsorship contra along with contracted servicing costs for sponsors and broadcasters. Reduced sponsorship contra was the key driver of the decrease from FY2021 to FY2020.

- Other Expenses**
 (\$1.8m increase from FY2020)
 This amount relates to IT costs, insurance and other miscellaneous costs incurred by Football Australia. The increase in FY2021 is driven by A-League Men's resumption costs including additional expenses relating to COVID-19 safety and higher insurance premiums, offset reduced in costs associated with content management compared to FY2020.

- Grants and Distributions Expenses**
 (\$14.0m decrease from FY2020)
 This decrease is a reflection of a reduction in key revenues, as well as general impacts to business activities from the COVID-19 pandemic, leading to lower distributions to the Member Federations and A-League Men.

GRANTS & DISTRIBUTIONS

Total grants and distributions of \$23.3m in FY2021 is a decrease from FY2020 (\$37.3m). The key elements comprising grants and distributions are as follows:

Football Australia provides annual distributions to Clubs competing in the A-League Men and A-League Women and financially supports a variety of programs administered by the State Member Federations.

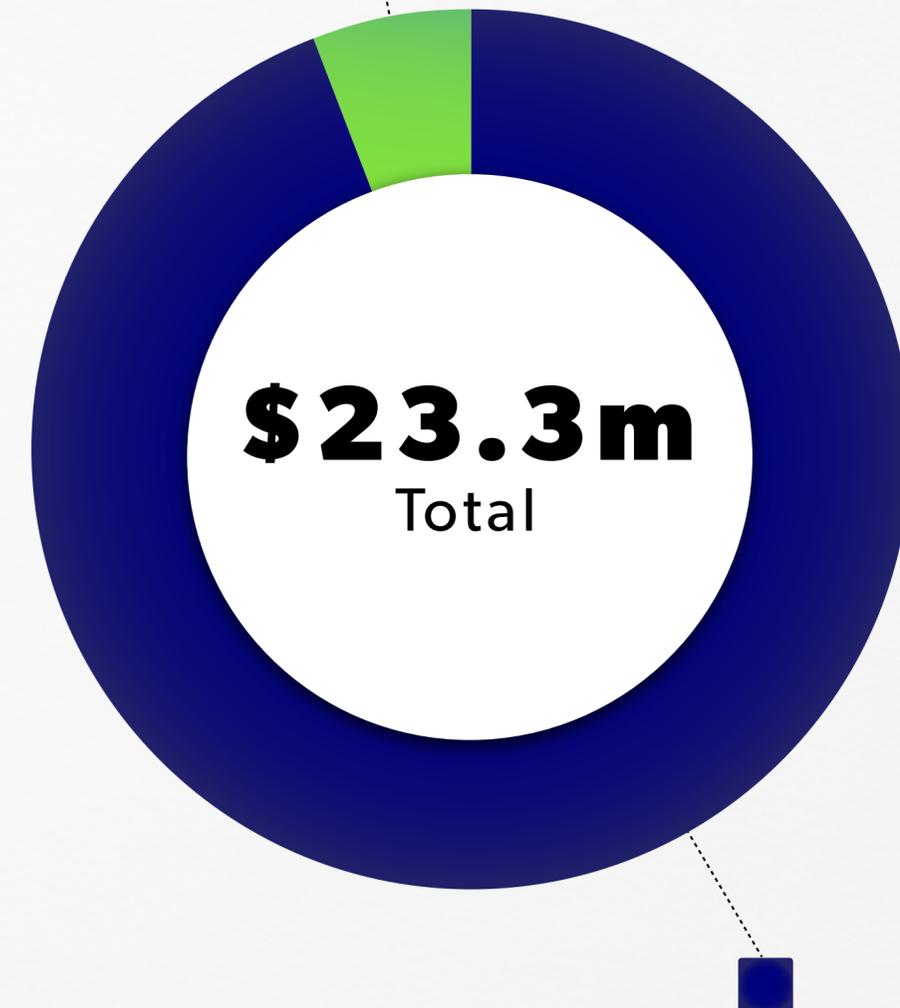
- **Distribution to Clubs**

Base cash distributions to A-League Men clubs reduced in FY2021 as a result of lower domestic broadcast rights and sponsorship income. Also included in grants is Wagering/Merchandising distributions, A-League Women grants and A-League Youth travel subsidies.

- **Distribution to Member Federations**

With the suspension of football across Australia from the COVID-19 pandemic, distributions to Member Federations were reduced.

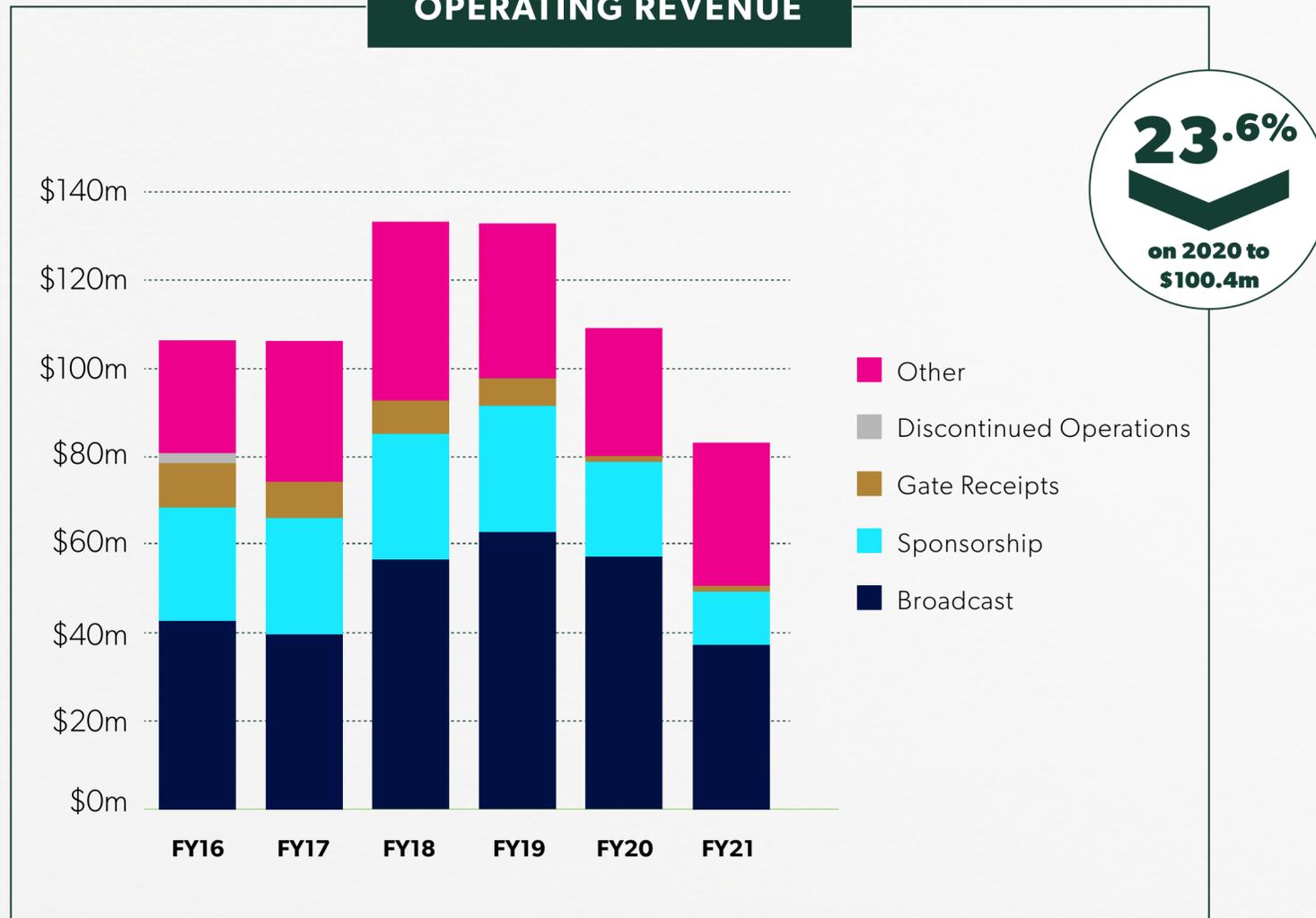
Grant to State Member Federations, \$1.4m



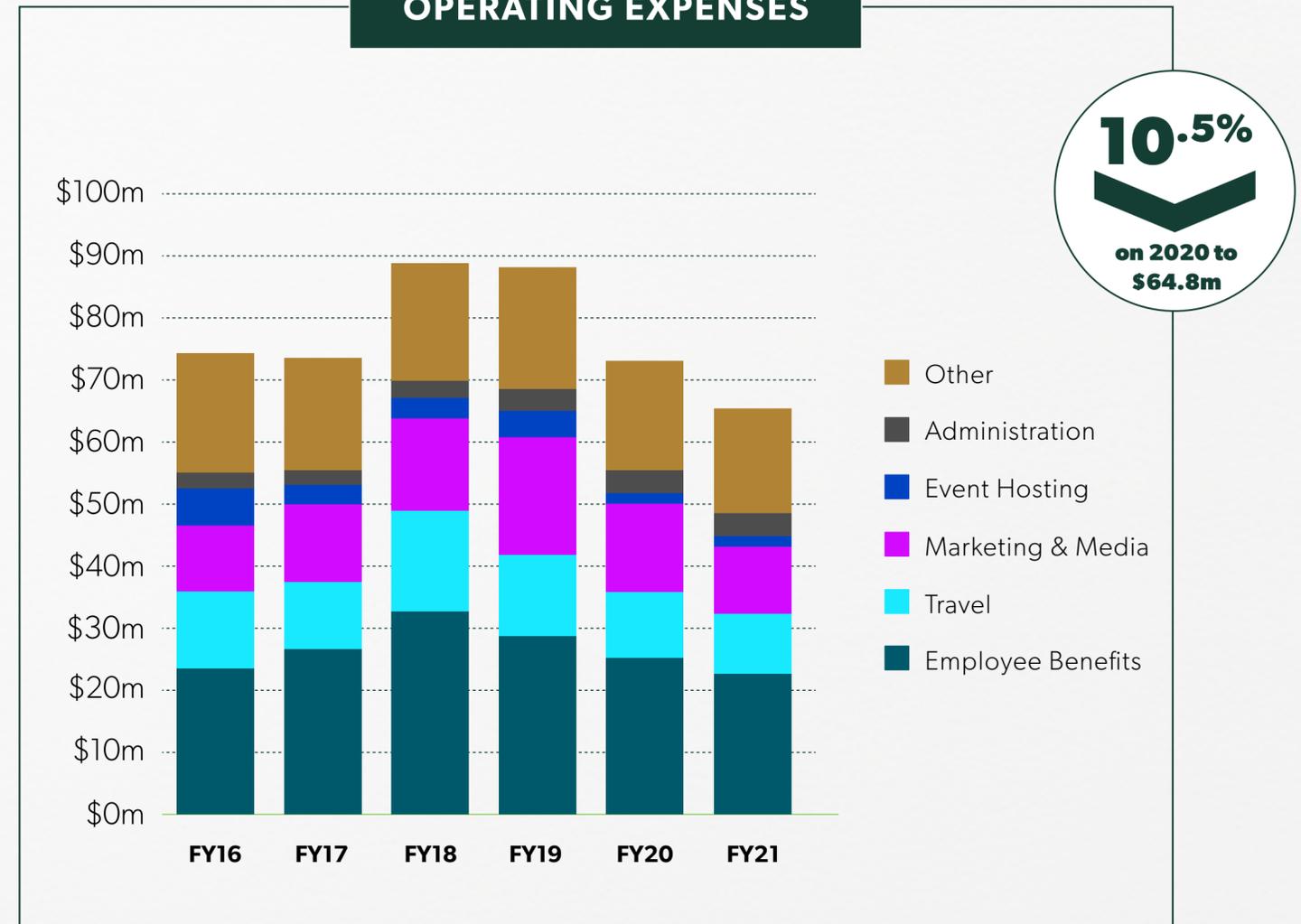
Grants to A-League Men and A-League Women Clubs, \$21.8m

KEY HISTORICAL FINANCIAL COMPARATIVES

OPERATING REVENUE

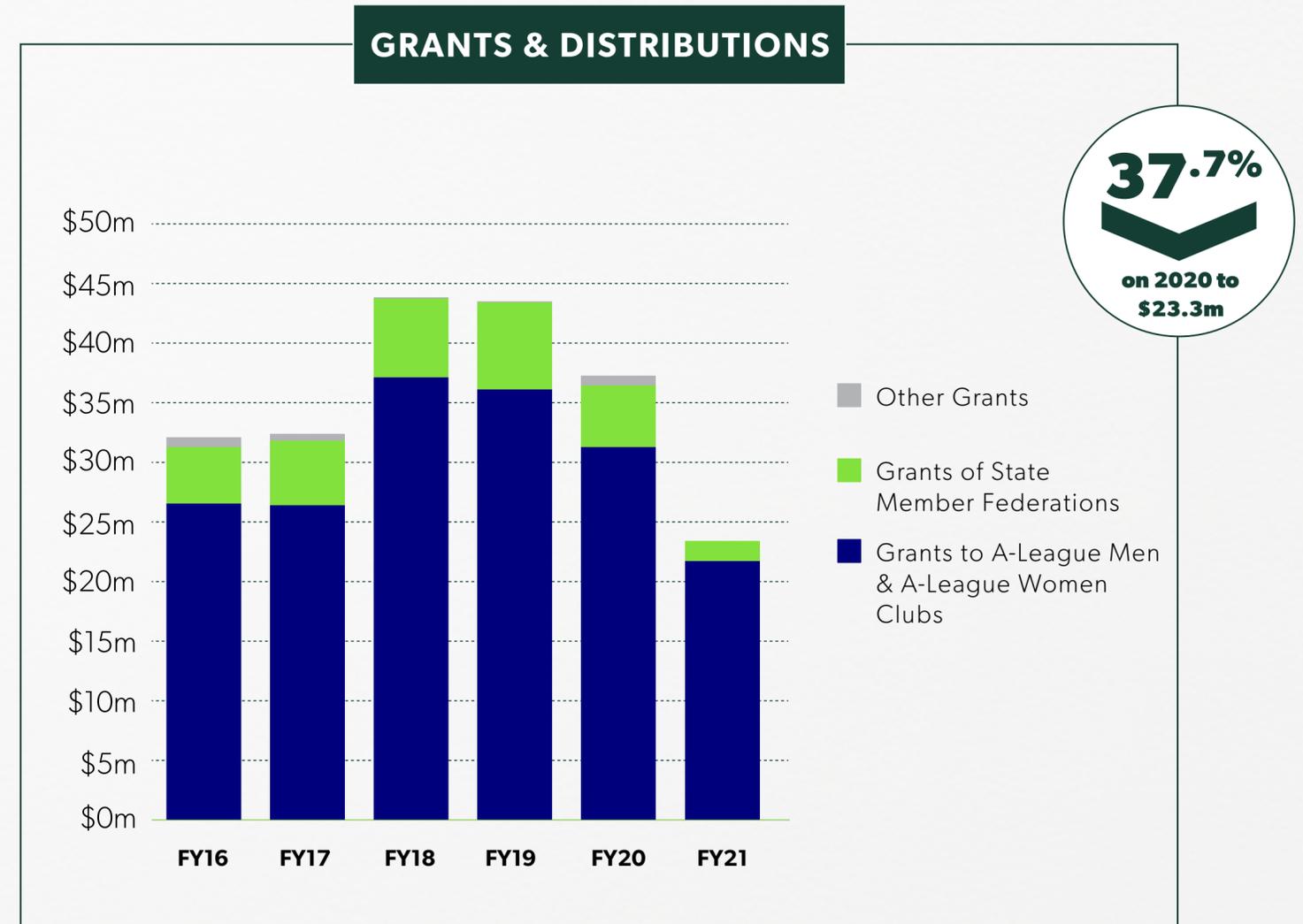
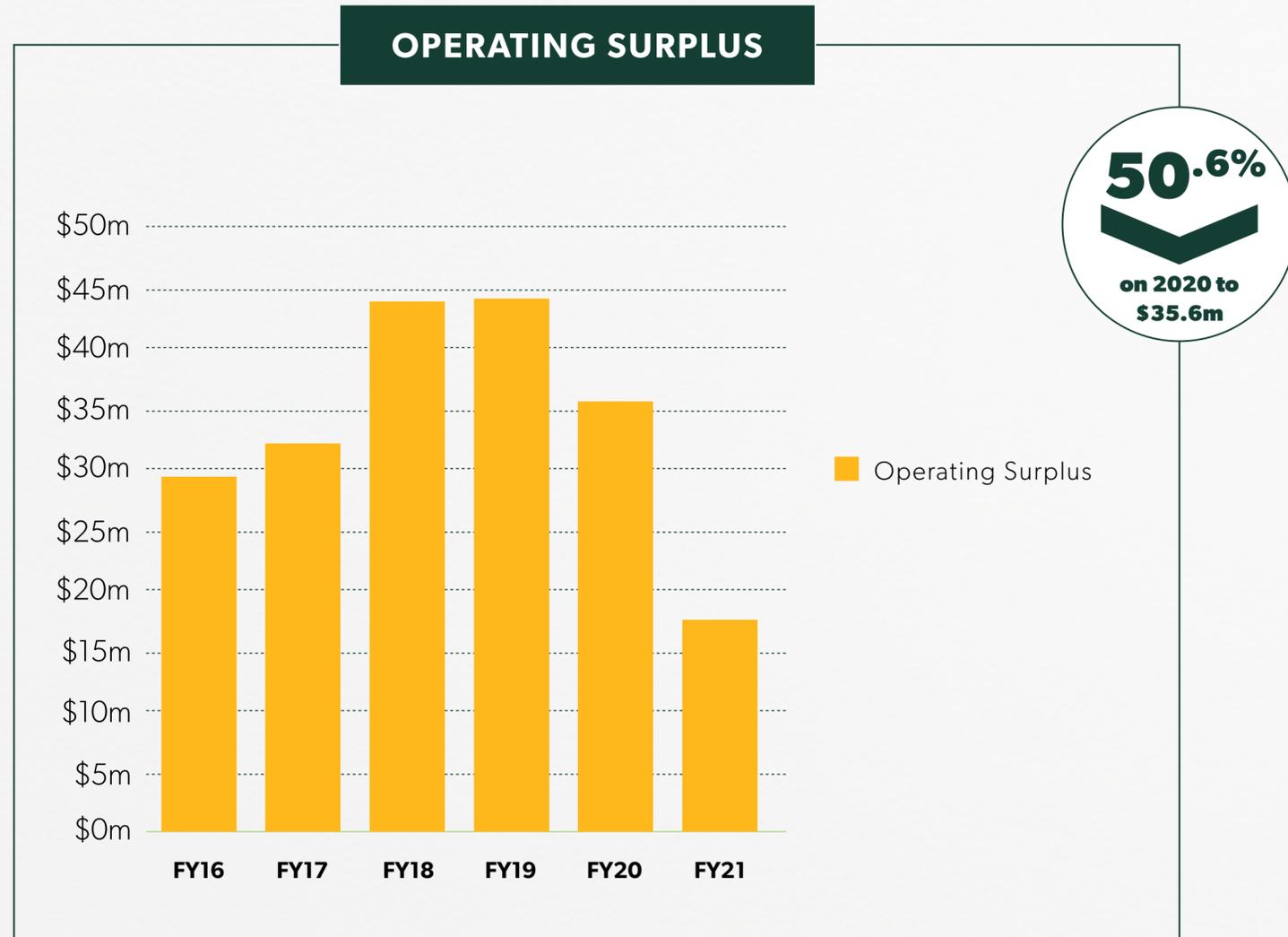


OPERATING EXPENSES

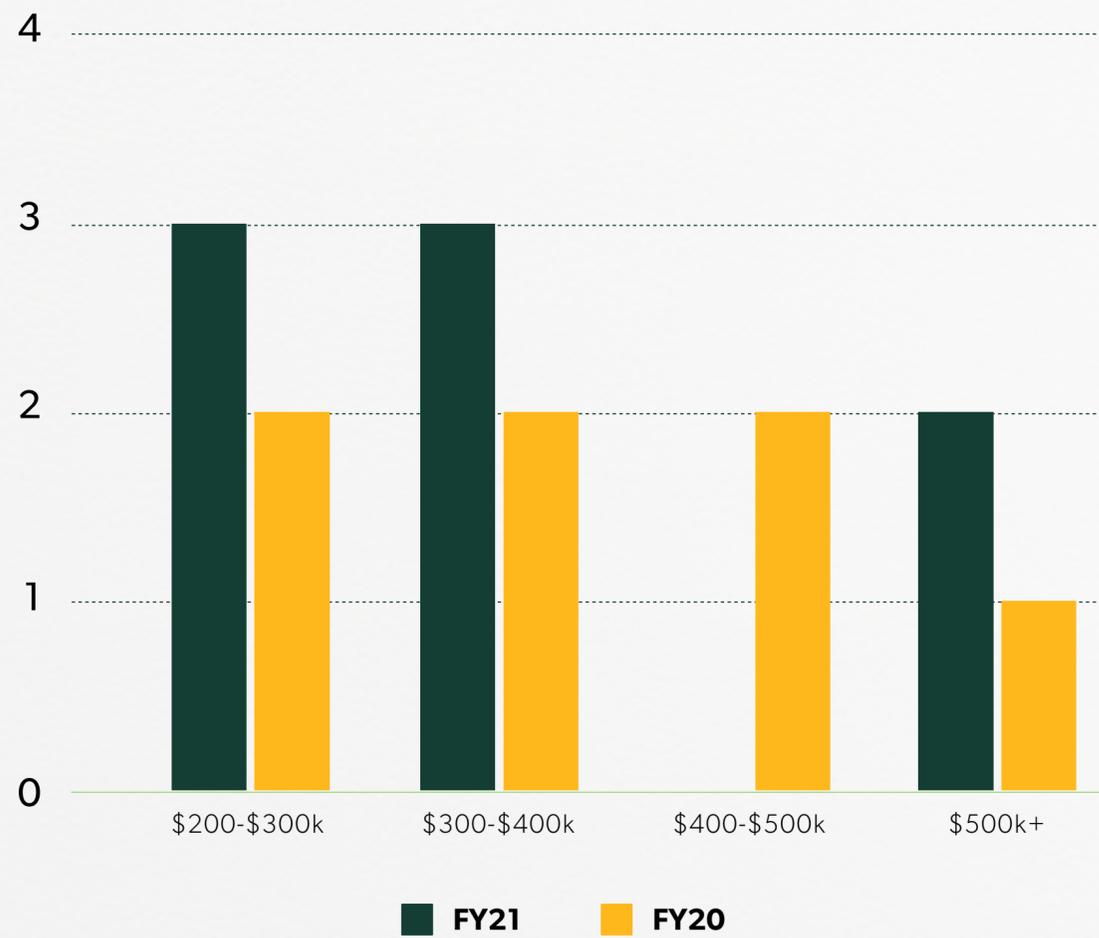


OPERATING SURPLUS

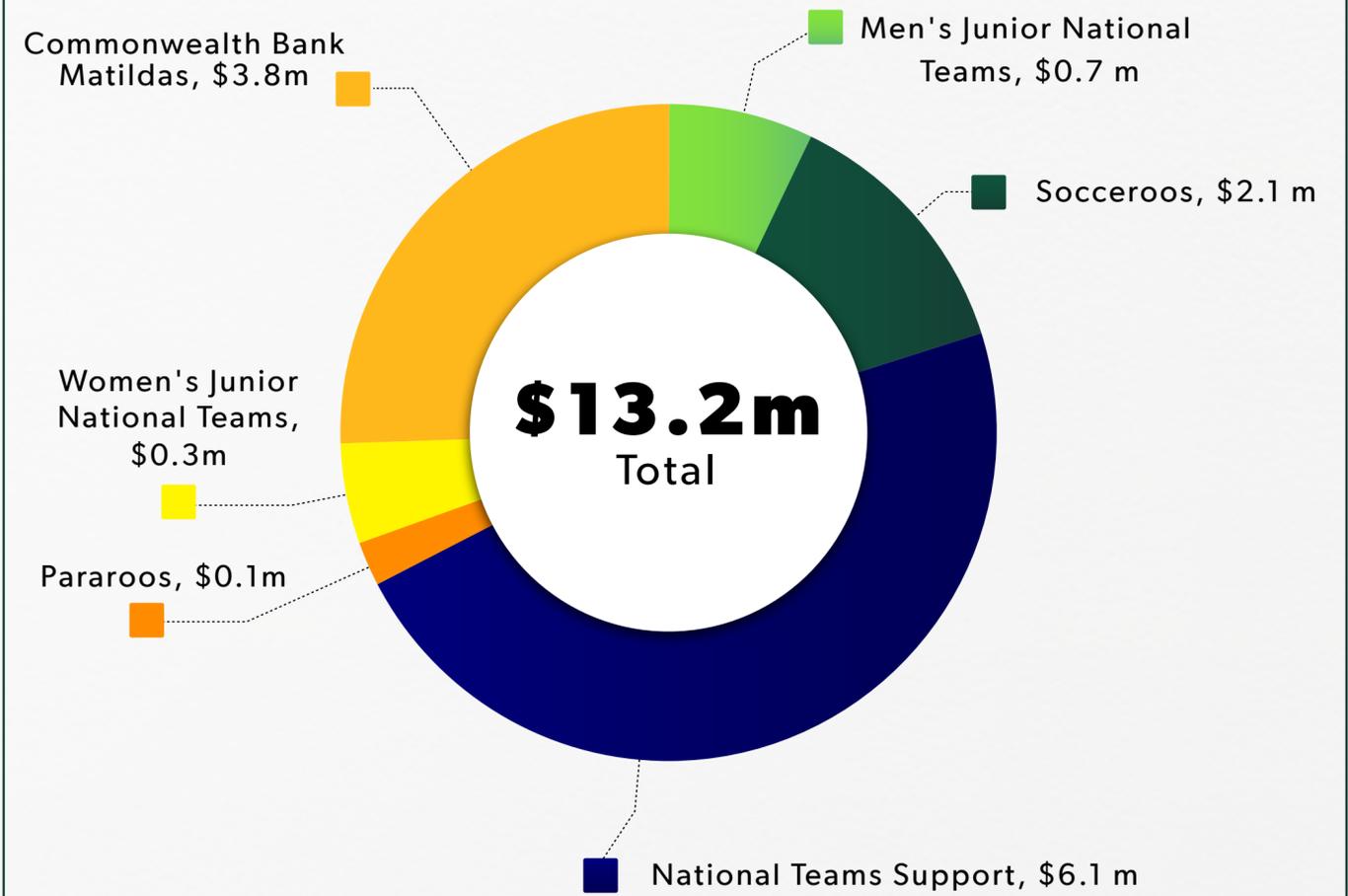
BEFORE GRANTS AND DISTRIBUTIONS



NUMBER OF KMP WITHIN SALARY BRACKETS



NATIONAL TEAMS EXPENDITURE



* The KMP disclosure above includes senior executives that departed Football Australia during FY2021 as well as several new executives that were appointed during the same period.

ACTIVITY REPORT



OVERVIEW

While responding to the challenges of the COVID-19 pandemic, Football Australia has worked over the past year to progress a number of strategic initiatives that have assisted in stabilising the game and delivering across the football ecosystem in line with our 15-year vision for the game outlined in our XI Principles for the future of Australian football.

It was critical to ensure Australia's National Football Teams were able to get back onto the pitch, representing the country and connecting with the entire football community. Australian National Football Teams successfully operating abroad throughout the pandemic paved the way for them to play a key role in Australia's reopening, with the Commonwealth Bank Matildas headlining a return to major events in NSW at the end of October with two matches against Brazil's Women's National Football Team.

The Commonwealth Bank Matildas returned to action under new Head Coach Tony Gustavsson with fixtures against Germany and the Netherlands, before securing a best result at the delayed Tokyo 2020 Olympics. The Socceroos, after nearly two years away from competitive football, travelled to Kuwait to secure passage through to the AFC Asian Qualifiers – Road to Qatar Third Round. After a tournament style qualification format, successive wins saw the Socceroos become the only team in global football history to win 11 successive FIFA World Cup™ Qualification fixtures.

These performances (both on and off the field) underscored football's value to our commercial partners and new broadcast partner 10 ViacomCBS. Football Australia is also actively working to ensure some of the best teams in Asia and the highest stakes matches in the Socceroos pathway to the 2022 FIFA World Cup™ can be played on home soil.

In March we received news from FIFA recognising and appointing 26 Australian match officials to





the FIFA Panel of International Referees for 2021. This is welcome news, and a sign of the esteem in which Australian match officials are held globally. Congratulations must go to each individual for displaying the dedication and professionalism required to once again be recognised by FIFA at the highest level.

We were also pleased to announce that four Australian match officials have been selected as candidates from over 750 FIFA referees and assistant referees worldwide for the Road to Australia and New Zealand project.

Leading Australian female referees Kate Jacewicz (VIC) and Casey Reibelt (QLD), and assistant referees Joanna Charaktis (VIC) and Sarah Ho (NSW), are among only 156 referees and assistant referees globally to have been selected as part of the candidate process to officiate at the FIFA Women's World Cup Australia & New Zealand 2023™.

Competition reform was also on the agenda, with a resetting of competitions including the FFA Cup, the National Futsal Championships and progress on the National Second Tier.

Recent changes made to competitions like the FFA Cup, such as qualification into the preliminary rounds of the AFC Champions League, will provide incentives and opportunities for more match minutes to Australian players in competitions. While COVID-related restrictions have made fixturing for the 2021 FFA Cup difficult throughout the year, we have also seen some mouth-watering match-ups in the competition, including Brisbane Roar against Peninsula Power, Adelaide United against Adelaide Olympic, and Sydney FC against Sydney Olympic.

The introduction of a Domestic Match Calendar to align all domestic football activities was supported by detailed policy work relating to the introduction of the Domestic Transfer System Transformation. The Transfer System Webinar series in November and December of 2020 successfully brought together some of the best minds in the global football industry to discuss the global transfer system and to encourage and facilitate discourse ahead of the establishment of a fit-for-purpose system for Australia – a development we believe will help us address some of the player development challenges before us, provide much-needed stimulus to the Australian football economy and connect Australian football to the global transfer market. This was followed by the release of Football Australia's Domestic Transfer System Transformation White Paper which sets the framework for the development of the regulatory framework.

A landmark media rights agreement saw 10 ViacomCBS become the home of Australian football, providing unprecedented reach for fans to engage with Australian National Football Teams, and the tournament that connects professional football to community football – the FFA Cup.

The \$12m of funding received from the Federal Government for Football Australia's *Legacy '23* plan will drive further activity for the Commonwealth Bank Matildas, but also see delivery of programming to support community football over the next 12 months. This will compliment a recently introduced High Performance Coaching initiative, designed to support, engage, develop and retain women in coaching.

Football Australia is continuing discussions with the Federal Government in the lead up to the delivery of the Mid-Year Economic

and Fiscal Outlook around further investment into different aspects of the Legacy '23 plan, including new participation offerings, support to connect the Asia Pacific with the FIFA Women's World Cup 2023™, infrastructure investment and leadership and development for coaches, administrators, volunteers and referees.

We also worked to support the Australian Government with the resettlement of refugees from Afghanistan, including members of the Afghanistan Women's National Football Team, other players and officials who contributed to growing the game in one of our fellow AFC Member Associations.

As part of this support, Football Australia will continue to engage with the Australian Government on identifying ways in which football can support integration into Australia, via football programs and connections into community clubs.

Opportunities to play football are important, but so are places to play – and Football Australia and the Member Federations have been working to secure significant investments in the creation and improvement of football facilities that can be enjoyed by all who play our game.

In May 2021, there was a significant funding announcement from the Victoria State Government, which committed a total of \$101 million (in addition to the Federal Government's commitment of \$15 million) to the development of a major sporting complex at La Trobe University in Melbourne, including the Football Victoria State Football Centre and a national training centre and Home of the Commonwealth Bank Matildas.

Finally, improving the experience of the game's 1.9m participants will continue to be a central focus. Redevelopment of football programs like Sporting Schools and Diversity & Inclusion programs are all foundations for delivering a better experience to players.



GRASSROOTS PARTICIPATION

It had been hoped that 2021 would offer a fresh start for community grassroots football in Australia, with the key focus to be on the return of grassroots football and competitions in all states and territories in the wake of 2020's COVID-19 pandemic.

With the key learnings formed by the National COVID-19 Working Group in 2020, all Member Federations were able to commence and kick off their grassroots campaigns in 2021.

Unfortunately, difficult times persisted, with another wave of COVID-19 (through the Delta variant) occurring throughout Victoria and New South Wales. Community grassroots football and competitions again had to be cancelled while the nation rolled out its vaccination plan.

GRASSROOTS FEDERATIONS AND ASSOCIATIONS

Sporting Schools

Sporting Schools is the national government schools program run by Sport Australia to encourage national sporting organisations (NSOs) to have a presence in schools and to facilitate active, healthy lifestyles in students.

The past year saw a shift in the operating model of Football Australia's Sporting Schools program. To align with XI Principles for the future of Australian football IV and VII, Football Australia centralised the management and delivery of the program as follows:

- Junior Program Officers were appointed in each state with a sole focus of Sporting Schools and MiniRoos.
- A casual workforce of 250+ coaches was to be recruited, trained, and managed by the Junior Program Officers for on-the-ground delivery of the Sporting Schools program.



The new operating model shifts the program objectives from a fan engagement and junior membership incentive, to increasing participation of school students in football and aiding transition into community club programs. It also allows potential for growth within the schools market, and a wider footprint of football offerings that can be delivered with a national, aligned workforce and strategy.

In consultation with Member Federations, the change process began in early May 2021, with operational delivery commencing from Term 3 of the school calendar year (July 2021).

In comparison to previous years, 2021 has seen an 88.7% increase in school bookings from 2020 and a 34% increase from 2019. Despite COVID-19 lockdowns and restrictions in multiple states and territories, Football Australia has successfully catered to school needs by increasing its capacity to service regional and remote schools, by developing online content and resources for students confined to home, and by offering a variety of programs instead of the traditional week-to-week program.

Looking ahead to 2022, the schools sector is a major focus for the participation team. In collaboration with Member Federations, the Junior Program Officer team will focus on widening school offerings both within the Sporting School program and to self-funded school activities. Key areas include:

- **FOOTBALL AT HOME:** Online practical lessons for teachers and students at home in lockdown and/or a continuation of their football program outside the school environment.
- **PARTNERSHIP WITH SPECIAL OLYMPICS:** Servicing schools and development programs for high-needs students.





- CLUB CONNECT: Connecting local clubs with local schools through after-school programs.
- GALA DAYS/EVENTS: Introduce a ‘Festival of Football’ one-day experience for schools to engage in fun, small-sided games and football carnivals.
- FUTSAL SCHOOL PROGRAMS: Integration of the futsal community in football’s school offerings.
- TEACHERAMBASSADORPROGRAM: Incentive, recognition, and reward program for teachers to become advocates of football to their students and to aid transition into local community club football.

MiniRoos

MiniRoos is the foundational program of grassroots football in Australia, encompassing both the MiniRoos Club Football and MiniRoos Kick-Off programs for all participants in football aged 11 and under.

In 2021, 202,316 participants (47,333 females and 154,983 males) registered with MiniRoos Club Football. However, COVID-19 lockdowns and restrictions saw participants in Northern New South Wales, New South Wales, the Australian Capital Territory and Victoria unable to complete their season.

The MiniRoos Kick-Off program was on track to reach its 2021 target of 15,000 participants annually. However, COVID-19 saw this trend come to a halt in July, with only 50% achieved. While operational delivery of the program was limited for most of the year, Football Australia’s Junior Program Officers have continued to plan, adapting MiniRoos Kick-Off to make it a more diverse offering inclusive of Before & After School Programs,

Football Australia Hubs, MiniRoos Holiday Clinics, and MiniRoos Gala Days. Further revision of the program in 2022 will help to alleviate the pressure on local clubs to be the sole deliverer of MiniRoos Kick-Off. It will also enable Football Australia to utilise the casual coach workforce to provide opportunities for young participants to start their football journey.

Highlights in 2021 included:

- Centralised management of the MiniRoos program through recruitment of Junior Program Officers and integration of the new national coach workforce with local community clubs
- MiniRoos activations and events, including the Asian Football Confederation’s (AFC) Grassroots Football Day, National Volunteer Week’s Gala Day, Purple Sock Day, Olympic Live Sites, A-League Men Fan Days and local council Get Active events
- MiniRoos Holiday Clinics pilots in Queensland in the April, July, and September school holiday periods
- Regional roadshows to local clubs in Victoria, New South Wales, and Queensland to connect with local clubs and promote the MiniRoos Kick-Off program
- Signing of two new sponsors, Priceline and Perfection, as official partners of the MiniRoos Program
- Engagement of a new and high-quality equipment supplier of MiniRoos goals, balls, cones, and bibs
- Commencement of Sport Australia’s Club Connect program, where local clubs will form long-term relations with their local school through MiniRoos Kick-Off after-school sessions

- Online local club webinar and forum on the MiniRoos Kick-Off program, with over 250 community clubs that highlighted the strategic direction of the program and Football Australia's commitment to support on-ground delivery.

Walking Football

Walking Football is a small-sided, low-impact, modified version of the game, suitable for all levels of ability and fitness, from people who are returning to sport after a break to those who have never played before.

2021 was a tough year with a global pandemic interrupting Walking Football activities across Australia. However, with Sport Australia's Better Ageing Grant extended until June 2022, programs were able to return and resume across different states.

Football Australia's Walking Football programs attracted over 2,500 participants over the age of 55 (22% of them women), with funding helping to establish over 100 hubs in metropolitan, regional, and remote areas across Australia.

Football Queensland (FQ) delivered the first Walking Football referee course and launched an inaugural Walking Football tournament.

Football NSW ran a number of social programs across metro and regional NSW, Capital Football ran a successful centralised social competition in Canberra, Football West deployed regional officers to deliver activities in remote areas and worked with local partners to run programs in aged care facilities, Football South Australia ran successful social programs in metro and regional areas, and Football Victoria established new hubs with local councils and clubs while plans are underway to launch

their inaugural tournament in 2022. In addition, Northern NSW Football ran pilot programs in 2021 and are looking to expand their programs with partnerships with community groups in 2022.

Football Australia launched an annual Seniors Football Week to promote Walking Football, and to raise awareness of the benefits of football for the physical, mental, and social wellbeing of older Australians.

MiniRoos Multicultural Settlement program

The MiniRoos Multicultural Settlement program offers football for newly arrived migrant, refugee, and asylum seeker children. In 2021, the Department of Social Services has extended program funding until June 2022.

Programs led to the creation of employment opportunities for people from culturally diverse backgrounds, with Multicultural officers and facilitators employed across New South Wales, Queensland and Victoria to implement programs locally, create a positive, welcoming and inclusive culture, and enhance community clubs' engagement with newly arrived migrant communities.

In 2021, 16 programs free of charge were set up with the support of community clubs, organisations, and English Language Schools across New South Wales, Queensland, and Victoria to increase participation and retention in football of disadvantaged communities, with around 1,000 newly arrived migrant children taking part in programs.

Women and Girls' Football Your Way programs

Football Your Way programs are targeted at girls from culturally diverse backgrounds across New South Wales, South Australia, Victoria, Queensland and Western Australia, and at regional populations in Tasmania and Northern NSW. In 2021, programs were delivered in 30 hubs to 1,200 women and girls. The programs increased participants' physical activity levels from medium to high, enhanced their self-esteem (through increasing their social connections/friendships along with their sporting skills), and improved their wellbeing. Programs were designed to make women and girls feel welcome, by offering low-cost participation opportunities and modified formats and ways to participate in football, and didn't require commitment to be involved in a competition.

Football Australia wishes to acknowledge and show support to our football communities in New South Wales, the Australian Capital Territory and Victoria, and looks forward to working with all stakeholders to build a platform for a successful return of all community football in 2022.

TECHNICAL DEVELOPMENT

Over the past year, the Football Department has been reshaped to enable it to better meet the needs of our players and coaches and in line with strategic projects driven by the mandate of the XI Principles for the future of Australian Football.

The Technical Director has consulted National Team staff and the Starting XI on many occasions on technical projects and National Team Identity, which has helped to provide some important context relating to identity and culture, prior to engaging with our Commonwealth Bank Matildas and Socceroos.

We have sought to connect with players, coaches and administrators by visiting, attending Talent ID activities and Coach Education courses, collaborating, and sharing research, resources and our passion for the game, both in person and online. Important feedback from the FIFA Talent Development Ecosystem Analysis report, and key findings of the Performance Gap reports are being aligned with Football Australia's Technical Vision & Strategy through to 2026.

Examples can be found across five key areas of the Technical Vision.

1. Grassroots Growth and Community Connection

Technical staff have worked in collaboration with Community staff to build resources and align our approaches to MiniRoos, Sporting Schools, and Walking Football.

Workshops and visits to Member Federations have included NT, TAS, NSW, FV, FSA, FQ, FW, CF, FNSW.

2. Alignment through football calendar at all levels

The Domestic Match Calendar for 2021/22 has been designed in consultation with the Australian



Professional Leagues and Member Federation Working Group, including initial work on National Second Tier.

Consultation/collaboration with several NPL Men's and Women's Competitions aims to ensure that competitions meet the targets of Performance Gap report findings.

3. National Team performances – in focus

National Team staff have been engaged in the delivery of A Licence and Professional Diploma courses and have built course content specifically for Coach Education.

National Team footage is being used in the Pro Licence course.

The Perform+ Program (including videos and simple session information) was developed to increase player availability and reduce their risk of injury.

4. Talent Identification and Player Development

Talent ID in schools and regional areas has enabled networking for Elite Matches. Elite Matches are run across the country at various age levels to unearth new talent to feed into National Talent ID camps. For example, the Commonwealth Bank Matildas held a successful Talent ID camp in Canberra, with virtual support from Head Coach Tony Gustavsson, while the technical coaching staff consisted of three of our best female coaches in Football.

Extra human resources have been employed in the Talent ID space to enable monitoring of match minutes at different ages and tiers of competition.

Member Federations have been consulted in relation to Performance Gap data and recommendations.

The Performance Gap Report was supported by explanatory videos and a soon-to-be-released 12-month progress review will provide an important update on the improvements.

5. Evolution of Coach Education and referee development

A Coach Educators Workshop was held in January/February, while fortnightly meetings were held throughout the year.

All Coach Education content was revised and updated in collaboration with FIFA, AFC and United States Soccer Federation (USSF), and with Member Federation staff invited to contribute.

Online and face-to-face delivery were blended to be more cost/time-efficient, while encouraging increased flexibility in the delivery of courses to suit local conditions.

Alignment was improved with UEFA Coach Education, through AFC, to facilitate recognition and acceptance of qualifications from approved AFC Member Federations.

The delivery of courses was modified to blocks of 2 - 4 days to reduce cost, travel and time away from work for coaches.

The delivery of C and B Licence courses was decentralised to improve efficacy and build competency in Member Federations.

The delivery of B and A Licence courses was spread over 6–10 months to change mindset and enable mentoring programs to be implemented during the season in future.

Candidates on A Licence courses were provided with access to elite analysis software for the duration of their course.

A Licence candidates were provided with access to elite analysis software for the duration of their course.



THE FIFA WOMEN'S WORLD CUP AUSTRALIA & NEW ZEALAND 2023™

It is now over a year since Australia and New Zealand were awarded the rights to host the FIFA Women's World Cup Australia & New Zealand 2023™ and planning for the tournament is well underway. The FIFA Local Entity, which will be responsible for planning and delivery of the tournament, has been established, with Dave Beeche appointed as CEO, and Jane Fernandez as COO, Australia and Jane Patterson as COO, New Zealand.

Nine Host Cities and ten stadiums were selected by FIFA to host the competition. Brisbane (Meaanjin), Perth (Boorloo), Sydney (Gadigal), Newcastle (Mulubinba), Adelaide (Tarntanya), Melbourne (Naarm), Launceston (kanamaluka), Auckland (Tāmaki Makaurau), Hamilton (Kirikiriroa), Christchurch (Ōtautahi), Dunedin (Ōtepoti), and Wellington (Te Whanganui-a-Tara) will all host matches in 2023 ensuring fans right across the Asia-Pacific Region will experience the energy of the FIFA Women's World Cup.

In June, the FIFA delegation travelled to Australia and New Zealand to visit the stadiums, training sites, and other key tournament infrastructure. Despite the COVID-19 restrictions in place, the FIFA delegation was able to travel and to complete the visit successfully.

FIFA launched the tournament brand, sonic identity and official slogan "Beyond Greatness" and in the coming weeks the match schedule will be announced, two extremely significant milestones that mark the next phase of the journey to 2023.

While the Local Entity focuses on the delivery of the tournament, Football Australia is committed to the delivery of Legacy '23, the strategic roadmap that will ensure Australia realises the long-term benefits of hosting the FIFA Women's World Cup.



LEGACY '23 PLAN

Being awarded the co-hosting rights to the FIFA Women's World Cup Australia & New Zealand 2023™ provides a once-in-a-lifetime opportunity to deliver a truly meaningful legacy for football, the community, and the nation. *Legacy '23* articulates the opportunities that come with hosting the largest women's sporting event in the world and the biggest global event in Australia since the Sydney Summer Olympics in 2000. It is Football Australia's plan to ensure we deliver positive and enduring benefits for Australia's largest community sport.

Football Australia has carried out extensive planning across five key areas that will position the country to take maximum advantage of this historic event and realise long-term benefits right across Australia. The comprehensive programs developed for *Legacy '23* will ensure we capitalise on the social and economic benefits of this historic tournament of firsts. Programmatic and system change initiatives have been identified, with each pillar underpinning and influencing the success of the other pillars. As we continue this journey towards 2023 and beyond, these initiatives will be reviewed and updated to reflect ongoing learnings.

The plan is underpinned by independent modelling conducted by MI Associates consultancy and projects a wide-ranging number of benefits, including 4,800 women accessing development opportunities, 407,000 new female participants, and over A\$340 million in potential trade outcomes. Football Australia is committed to the development of strong partnerships with Member Federations, Federal and State/Territory Governments, commercial partners and FIFA, to ensure we unlock the full potential of *Legacy '23*. This has been and will continue to be a focus moving forward.





THE FIVE PILLARS OF LEGACY '23

1. Participation

The role of the FIFA Women’s World Cup™ in driving participation cannot be undervalued. In 2019, the eighth edition of the tournament in France saw participation grow by more than 850,000, with a retention rate of 23.1% of adult female participants playing 11-a-side or small-sided football competitively post-event.

To leverage this opportunity, we have set an ambitious goal of achieving 50:50 gender parity by 2027, which in real terms means the attraction and retention of over 400,000 more women and girls. New programs aimed at access and improving the experience of women and girls will cater for the whole community and drive this growth.

Intersectionality practices have been adopted across the design of all programs, with a key objective of the pillar being to increase the participation of women and girls with diverse lived experiences. In addition, resource creation for club development has been included in each program to support more inclusive environments for all participants. This will aid community clubs to enact changes to increase women’s and girls’ participation both on and off the field.

See the ‘Grassroots Participation’ section of this review for further information on existing women’s and girls’ participation programs.

2. Community Facilities

The provision of community sporting facilities to support the initiatives contained within the *Legacy '23* Plan is of fundamental importance to its success. As it stands, with almost 2 million existing participants and approximately 2,400 clubs across Australia, there is a demonstrated lack of appropriate football facilities to meet the current demand in the game. Currently, less than one in five football facilities in this country provides female-appropriate change rooms.

The pillar includes a Female Football Facilities Legacy Fund, which will provide investment in facilities projects that specifically link to the goal of supporting greater female participation and the needs of women and girls to improve their experiences.

Additionally, plans have been developed for a National Home of Football at Sydney Olympic Park. The facility will act as the Centre of Excellence for Australia’s National Teams and provide a home base for delivering a wide range of *Legacy '23* programs.

See the ‘Government Relations’ section of this review for further information on key infrastructure investment announcements.

3. Leadership and Development

Football is the largest and most diverse community sport in Australia and has the potential to positively influence large parts of the broader community through hosting the FIFA Women’s World Cup in 2023. The Leadership & Development pillar will ensure that the push for gender parity in football in Australia is not limited to players. Supporting women and girls through tailored educational programs to ensure greater female representation in key roles to shape the future of Australian sport.

Women in football will be given the opportunity to reach their true leadership potential, providing them with the necessary tools for practical application in their chosen area of expertise – administration, coaching, officiating, or media and communications. This pillar will also build the capacity of football’s leaders to ensure that women’s safety, wellbeing, and opportunities for employment are systematically considered and acted upon within the governance and administration of the game.

Celebrating the Leadership and Development pillar during Female Football Week

In March, the achievements and contributions of women and girls in football were recognised and celebrated by Football Australia during Female Football Week. The campaign included three online panels focusing on leadership and development in the modern era. International and domestic executives, coaches and match officials such as Sarai Bareman, Chief of Women’s Football at FIFA, and Emma Hayes, Head Coach of Chelsea FC Women, were featured.

High-Performance Coaching initiative

In August, Football Australia launched the High-Performance Coaching initiative, which looks to move beyond the well-documented barriers and take an evidence-based approach to how female coaches in football will be supported, engaged, developed, and retained. In a three-phase approach, Football Australia will work with coaches currently in high-performance football, those who have demonstrated potential to work in high-performance football, and elite players looking to transition to coaching roles.

4. Tourism and International Engagement

The Tourism and International Engagement pillar harnesses the exciting international opportunities presented by the FIFA Women's World Cup Australia & New Zealand 2023™. This pillar aims to empower women across our region, strengthen Australia's relations in the Indo-Pacific, and support Pacific nations' preparation for 2023. The activities before and after the tournament will also drive international and domestic tourism and trade outcomes for Australia.

Over the past six years, Football Australia has worked with the Department of Foreign Affairs & Trade (DFAT) to deliver activity in 35 countries across five continents, working with more than 25 Australian diplomatic missions. New and expanded initiatives

will build on Football Australia's global partnerships and continue to drive diplomatic and trade outcomes internationally.

Programs have been designed to build capability in key areas such as leadership and coach education and will facilitate networking and knowledge transfer.

See the 'International Relations' section of this review for further updates.

5. High Performance

The High-Performance pillar aims to provide world-class preparation to support our Commonwealth Bank Matildas in the lead-up to the FIFA Women's World Cup Australia & New Zealand 2023™ while developing the next generation of talent.

Support will be given to the Commonwealth Bank Matildas to allow the team to fulfil their potential in 2023 by bridging the gaps on international matches, depth of squad, and specialist staff. Regular training camps and tournaments for the Junior and Young Commonwealth Bank Matildas will ensure that young talent are supported to stay in the sport and reach their potential both on and off the field.

See the 'National Teams' section of this review for further updates.



GOVERNMENT RELATIONS

With the countdown to the FIFA Women's World Cup™ Australia & New Zealand 2023™ well underway, Football Australia's Legacy '23 Plan has been a major focus of the Government Relations team over the past 12 months.

The plan, to deliver exciting and enduring outcomes for all Australians leading up to, during, and after the tournament, requires the development of partnerships with the Federal and State/Territory Governments to bring it to life. Advocacy with politicians and departmental staff has been constant throughout this period.

In February, *Legacy '23* was officially launched at Australia's Parliament House in Canberra. Under strict COVID-19 protocols, around 50 members and staff attended a lunchtime function at which Minister for Sport Richard Colbeck and Shadow Minister for Sport Don Farrell both spoke passionately in support of the plan.

This support was demonstrated three months later, when the Federal Government announced \$12 million in the May Budget for Football Australia to kick off the *Legacy '23* Plan, covering high-performance outcomes for our women's National Teams, and a club development officer program for community football.

Engagement with the Federal Government has continued and been expanded to the State Governments, as we seek to partner around the remaining four pillars of *Legacy* – namely, Participation, Leadership & Development, Community Facilities, and Tourism & International Engagement.

May also saw a significant funding announcement from the Victorian Government, which committed a total of \$101 million to the development of a major sporting complex at La Trobe University in Melbourne, including the Football Victoria State Football Centre/Home of the Commonwealth Bank Matildas.





This state-of-the-art venue will be a home in Victoria for the Commonwealth Bank Matildas and our age group women's National Teams, in readiness for the FIFA Women's World Cup in less than two years' time. Football Australia is represented on key working groups to oversee the development of a world-leading football facility.

Meanwhile, plans continue to develop a National Home of Football in Sydney, with discussions and submissions made to both the Federal and NSW Governments regarding a proposed site at Sydney Olympic Park.

With a Federal election on the horizon, the Government Relations team is working closely with the nine Member Federations, organising meetings with MPs, Senators, and candidates to advocate for facilities projects that require funding.

To complement this work, we are developing a National Facilities Database that will provide accurate data on every community football venue in Australia and assist in the development on a national facilities strategy.

This relationship between Football Australia and the Member Federations continues to grow stronger. The team has been bolstered

by the recruitment of a Government Relations manager, based at the Football Queensland offices in Brisbane, with dual responsibilities for engagement with the Queensland and Federal Governments.

The establishment in September of a new Government Relations Advisory Group, including members from Football Australia, the Member Federations and external experts, will provide strategic guidance to the organisation as we navigate our way through these difficult times.

With COVID-19 having affected every aspect of football, the team is at the centre of our sport's response to the pandemic and plays its part in daily discussions with governments across a range of topics. From negotiating Quarantine Management Plans for the staging of Commonwealth Bank Matildas and Socceroos matches, and securing exemptions for players returning to Australia, to discussions over roadmap restrictions to ensure our NPL clubs can return to training for the FFA Cup.

Football is a key player in shaping Australia's opening-up plans, and our close relationships with governments will long continue to help our country recover from the serious threats posed by COVID-19.

COMMERCIAL PARTNERSHIPS

Football Australia enjoyed a strong year commercially, with the major priority a successful broadcast rights process that saw 10 ViacomCBS join Football Australia in a game-changing deal for National Teams and FFA Cup content. As part of the new partnership with Football Australia, and a subsequent deal with APL, 10 ViacomCBS is positioned as the new Home of Australian Football, undertaking significant commitments to market and promote the game to more Australians than ever before.

Football Australia entered its broadcast rights process with clear objectives to maximise reach and value from its new media partner, and to ensure strong commitments to leverage investment to grow the game at levels in line with the new strategic agenda outlined in the XI Principles for the future of Australian football. 10 ViacomCBS has been attracted to and will be supporting this vision, and as part of its commitments will not only be broadcasting live games year-round, but also commissioning a new children's programme focused on football, as well as cross-promoting football across its broad range of news and entertainment programming, to introduce the game to a broader range of viewers than ever before. 10 ViacomCBS boasts the youngest demographic of the commercial networks in Australia, as well as the highest female audience skew, data points that reflect football's own inherent strengths and further reason to be excited about the future of the partnership.





In April, Football Australia announced Commonwealth Bank as the new naming rights partner of the Commonwealth Bank Matildas, Commonwealth Bank Young Matildas and Commonwealth Bank Junior Matildas; in doing so, it landed the largest ever sponsorship investment in women's football. As one of Australia's greatest companies, and with a rich history of supporting Australian communities and athletes, Commonwealth Bank's support for football is set to deliver a significant impact right across the country.

New partnerships with Priceline Pharmacy and Perfection Fresh Australia were also announced, along with extensions with key partners rebel, Pantene and Seven Consulting.

The COVID-19 pandemic and subsequent lack of matches and events has impacted certain revenues such as ticketing, hospitality, hosting fees and licensing. However, the increased sponsorship investments – despite the market uncertainty created by COVID-19 – and the robust broadcast rights process were a pleasing reflection of Football Australia positioning to corporate partners and consumers alike, and bodes well for the sport's commercial growth in years to come.

Football Australia would also like to acknowledge the profound impact that outgoing broadcast partner Foxtel and major sponsor Westfield each had on the game for 15 and 13 years, respectively. Both Foxtel and Westfield have invested significant amounts into growing football in Australia, and the game thanks them for their incredible contributions.

NATIONAL TEAMS



COMMONWEALTH BANK MATILDAS

The rescheduled Games of the XXXII Olympiad were the focal point for Commonwealth Bank Matildas, who embarked on their fourth Olympic campaign under the guidance of new head coach Tony Gustavsson.

With National Team activity continuing to be impacted by the global COVID-19 pandemic in the latter part of 2020, the change of year saw Commonwealth Bank Matildas come together for the first time in over 12 months.

Heading into the Tokyo 2020 Olympic Games, there was a strong focus on building depth within the player pool and presenting opportunities to unearth the next generation of National Team representatives.

The end result of that campaign was the women's national team's best ever performance at the Olympic Games, while setting record audiences for Australian women's sport along the way.

Under the guidance of Gustavsson, ten players would make their international debuts in FY21 and a record three would notch up 100 appearances for the Commonwealth Bank Matildas.

NOVEMBER 2020

Inaugural Women's Talent ID Camp

Following the commissioning of the Women's Performance Gap Report, Gustavsson and the Commonwealth Bank Matildas coaching team embarked on implementing the report's comprehensive recommendations.





November saw the inaugural Women's Talent ID Camp as a 23-player, domestic-based squad of players recognised for their performances in the A-League Women and the youth National Teams converged on Canberra. The camp presented an opportunity for National Team staff to identify players who could deepen Australia's player pool ahead of four major tournaments in the next four years.

MARCH 2021

Announcement of return to international matches

Following a long hiatus from the world stage, March saw the announcement of the much-anticipated return to international action for the Commonwealth Bank Matildas with two scheduled matches against Rio 2016 gold medallists Germany and FIFA Women's World Cup™ silver medallists the Netherlands.

APRIL 2021

Germany and Netherlands internationals (first camp with Tony Gustavsson)

Seven months after his appointment, head coach Tony Gustavsson finally took the helm in an international match. In their first match in over 12 months, Australia took on the world number two team in Germany at Brita Arena, Wiesbaden. Emily Gielnik recorded a brace for

the Commonwealth Bank Matildas as the home side ran out 5–2 winners. On the night, three players – Beattie Goad (cap #206), Indiah-Paige Riley (cap #207) and Alex Hyunh (cap #208) – made their debuts.

Australia took on the Netherlands to close out the window, with the Dutch claiming victory 5–0 on a cold night in Goffertstadion, Nijmegen. South Australian Dylan Holmes became cap #209, while Ella Mastrantonio set a record for the longest time period between international appearances, after a 13-year absence.

MAY 2021

Second Women's Talent ID Camp and June Internationals Announcement

With the COVID-19 pandemic necessitating the selection of overseas based players for the April internationals, Tony Gustavsson and Mel Andreatta called a domestic based camp for April.

Off the back of strong performances in the previous A-League Women season, 26 players were called in from around the country ranging from 16 – 36 years of old. Following the Women's Talent ID camp, four players were called up for the June FIFA International window, with further four players receiving call ups in September 2021.



May also saw the finalisation of the Commonwealth Bank Matildas pre-Olympic schedule with two internationals against world number 5, Sweden and world number 16, Denmark.

JUNE 2021

Denmark and Sweden internationals, Transition Camp, Olympic Squad announcement, Japan international announcement

With the Tokyo Olympics just around the corner, the women's National Team ramped up their preparations. Their first match of the window saw a 4-2 loss to Denmark with Mary Fowler's first international goal and Clare Polkinghorne's late header the highlights of a strong second half. Teenagers Kyra Cooney-Cross (cap #210) and Courtney Nevin (cap #211) joined the pantheon of Commonwealth Bank Matildas. Leading out the team against Denmark, midfielder Emily van Egmond became the eighth woman to record a century of appearances for the national team.



Teagan Micah (cap #212) became the 30th goalkeeper to represent the Commonwealth Bank Matildas when Australia took on Sweden in Kalmar. The team continued their improvements ahead of the Games with a stoic 0-0 draw. Following the conclusion of the matches, the team underwent an extensive three-week Transition Camp before Gustavsson selected the 18-player squad (plus four travelling reserves) that would represent Australia in Tokyo.

Commonwealth Bank Matildas Squad: Tokyo 2020 Women's Football Tournament

1. Lydia WILLIAMS (Arsenal FC, ENG), 2. Sam KERR (Chelsea FC, ENG), 3. Kyra COONEY-CROSS (Blacktown Spartans, AUS), 4. Clare POLKINGHORNE (Vittsjo GIK, SWE), 5. Aivi LUIK (Unattached), 6. Chloe LOGARZO (FC Kansas City, USA), 7. Stephanie CATLEY (Arsenal FC, ENG), 8. Elise KELLOND-KNIGHT (Hammarby, SWE), 9. Caitlin FOORD (Arsenal FC,



ENG), 10. Emily VAN EGMOND (Unattached), 11. Mary FOWLER (Montpellier, FRA), 12. Ellie CARPENTER (Olympique Lyonnais, FRA), 13. Tameka YALLOP (West Ham United, ENG), 14. Alanna KENNEDY (Unattached), 15. Emily GIELNIK (Vittsjo GIK, SWE), 16. Hayley RASO (Everton FC, ENG), 17. Kyah SIMON (Unattached), 18. Teagan MICAH (IL Sandviken, NOR), 19. Courtney NEVIN (Blacktown Spartans, AUS), 20. Charlotte GRANT (FC Rosengård, SWE), 21. Laura BROCK (En Avant de Guingamp, FRA), 22. Mackenzie ARNOLD (West Ham United, ENG).

JULY/AUGUST 2021

Tokyo 2020 Olympic Games campaign

The Commonwealth Bank Matildas finished their preparations for Tokyo with a final hit out against host nation Japan. In a tight encounter, Australia fell narrowly to the Nadeshiko. The first stop for the Olympic Squad was Tokyo and the Olympic Village where they would play Trans-Tasman rivals New Zealand.

In a dominant performance at Tokyo Stadium, Tameka Yallop kicked off the Olympic campaign in the 20th minute with a stellar goal. Sam Kerr doubled the advantage in the 33rd minute with a glancing header. While New Zealand netted a consolation goal late, Australia commenced their Tokyo 2020 with a 2–1 victory.

At the Saitama Stadium 2002, it was a classic encounter against the Sweden Women's National Team with an end-to-end match. Australia fell behind in the 20th minute before Sam Kerr restored parity 16 minutes later with a header before the break. After the restart, another header by the Commonwealth Bank Matildas captain pulled Australia ahead 2–1. Sweden returned fire with two quick goals to take control of the encounter. The 69th minute saw Caitlin Foord awarded a foul in the box, but the resultant penalty was saved by the Swedes. They then sealed the game with a late goal to take out the encounter 4–2.

The final Group G match saw Australia meet the defending world champions, the United States. Both sides took on the match with chances at each end, but the fixture ultimately ended in a 0–0 draw and advancement to the knockout stages.

Kashima was the scene of one of the matches of the Women's Olympic Football Tournament as the Aussies took on Great Britain. Teagan Micah was in fine form, denying Great Britain with two early saves in the clash before Australia found a foothold in the match. Alanna Kennedy gave the Commonwealth Bank Matildas the advantage in the 35th minute when she expertly guided home a Steph Catley corner.

Early in the second half the Brits equalised, with Ellen White rising highest to make it 1–1. With some confidence, White

then made it 2–1 with a strike past Micah in the 66th minute. The Commonwealth Bank Matildas summoned their fighting spirit late in the clash and, in the 89th minute, Kerr showed enormous composure to slot home a loose ball in the penalty area. Extra time saw more end-to-end football, with Great Britain awarded a penalty in the 101st minute only to be denied by Micah with a superb stop. Down the other end, the Aussies then took the lead thanks to teenager Mary Fowler's long-distance strike. Kerr looked to settle the contest not long after with another headed goal. Great Britain recorded a consolation goal, but Australia held on for a famous victory, which broke their quarter-final hoodoo.

Australia would face a now familiar foe in the semi-finals with Sweden standing between them and the gold medal match. In a tight contest, the Commonwealth Bank Matildas had their chances early in the match and looked to have taken the lead through Kerr just before the break. The brilliant volley was disallowed for an infringement. While the Aussies continued to push, they fell short 1–0 resulting in a battle for the bronze. Forward Kyah Simon recorded her 100th international for Australia in this fixture, becoming the first Indigenous Australian to reach this milestone.

The Bronze Medal match-up saw Australia meet their fellow Group G counterparts, the United States. In a goal-filled contest, the two nations traded blows. The USA went up early thanks to a Megan Rapinoe corner before Kerr recorded her sixth goal of the tournament to bring the scores level. First-half goals from Rapinoe and Carli Lloyd gave the Americans a 3–1 lead at the break. Australia fought back in the second half, but a resolute US defence held firm until the 90th minute when Emily

Gielnik broke through. Frantic final minutes were not enough for Australia to level the proceedings, ultimately going down 4–3. Despite the result, the Tokyo Olympics marked Australia's best ever finish at the Games.

SEPTEMBER 2021

Republic of Ireland international

Australia commenced a new cycle with a training camp and international friendly against the Republic of Ireland. The continued building of the squad for the next three major tournaments saw Gustavsson call in a host of new players into the National Team camp. Mary Fowler's first international brace was not enough for Australia to defeat the Republic of Ireland as the home side recorded a 3–2 victory. The encounter saw Commonwealth Bank Matildas captain Sam Kerr record her 100th appearance for the nation, while Clare Wheeler (cap #213), Charli Grant (cap #214), and Angela Beard (cap #215) were welcomed into the Matildas family.

SOCEROOS

Australia's senior men's National Football Team, the Socceroos, continued their quest to qualify for a fifth consecutive FIFA World Cup™ in 2021, after failing to play a fixture throughout 2020 due to the impacts of the global COVID-19 pandemic. After a couple of 'false starts' to recommence international activity in late 2020 and early 2021, the Socceroos family finally and joyfully reunited in mid-2021, with Australia's men's National Team assembling in the Middle East to play their final four round two qualifiers.

In March 2021 it was announced that Kuwait would play host to a qualification hub for Group B. Over the course of two weeks in June, Graham Arnold's charges kept their perfect start to qualifying for Qatar intact with impressive wins over Kuwait, Chinese Taipei, Nepal, and Jordan. In the second round of Asian qualifying for Qatar, Australia recorded a perfect eight wins from as many matches to comfortably top Group B. The green and gold concluded this phase of qualifying having scored 28 goals while conceding just two, while the June window also afforded Arnold with the opportunity to introduce several new players to the international stage. While in Kuwait, Fran Karacic (cap #607), Kenny Dougall (cap #608), Riley McGree (cap #609), Denis Genreau (cap #610), Connor Metcalfe (cap #611), Ruon Tongyik (cap #612), and Lawrence Thomas (cap #613) all made their Socceroos bows, as the team-at-large picked up where they had left off pre-COVID.

In July 2021, the Asian Football Confederation (AFC) conducted the draw for the Final Round of Asian qualifying for Qatar. The draw, held virtually from Kuala Lumpur, pitted Australia in Group B alongside five nations – Japan, Saudi Arabia, Oman, China PR, and Vietnam. From September 2021 to March 2022, the Socceroos' schedule will see them play each team twice (home and away) – a total of ten crucial fixtures. Only the top two teams from Groups A and B directly





progress as Asia’s representatives for the FIFA World Cup Qatar 2022™, with the third-placed sides from each group having to compete in Asian Play-Offs, then Intercontinental Play-Offs – as Australia did ahead of Russia 2018 – throughout 2022 with the aim of securing one of the remaining qualification slots.

Due to lockdowns, travel restrictions, and associated COVID-19 protocols in Australia, Football Australia was forced to secure a ‘home away from home’ for the Socceroos for the September and October 2021 windows as the Final Round of qualifying got underway. With the assistance of the Qatar Football Association, Football Australia successfully scheduled Australia’s matchday one and matchday three contests against China PR and Oman, respectively, at the Khalifa International Stadium in Doha.



In September 2021, the Socceroos commenced the Final Round of qualifying in fantastic fashion, notching a 3–0 victory over China PR in Doha, followed by a 0–1 win against Vietnam in Hanoi five days later. These two victories also secured the Socceroos a slice of Asian football history, with Australia becoming the first nation in the AFC to win ten consecutive FIFA World Cup™ qualification matches in a single qualification campaign. Australia’s string of wins, which stretched back to September 2019 when the Socceroos’ quest to qualify for Qatar 2022 commenced in Kuwait City, also levelled a global standard for successive wins in FIFA World Cup™ qualifying. Only three nations – Germany (Russia 2018), Spain (South Africa 2010), and Mexico (Germany 2006) – had previously won ten successive matches in a single qualification campaign.



In October 2021, Australia earned a piece of global football history by becoming the first nation in history to win 11 successive FIFA World Cup™ qualification matches in a single qualification campaign. In Doha, Arnold’s charges registered a 3–1 victory over Oman to earn the record outright, and (crucially) to move to three wins from three in the Final Round of qualifying for Qatar 2022. Five days later, in Saitama, Japan, the Socceroos were edged 2–1 by fellow continental heavyweights Japan to incur their first defeat in qualifying for Qatar 2022.

The Socceroos drew 0-0 with Saudi Arabia and 1-1 with China PR in November 2021. The team will play Vietnam and Oman in January-February 2022, and Japan and Saudi Arabia in March 2022, in the team’s final four FIFA World Cup Qatar 2022 – AFC Asian Qualifiers – Road to Qatar (Final Round) fixtures.

REPRESENTING AUSTRALIA



U-20 WOMEN'S

COMMONWEALTH BANK YOUNG MATILDAS

The global pandemic continued to play havoc with the Commonwealth Bank Young Matildas' schedule in FY21.

October 2020 saw Football Australia secure the hosting rights for a group of the AFC U20 Women's Asian Cup 2022 Qualifiers Round 1 to be held in Shepparton, but the pandemic resulted in the cancellation of the qualification tournaments for this cycle.

Despite the disruption, the U-20 program still managed plenty of domestic activity under the guidance of Leah Blayney. With a view to addressing the Women's Performance Gap, FY21 saw 92 players invited to participate in four Elite Matches and four Domestic Mini Camps in Sydney. Nationally, the technical staff worked with Member Federations to organise and run several interstate Elite Matches for talent identification.

At the conclusion of the 2020/21 A-League Women's competition, 20 players returned to the Future Commonwealth Bank Matildas program. The program was essential for development, with four players from the 2021 cohort (Kyra Cooney-Cross, Courtney Nevin, Jamilla Rankin, and Sally James) elevated into the Commonwealth Bank Matildas squad. Another four former program participants (Mary Fowler, Remy Siemsen, Indiah-Page Riley, and Charli Grant) were selected for senior tours.

The year 2021 was a banner one for the Commonwealth Bank Young Matildas program, with five recent youth representatives (Riley, Cooney-Cross, Nevin, Grant, and Angela Beard) earning their first international caps.



U-17 WOMEN'S COMMONWEALTH BANK JUNIOR MATILDAS

As with their U-20 counterparts, FY21 also saw adjustment to the Commonwealth Bank Junior Matildas schedule due to the COVID-19 pandemic.

Cessnock, New South Wales, was set to play host to a group of the AFC U-17 Women's Asian Cup 2022 Qualifiers Round 1, only to be forced into cancellation later in the year.

Under the guidance of Rae Dower, the program continued to undertake valuable activity domestically, with 92 players identified on the extended list. Twenty-six players were invited to a week-long domestic camp in Sydney.

Elite Matches saw opportunities for the other identified players, with four matches held in Sydney and a further seven Elite Matches played in collaboration with the Member Federations in Canberra, Perth, Adelaide, Melbourne, Brisbane, Hobart, and Darwin.

With on-field activity restricted, the program pivoted to online assemblies with the extended squad participating in regular workshops covering team culture, match analysis, nutrition, female health, wellbeing, Football Australia Performance+, monitoring and injury prevention, and performance psychology.



U-23 MEN'S

Late 2020 to mid-2021 was a crucial period for Australia's U-23 men's National Football Team, with the 'Olyroos' getting set for, and competing at, the Tokyo 2020 Olympic Games. In January 2020, Australia qualified for the Men's Football Tournament at the Olympics for the first time since Beijing 2008 when Graham Arnold guided the Olyroos to third place at the AFC U-23 Championship in Thailand. The global COVID-19 pandemic forced the postponement of the Tokyo 2020 Olympic Games in March 2020; however, the Games would go ahead 12 months later, and it was in July 2021 that the Olyroos would take on Argentina, Spain, and Egypt in Group C of the world's premier youth tournament.

In the build-up to the Tokyo 2020 Men's Football Tournament, prospective Olyroos ventured to Marbella, Spain, for a training camp under the guidance of Seoul 1988 Olympian Gary van Egmond. Meanwhile, Arnold exposed several key Olyroos to the Socceroos environment in Kuwait City, as Australia took part in FIFA World Cup Qatar 2022™ qualifier.

In late June, the Olyroos squad for Tokyo 2020 was announced and, soon after, the team commenced its preparations for Tokyo in Fukushima, Japan. After a week of training at J-Village, the team swapped Fukushima for Ichihara City in Chiba, east of Tokyo. There, Australia played two international friendlies against New Zealand before travelling north to Sapporo to commence its Games campaign.

On matchday one in Sapporo, Australia shocked the world by registering a stunning 2–0 victory over perennial South American heavyweights Argentina. Goals from Western United attacker Lachlan Wales and Melbourne City FC youngster Marco Tilio helped lift the Olyroos to a amous victory, and one that earned widespread coverage and applause across the nation. On matchday two, Australia was edged 1–0 by eventual silver medallists Spain. The European giants featured a raft of





players from top leagues across the globe, and while the result didn't go Australia's way, due to Mikel Oyarzabal's 81st-minute winner, being matched against top-class players demonstrated the capability of Australia's best young players to compete against the world's best. Unfortunately, the Olyroos couldn't produce another inspired performance in their final fixture of Tokyo 2020 and failed to top Egypt, 2-0, in their final Group C matchday in Miyagi. This result brought an end to Australia's Tokyo 2020 Men's Football campaign; however, the benefits of the Olyroos having returned to the Olympic Games for the first time since 2008 cannot be understated. This cohort of players received valuable match minutes and international exposure between 2018 and 2021, helping to set them up for professional careers with both club and country.

Olyroos Squad: Tokyo 2020 Men's Football Tournament

1. Tom GLOVER (Gk) (Melbourne City FC, AUS)
2. Nathaniel ATKINSON (Melbourne City FC, AUS)
3. Kye ROWLES (Central Coast Mariners FC, AUS),
4. Jay RICH-BAGHUELOU (Crystal Palace FC, ENG)

5. Harry SOUTTAR (Stoke City FC, ENG)
6. Keanu BACCUS (Western Sydney Wanderers FC, AUS)
7. Reno PISCOPO (Wellington Phoenix FC, NZL)
8. Riley McGREE (Birmingham City FC, ENG)
9. Nicholas D'AGOSTINO (Perth Glory FC, AUS)
10. Denis GENREAU (Macarthur FC, AUS)
11. Daniel ARZANI (Manchester City FC, ENG)
12. Mitchell DUKE (Al-Taawoun, SAU)
13. Dylan PIERIAS (Western United FC, AUS)
14. Thomas DENG (Urawa Red Diamonds, JPN)
15. Caleb WATTS (Southampton FC, ENG)
16. Joel KING (Sydney FC, AUS)
17. Connor METCALFE (Melbourne City FC, AUS)
18. Ashley MAYNARD-BREWER (Gk) (Charlton Athletic, ENG)
19. Marco TILIO (Melbourne City FC, AUS)
20. Lachlan WALES (Western United FC, AUS)
21. Cameron DEVLIN (Wellington Phoenix FC, NZL)
22. Jordan HOLMES (Gk) (Ebbsfleet United, ENG).

U-20 MEN'S YOUNG SOCCEROOS

Due to the impacts of the global COVID-19 pandemic, 2021 was a lean year of activity for players eligible to represent Australia's Young Socceroos.

In December 2020, FIFA cancelled the FIFA U-20 World Cup, due to be held in Indonesia, due to the pandemic. Subsequently, the Asian Football Confederation cancelled the continental championship/qualifiers for that World Cup, which were due to be contested in March 2021 in Uzbekistan. In late 2020 and early 2021, Football Australia's Technical Development and National Teams staff conducted several talent ID initiatives, including elite games aligned with Australia's Member Federations. These initiatives provided opportunities for players of the future to show their best to National Team and Technical Development staff. It is hoped that in 2022 activity for the Young Socceroos will return, leading up to the AFC U-20 Asian Cup 2023 (Uzbekistan) and (prospectively) FIFA U-20 World Cup 2023 (Indonesia).

U-17 MEN'S JOEYS

Like the Young Socceroos, Australia's Joeys were heavily impacted by the effects of the global COVID-19 pandemic.

In December 2020, FIFA cancelled the FIFA U-17 World Cup, due to be held in Peru, due to the pandemic. Subsequently, AFC cancelled the continental championship/qualifiers for that World Cup, which were due to be contested in early 2021 in Bahrain. Like with the Young Socceroos program, Football Australia's Technical Development and National Teams staff conducted varied Talent ID initiatives throughout periods where qualifiers or tournaments would have been held. It is hoped that in 2022 activity for the Joeys will return, leading up to the AFC U-17 Asian Cup 2023 (Bahrain) and (prospectively) FIFA U-17 World Cup 2023 (Peru).



PARAROOS

Following a busy 2019, the years 2020 and 2021 were, from a match and camp perspective, lighter ones for the Pararoos – Australia’s senior men’s National Football Team for athletes with cerebral palsy, acquired brain injury, or symptoms acquired from stroke.

Unfortunately, as with many of Australia’s National Football Teams, the Pararoos were impacted significantly by the COVID-19 pandemic, with cancellation of their IFCPF World Cup set to be held in Spain in mid-2021. However, the team managed to gather throughout 2021, with training camps held in Canberra and on Sydney’s Northern Beaches. June 2021 was a particularly enjoyable period for the squad, with the team holding a week-long training camp out of Cromer Park in Manly. During this week, Kai Lammert’s squad played two friendly matches against youth teams from North West Spirit FC and Manly United FC, as they continued to build their squad depth leading up to the proposed return of IFCPF competition in 2022. The team also held several fundraising initiatives: the inaugural ‘Undeclared Challenge’ in 2020, combined with the inaugural ‘Undeclared Giving Day’ in 2021, helped to raise vital funds for the Pararoos program.



COMPETITIONS



A-LEAGUE WOMEN

The 2020/21 A-League Women's season refused to be defined by the uncertainty created by COVID times. Instead, players both young and old formed an ensemble of impressive teams whose feats made for an enthralling campaign.

Premiers Sydney FC were unable to convert impressive regular-season form into a pair of trophies in 2020/21, falling to eventual champions Melbourne Victory in a tightly contested A-League Women Grand Final. With scores locked at 0–0 in the 120th minute, Victory young gun Kyra Cooney-Cross sealed the title for her side with a miraculous goal scored direct from a corner kick.

The Sky Blues began the season on a six-game winning streak. That run came to a screeching halt in Round 8 at the hands of Brisbane Roar, who finished second on the table with one loss on the board – A-League best.

But a Victory outfit on a flying run of form ultimately proved too strong for an understrength Roar in a 6–2 Semi-Final result.

Canberra United surged into the Finals Series off the back of Julie Dolan Medalist Michelle Heyman's frightening form on return from retirement, denying Adelaide United a spot in the top four on goal difference alone.

The Reds came home strong, winning 3–1 over Western Sydney Wanderers in front of a record regular-season crowd of 5,159 at Coopers Stadium in Round 13.

Heyman missed Canberra's Semi-Final through injury, a blow that helped a Sydney outfit buoyed by Ally Green's sensational strike storm to a 3–0 triumph.





The 2019/20 Grand Final in March 2020 saw Sydney face Melbourne City behind closed doors as the COVID-19 pandemic gripped the world. One season later, on Sunday, 11 April, 4,619 fans watched the Sky Blues and Victory go head-to-head at Netstrata Jubilee Stadium.

Sydney goalkeeper Jada Whyman was adjudged Player of the Game in a losing side as both teams concluded an unforgettable season with one piece of silverware each.

Cooney-Cross was the deserved recipient of the A-League Women Young Footballer of the Year award, edging fellow nominees Jessika Nash and Jamilla Rankin. The teen trio topped a list brimming with emerging stars who put the league on notice in 2020/21.

After coaching the champions to glory, Victory boss Jeff Hopkins was named Coach of the Year.

Roar spearhead Emily Gielnik claimed the Golden Boot with 13 strikes from 12 appearances. Melbourne City stopper Teagan Micah won Goalkeeper of the Year, while Victory veteran Lisa De Vanna's scintillating solo strike against Melbourne City in Round 3 was selected as Goal of the Year.

The Fair Play Award went to Brisbane, with Rebecca Durcau honoured as Referee of the Year.

In September 2021, the W-League's rebranding to A-League Women as part of the APL's exciting brand reveal has only added fuel to the fire for a hotly anticipated 2021/22 season, which is scheduled to start inspiring new memories on 3 December.

A-LEAGUE MEN

Navigating border closures, lockdowns, and an initial conference system because of the pandemic, the A-League Men clubs staged what was widely lauded as one of the most exciting campaigns in recent times – built on a phalanx of young stars who were given their chance by adventurous coaches, and took it.

Adapting to the realities of the COVID-19 landscape with some agility, Wellington Phoenix relocated to New South Wales for almost the whole of the home-and-away season, playing games in Wollongong until they were able to return to New Zealand for the last two league games.

The 44th season of men’s national-level football in Australia, and the 16th since the A-League Men began in 2005, produced one of the most open and competitive campaigns on record. Western Sydney Wanderers went from 11th to second in the first four rounds, while Melbourne City were ninth after seven games – but went on to do the double.

There were multiple stories to catch the eye, including the fact of the Mariners holding top spot for all but one of the first 16 weeks after years of bumping along at the bottom. In their debut year, Macarthur FC finished sixth and reached the semi-finals before succumbing to City, while another first-year coach, Adelaide’s Carl Veart, also led his side to the semi-finals before falling to Sydney FC.

But most remarkable was the sheer numbers of young players given their chance – more than a third of those who got match minutes were aged 21 or younger, while three of the top five clubs had the youngest squads in the competition.

City winning the Premier’s Plate came off the back of a powerful second two-thirds of the season, winning 15 of their last 22 games to cruise home in the end. The Grand Final would ultimately





prove as comfortable an assignment for Patrick Kisnorbo's side, seeing off reigning champions Sydney with relative ease despite conceding the first goal.

To make it all the more impressive, City by that stage were missing Jamie Maclaren – the striker who won the season's Golden Boot, having been called up for the Socceroos in their World Cup qualifiers. The iron focus with which Kisnorbo overcame that to deliver the double in his first season at the helm deservedly earned him the title of Coach of the Year.

The honour of being named the competition's Player of the Year was shared for the first time, with two playmakers – Wellington's Ulises Dávila and Sydney FC's Miloš Ninković – both being awarded the prestigious Johnny Warren Medal.

Ninković's teammate at Sydney, left back Joel King, was named the Young Footballer of the Year, while Goalkeeper of the Year was also shared between Mark Birighitti of the Central Coast Mariners and Sydney FC's Andrew Redmayne.

The Fair Play Award went to Brisbane Roar, while Goal of the Year was judged to be Andy Keogh's screamer against Perth Glory late in the season.

With the new season due to begin in mid-November 2021, the A-League Men was rebranded in September to be part of a collegiate whole – now part of the A-Leagues as a partner with the women's league.

E-LEAGUE

The NIVEA Men E-League 2021 was a ground-breaking campaign, notwithstanding the challenges of the coronavirus.

The E-League product welcomed its first-ever naming rights partner in NIVEA and kicked off a new format with the tournament operating over a two-day period in April. The introduction of Macarthur FC to the E-League saw all 12 clubs participating across Xbox and PS4 over 11 rounds.

Newcastle Jets FC took home the NIVEA Men E-League Championship overall as the team with the highest aggregate score, with Jets representative Mark11 crowned PS4 champion and Western Sydney Wanderers representative OhNoAGoat declared Xbox Champion. Both players qualified for the EA FIFA 21 Oceania Regional Final.

The NIVEA Men E-League 2021 was broadcast live on the ELeagueAus twitch channel, with supplementary streams across E-League Facebook, the My Football YouTube channel as well as the A-League website – resulting in an average of almost 75,000 live views per day and more than 45,000 unique views per day.



FFA CUP

The FFA Cup returns to the football calendar, bigger and better than ever, after the cancellation of the 2020 tournament.

After disappointingly being forced to cancel in 2020, due to the impacts of the COVID-19 pandemic, the FFA Cup returned in 2021, bigger and better than ever.

The reintroduction of the competition included some key changes in alignment with the strategic direction outlined in the XI Principles for the future of Australian football – namely, Principle IV: Resetting and Rebuilding Australian Football products. Some key changes for the FFA Cup 2021 were:

- (a) For the first time, FFA Cup Winners will be awarded access into the AFC Champions League competition.
- (b) For the first time, FFA Cup Semi-Finals and Final are earmarked to be held on stand-alone weekends, ensuring more fan-friendly match scheduling.
- (c) For the first time, the FFA Cup Final Rounds will feature an open draw.
- (d) FFA Cup Final Rounds Play-Off matches between the bottom four placed A-League Men's clubs from the A-League Men season are to be introduced.

Kicking off the competition through the Preliminary Rounds in February, a total of 742 clubs from across Australia registered to compete.





Football NSW	163 clubs
Football Victoria	194 clubs
Football Queensland	136 clubs
Football South Australia	52 clubs
Football Northern Territory	9 clubs
Football West	65 clubs
Northern NSW Football	67 clubs
Football Tasmania	22 clubs
Capital Football	21 clubs
A-League	12 clubs (including Play-Off)
NPL Champions	1 club (Wollongong Wolves)

To further bolster the exciting changes to the FFA Cup, it was announced that all FFA Cup Play-Offs and Final Rounds matches would be broadcast as part of the partnership with 10 ViacomCBS. This will mean that, for the very first time, all FFA Cup matches will be made available to the football family live and free.

Initially earmarked to commence in June, after multiple postponements the FFA Cup Play-Offs and Final Rounds were able to commence in September, under a revised competition format that would see round of 32 entrants placed into geographical zones. This would help in navigating border closures due to the COVID-19 pandemic while also providing greater opportunities for local rivalries to grow.

Football Australia and participant clubs are looking forward to the further easing of restrictions nationally and aim to complete the FFA Cup towards the end of 2021.

AFC CHAMPIONS LEAGUE

The 2020 Asian Champions League (ACL) was completed in unique circumstances after the COVID-19 pandemic forced the suspension of the tournament in mid-2020.

The competing teams were finally brought together in Qatar in November 2020 to play out the ACL in one central location in a rapid-fire series of games.

As last year's Annual Review noted, Australia's entrants were Sydney FC – drawn against Yokohama F Marinos (JPN), Jeonbuk Hyundai Motors FC (KOR), and Shanghai SIPG (CHN); Melbourne Victory, in a group with Beijing FC (CHN), Chiangrai United (THA), and FC Seoul (KOR); and Perth Glory, grouped with Ulsan Hyundai (KOR), Shanghai Shenhua (CHN), and FC Tokyo (JPN).

For all sides there was an opportunity to use their whole squad lists given the packed schedule. Melbourne Victory was able to celebrate a remarkable run of results late in their group to qualify for the knock-out stages.

Despite losing their first two games after the restart in Qatar, Grant Brebner's side took four points from their final two group games – including a memorable 2–1 defeat of FC Seoul – to come second and set up a round of 16 tie with Ulsan Hyundai.

Sadly, three goals late in that tie ended Victory's ACL campaign, against a side who would go on to win the ACL 13 days later in the final.

Sydney's ACL story was a bittersweet one, ending the group stage at the bottom of the table but recording several stirring performances both as a team and from a collection of younger players.





Olyroos striker Trent Buhagiar scored five goals across the group stage – becoming Sydney’s all-time top scorer in the competition – while the likes of Calem Nieuwenhof, Patrick Flottmann, Joel King, and Tom Heward-Belle turned in promising displays that presaged their involvement in the subsequent A-League Men season.

Perth also bowed out after the completion of the group stage, having – like Sydney – been unable to convert promising performances into positive results. Defeat to FC Tokyo in the last game was Glory’s fifth in their six group fixtures and their fourth since the tournament resumed in Doha, but Glory coach Richard Garcia found much to like about the performances from a relatively youthful squad.

‘The trip was a good exercise in terms of us growing as a group, being away together and gelling,’ Garcia said. ‘A lot of the younger guys learned a lot about senior football and it’s been very good to see the older players and some of the younger ones evolve into more than just footballers, into good leaders and good athletes.’

Australian clubs have not taken part in the 2021 ACL as a consequence of COVID-19’s effects on the sporting landscape and the Australian Government’s resultant quarantine policies. The necessary late start to the 2020/21 A-League Men season meant the finals series had to be scheduled at the same time as the start of the ACL group stages.

AWARDS & HONOURS



A-LEAGUE WOMEN

2020/21 AWARDS



JULIE DOLAN MEDAL

Michelle Heyman Canberra United



YOUNG FOOTBALLER OF THE YEAR

Kyra Cooney-Cross Melbourne Victory



COACH OF THE YEAR

Jeff Hopkins Melbourne Victory



GOLDEN BOOT AWARD

Emily Gielnik Brisbane Roar FC



GOAL OF THE YEAR

Lisa De Vanna Melbourne Victory



GOALKEEPER OF THE YEAR

Teagan Micah Melbourne City FC



FAIR PLAY AWARD

Brisbane Roar FC



REFEREE OF THE YEAR

Rebecca Durcau

A-LEAGUE MEN

2020/21 AWARDS



JOHNNY WARREN MEDAL

Miloš Ninković Sydney FC



Ulises Dávila Wellington Phoenix



YOUNG FOOTBALLER OF THE YEAR

Joel King Sydney FC



COACH OF THE YEAR

Patrick Kisnorbo Melbourne City FC



GOLDEN BOOT AWARD

Jamie Maclaren Melbourne City FC



GOALKEEPER OF THE YEAR

Andrew Redmayne Sydney FC



Mark Birighitti Central Coast Mariners



GOAL OF THE YEAR

Andy Keogh Perth Glory



FAIR PLAY AWARD

Brisbane Roar FC



REFEREE OF THE YEAR

Chris Beath

IN MEMORIAM

Sadly, our community lost a number of prominent football identities in 2021. We would like to pay our respects to them on behalf of the football community at large.

- **Vale Shirley Lowy, OAM** Wife of Football Australia Honorary President, and former Chairman, Sir Frank Lowy, AC, and mother of former Chairman Steven Lowy
- **Vale Gary Power** National Soccer League Referee (1981–92), former FIFA Referee and Soccer Australia Director of Referees, and Football Australia Hall of Fame inductee
- **Vale Frank Arok, AM** Socceroos Head Coach (1983–90), two-time NSL Coach of the Year, and Football Australia Hall of Fame inductee
- **Vale Frank Parsons** Socceroo cap #107, former Socceroos team manager, and Football Australia Hall of Fame inductee
- **Vale Dr Jozef Venglos** Socceroos Head Coach (1967)
- **Vale Alan Marnoch** Socceroo cap #186 and named in Football Australia’s Men’s National Team of the Decade for the period 1963–70
- **Vale Bill Murphy** Socceroo cap #131
- **Vale Vic Dalglish** Australian U-16 Men’s Head Coach (1983–89) and Football Australia Hall of Fame inductee
- **Vale Ian Brusasco, AO, AM** Former President of Australian Soccer Federation, Vice President Oceania Football Confederation, Life Member and Football Australia Hall of Fame inductee
- **Vale Joe O’Connor** Crucial figure in establishing National Women’s Football Championships in 1974, and coach of Australian Women’s team at 1975 AFC Women’s Championship
- **Vale Alan Garside** Socceroo cap #148
- **Vale Bill Mahoney** Socceroo cap #141
- **Vale John Anderson** Socceroo cap #165
- **Vale George Haniotis** Socceroo cap #359
- **Vale Bill Vrolyks, OAM** Instrumental in starting up the Dutch-Sydney Austral club in 1950, played 510 first-grade matches at Leichhardt Annandale, implemented coaching structures in NSW, and Football Australia Hall of Fame inductee
- **Vale John Economos** One of Australia’s leading football journalists from the 1980s onwards and Football Australia Hall of Fame inductee.



Alan Garside



Alan Marnoch



Bill Murphy



Bill Mahoney



Bill Vrolyks



Dr Josef Venglos



Frank Arok



Frank Parsons



Gary Power



George Haniotis



Ian Brusasco



Joe OConnor



John Anderson



John Economos



Shirley Lowy



Vic Dalglish

BOARD & MANAGEMENT



FOOTBALL AUSTRALIA BOARD OF DIRECTORS



Chris Nikou

Chair

Chris Nikou was appointed to the Football Australia board in October 2014 and elected chairman in November 2018. He is the chair of the referees committee. Mr Nikou is a senior partner of global law firm K & L Gates practising in corporate and commercial law. He is currently a member of the AFC Ex-Co and deputy chair of the AFC and ASEAN legal committees respectively. He was a director of the Local Organising Committee AFC Asian Cup Australia 2015 Ltd until resigning on 19 June 2015 following the conduct of the tournament in January 2015 and was chair of the FIFA women's World Cup bid committee. He is currently a member of the FIFA women's World Cup 2023™ steering committee.



Mark Bresciano

Director

Mark Bresciano was appointed to the Board in October 2019 and reappointed for a further two-year term in September 2021. Born in Melbourne, Mr Bresciano made 84 appearances for Australia, scoring 13 goals. He played in three FIFA World Cups™, two AFC Asian Cups (one victorious) and the 2004 OFC Nations Cup winning team. His goal against Uruguay in the 2006 World Cup qualification play-off sent the match to a penalty shootout, which Australia won to qualify for the first time in 32 years. Mr Bresciano played youth football for Bulleen Lions and at various clubs including Carlton in the National Soccer League; Empoli, Parma, Palermo and SS Lazio in the Italian Serie A as well as Al Nasr and Qatar Stars League in the UAE Pro League. He is a member of the Football Development Committee.



Joseph Carrozzi

Director

Joseph Carrozzi was elected to the Football Australia Board in November 2018 and is the chair of the Finance, Risk and Audit Committee. Mr Carrozzi is a member of several Boards, including: Chairman of the Sydney Harbour Federation Trust, Chairman of the Centenary Institute for Medical Research, Deputy Chairman of the NSW Institute of Sport, and a Board member of Western Sydney University. He is formerly the Managing Partner at PwC Australia. Mr Carrozzi is a Fellow of the Tax Institute of Australia and a member of Chartered Accountants Australia and New Zealand. He holds a Bachelor of Commerce and a Bachelor of Laws from the University of New South Wales and is admitted as a Barrister-at-Law in New South Wales.



Amy Duggan

Director

Amy Duggan was appointed to the Football Australia Board on 1 October 2019 and has filled a casual vacancy on the Board since February 2021. She is Chair of the Football Development Committee. Ms Duggan has 25 years' experience in various roles in football and is a former Matilda. A communications professional, Ms Duggan is a journalist and presenter for WIN Television and has worked in the media industry for 20 years. She is especially fond of the time she spent covering the Commonwealth Bank Matildas, the Socceroos, the A-League Women and the FIFA Women's World Cup™ 2019. Ms Duggan holds a Commerce degree from the University of Wollongong and serves on several committees and sports boards.

FOOTBALL AUSTRALIA BOARD OF DIRECTORS



Robyn Fitzroy

Director

Robyn FitzRoy was appointed to the Board on 21 November 2019. She is a member of Football Australia's Finance, Risk and Audit Committee, and is Chair of the Congress Nominations Committee and the Constitution Review Group. An experienced financial services executive, she is a former Executive Director of Macquarie Bank Group. She is currently principal of a governance consultancy which she founded. Ms FitzRoy is an independent non-executive director on the boards of Diversa Trustees Limited, Gateway Bank and the Self Managed Super Fund Association. She has a Bachelor of Arts from Macquarie University, a Master of Arts from the University of Technology Sydney, a Diploma of Information Technology Business Application (Harvard University) and a Diploma in Marketing Management (Macquarie University). She is a Master Coach (International Coaching Federation). Ms FitzRoy is a Fellow of the Australian Institute of Company Directors, where she also writes and teaches various governance courses.



Heather Garriock

Director (appointed September 2021)

Heather Garriock was appointed to the Board on 3 September 2021. She has spent over 25 years in football, with various roles across all levels of the game. Ms Garriock is one of the most decorated Commonwealth Bank Matildas in history, with appearances at three World Cups, three Asian Cups, two Olympic Games, and a national championship in the A-League Women. With a Master's degree in Education (Coaching) from Sydney University and an AFC A Licence, she has held coaching positions at the National Premier Leagues, A-League Women, and Commonwealth Bank Matildas level, as well as an appointment as the Vice President of Football Coaches Australia. Ms Garriock is the Chief Executive Officer of Australian Taekwondo, has been a television commentator and analyst for several broadcasters.



Stefan Kamasz

Director

Stefan Kamasz was elected to the Board in November 2020 and is a member of the Football Development and Referees committees. He arrived in Australia from England in 1969 to play for the Northern NSW club Weston Bears. Mr Kamasz was inducted into the Australian Football Hall of Fame in 2014 having held many positions in football, including: President and Treasurer, Northern NSW Football; Director, Australian Soccer Federation; Team Manager, Socceroos; General Manager, National Soccer League; Acting Chief Executive Officer, Soccer Australia; Chief Executive, Sydney FC; General Manager and Director, Sydney Olympic FC; General Manager, Johnny Warren Football Foundation; and Interim Chief Executive Officer, Football NSW. Mr Kamasz has a background in accountancy, having been a Registered Tax Agent, Chief Accountant and Company Secretary of Tyrrell's Wines, Director of Chateau Douglas Vineyards, and Managing Director of CSS Australia.



Catriona Noble

Director (appointed September 2021)

Catriona Noble was appointed to the Board on 3 September 2021. Ms Noble has led significant growth and major restructures at some of Australia's largest organisations, including ANZ Bank and McDonald's. At ANZ, Ms Noble was responsible for key retail distribution channels to customers. During her 20-year career with McDonald's, which saw her play an integral role in the transformation of the McDonald's brand in Australia, she held various positions, including Chief Executive Officer and Managing Director for McDonald's Australia and Chair of Ronald McDonald House Charities. Ms Noble has completed advanced management programmes at INSEAD business school (Fontainebleau) and Macquarie Graduate School of Management (Sydney), and the Digital Business Strategy & Digital Transformation Program (Massachusetts Institute of Technology). She is a member of the Australian Institute of Company Directors.

FOOTBALL AUSTRALIA BOARD OF DIRECTORS



Carla Wilshire, OAM

Director

Carla Wilshire, OAM, is the Chief Executive Officer of the Migration Council Australia. She has a background in policy development and government relations, having worked as a public servant and advisor to Government, principally in the area of migration and resettlement, including as Chief of Staff to the Minister for Multicultural Affairs. Ms Wilshire is Deputy Chair of the Migrant and Refugee Health Partnership, a Board member of the Australian Centre for Social Innovation, and a member of the Judicial Council on Cultural Diversity and the Harmony Alliance Council. Ms Wilshire co-founded the Friendly Nation Initiative, which aims to link corporate Australia with the settlement community to improve employment outcomes for refugees. She is a member of the Digital and Government Relations sub-committees.



Tim Holden

Company Secretary

Tim Holden joined Football Australia in March 2009. He acts as the Head of Legal, Business Affairs and Integrity, and was appointed Company Secretary in February 2019. Prior to joining Football Australia, Mr Holden worked at Allens as a lawyer in the firm's Litigation and Intellectual Property department. He holds a Bachelor of Arts from the University of British Columbia and a Bachelor of Laws from the University of Sydney. Mr Holden has been a member of the Asian Football Confederation's Disciplinary and Ethics Committee since June 2019.



Remo Nogarotto

Director (retired November 2020)

Remo Nogarotto was elected to the Football Australia Board in November 2018. He is Managing Director of global advisory firm CT Corporate Advisory and is a Director of the Italian Chamber of Commerce in Australia. He is a former Chairman of Soccer Australia, Chairman of the National Soccer League, and Director of the NSW Soccer Federation. He was a member of the organising committee for the A League. Mr Nogarotto holds an Economics degree from the University of Sydney.



Heather Reid

Director (until February 2021)

Heather Reid was elected to the Football Australia Board in November 2018. She has more than 40 years' experience in football as a player, coach, manager, and administrator at national and state levels. Ms Reid was Chief Executive Officer of ACT Football Federation Ltd (Capital Football) for 12 years from 2004, with additional responsibility for Canberra United in the A-League Women for nine seasons. Her contributions to women's sport and football were recognised in 2015 when she became a Member of the Order of Australia. Ms Reid has a Graduate Diploma in Sport Management and received an Honorary Doctorate from the University of Canberra in 2017 for services to student education and the University. She has served on several boards and committees, including Womensport Australia, the ACT Olympic Council, and the Burns Club Ltd, and was a Director of the Local Organising Committee of the Asian Football Confederation's Asian Cup Australia 2015 Ltd.

BOARD COMMITTEES

BOARD SUB-COMMITTEES

Committee	Director Members	External Members	Football Australia Staff
Finance, Risk and Audit Committee	Joseph Carrozzi (Chair) Robyn FitzRoy Catriona Noble	Ernst & Young representatives	James Johnson Mark Falvo Tim Holden (Secretary)
Football Development Committee	Amy Duggan (Chair) Mark Bresciano	Starting XI advisory panel to the FDC: Mark Bosnich Joanne Peters Frank Farina Vicki Linton Paul Okon Clare Polkinghorne Connie Selby Josip Skoko Ron Smith Mark Viduka	James Johnson Trevor Morgan Sarah Walsh Graham Arnold Tony Gustavson Tom Bragg (Secretary)
Referees Committee	Chris Nikou (Chair) Stefan Kamasz Heather Garriock	Allyson Flynn Simon Przydacz Jim Ouliaris Nathan Magill	Mathew Cheeseman Tom Bragg (Secretary)
Digital Committee	Carla Wilshire (Chair) Joseph Carrozzi Amy Duggan	N/A	James Johnson Alex Davani Will Aplin (Secretary)

CONGRESS STANDING COMMITTEES

Committee	Director Members	External Members	Football Australia Staff
Nominations Standing Committee	Robyn FitzRoy (Chair)	Fran Sankey Gino Marra Beau Busch Janette Spencer / Jo Smith	N/A
Finance and Risk Standing Committee	Joseph Carrozzi (Chair)	Sherif Andrawes Bob Gordon Simon Pearce Tim Pullman	Mark Falvo (Secretary)
Women's Football Council Standing Committee	N/A	Ros Moriarty (Chair) Ally Green Caroline Carnegie Elise Kellond-Knight John Sugunananthan Helena Dorczak Janette Spencer Jo Smith Lydia Williams Sue Crow	Sarah Walsh (Secretary)

EXECUTIVE LEADERSHIP TEAM



James Johnson

Chief Executive Officer



Mark Falvo

Chief Operating Officer



Tim Holden

Head of Legal, Business Affairs and Integrity, Company Secretary



Sarah Walsh

Head of Women's Football, Women's World Cup Legacy & Inclusion



Peter Filopoulos

Head of Marketing, Communications and Corporate Affairs



Alex Devani

Head of Executive Office & Strategy



Paddy Steinfort

Performance Director, Team Management



Trevor Morgan

Head of Technical Direction, Pathways & Coach Education



Tom Rischbieth

Head of Commercial and Events



Robbie Middleby

Head of Member Federation Relations and Community



Jenny Simpson

Chief Technology Officer



Nina McDonnell

Head of People & Culture

FOOTBALL AUSTRALIA WISHES TO THANK THE MEMBER FEDERATIONS, CLUBS & PARTNERS THAT HAVE SUPPORTED OUR GAME OVER THE PAST YEAR

MEMBER FEDERATIONS



A-LEAGUE MEN & A-LEAGUE WOMEN CLUBS



PARTNERS

