



**FOOTBALL  
AUSTRALIA**

PRE-TOURNAMENT REPORT  
JULY 2023

# LEGACY '23



Photo by Jason McCawley/Getty Images



Sydney Opera House Lights Up Ahead of the FIFA Women's World Cup 2023™ Host Announcement (25 June 2020)

Front cover image: Football Australia Legacy '23 Mosaic in celebration of 100 Days to Go (31 May 2023)

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Mununjali Wiradjuri Artist Kim Walmsley.  
This artwork was commissioned to mark  
the launch of Football Australia's Reconciliation  
Action Plan in February 2022.

# ACKNOWLEDGEMENT STATEMENT



Football Australia acknowledges Aboriginal peoples and Torres Strait Islander peoples as the first inhabitants of the land now referred to as Australia, and that sovereignty was never ceded. Football Australia also respectfully acknowledges all Aboriginal peoples and Torres Strait Islander peoples, cultures and communities as the Traditional Custodians of the land, skies and seas. We extend this respect and acknowledgement to First Nations Elders past and present and, as we seek to extend and celebrate football's positive legacy in this country, we proudly embrace First Nations peoples and cultures as an integral foundation of our global and national sport.

From players to administrators and advisors to ambassadors, there are many First Nations contributors to the history and success of women's football in Australia. In preparing for hosting the FIFA Women's World Cup 2023™, aspects of those contributions and successes are highlighted throughout this report, and we aim to further document and share those contributions and successes as we create a lasting legacy from this tournament.

Football Australia is located on the lands of the Gadigal people of the Eora Nation in Barangaroo, Sydney, and we pay our respects to the traditional custodians who have cared for the land since time immemorial. As the FIFA Women's World Cup™ commences, we recognise that our sport is played on over four thousand fields, of which First Nations people have been living custodians. In valuing that history we acknowledge the traditional place names of all locations on which football is played, many of which will play host to the FIFA Women's World Cup™ matches including Adelaide (Tarntanya), Brisbane (Meaanjin), Melbourne (Naarm), Perth (Boorloo) and Sydney (Gadigal).

A handwritten signature in black ink, appearing to be 'Narelda Jacobs'. The signature is stylized and fluid, with the first name 'Narelda' being more prominent and the last name 'Jacobs' written in a cursive style.

**Narelda Jacobs OAM**

Football Australia Legacy '23 Ambassador &  
National Indigenous Advisory Group Member



2023 Cup of Nations winning celebrations  
(22 February 2023)

# CEO STATEMENT



As co-host of the FIFA Women's World Cup 2023™ (FWWC 2023) Football Australia has a unique opportunity to showcase the enormous potential of the game in our country. However, we know that along with that opportunity, comes the critical responsibility to ensure that there is a legacy of tangible benefits that future generations of the Australian football community can enjoy.

When we submitted our bid to co-host the tournament, we made a strong commitment to develop and transform the football landscape and create an inclusive ecosystem which allows everyone to engage, participate, compete and belong.

In February 2021, we took our first steps on that journey with the launch of our Legacy '23 plan and thanks to the invaluable support and investment of Federal and State Governments along with our commercial partners, \$357 million has already been unlocked by football for legacy-related projects across the country.

Through this support and collaboration we have already seen results, including elevated stadium facilities, the establishment of state-of-the-art infrastructure and transformation of community clubs.

While celebrating these accomplishments, we remain committed to addressing the continuing challenges facing our game and acknowledge that there is still a significant amount of work to be done.

A handwritten signature in black ink, appearing to read 'J. Johnson', written in a cursive style.

**James Johnson**

Our research shows that only 41% of football facilities across the country are currently classified as female friendly. With an anticipated surge in female participants and our ambitious target to become the first community sport to reach gender parity, it is crucial that we rectify this situation and enhance the experience for female players, coaches and officials.

Our sport proudly embraces the diversity of modern-day Australia. The CommBank Matildas and Subway Socceroos stand as two of the nation's strongest sporting brands and as we approach the FWWC 2023, Australian football is on the verge of even greater expansion.

The Legacy '23 plan has laid a solid foundation for revolutionising women's football and promoting female participation across the nation. This report demonstrates the impact of Legacy '23 over the initial three year period, highlighting the positive outcomes for women and girls through case studies from around the country, outlining existing challenges to be addressed and identifying future opportunities post FWWC 2023.

Through continued collaboration with our government, commercial and football partners, we aim to capitalise on the growth opportunities presented by this event as we work together to support the largest club-based participation sport in the nation.

We hope you enjoy this report as we continue our work to deliver on our Legacy '23 Plan.

# EXECUTIVE SUMMARY

## FIFA Women's World Cup 2023™

The FIFA Women's World Cup Australia & New Zealand 2023™ (FWWC 2023) is poised to make an indelible mark in the annals of women's football, as the first-ever co-hosted tournament in the history of the competition. This landmark event is the largest women's sporting event in the world and one of the largest events Australia has hosted since the 2000 Sydney Olympics. Current estimates predict this tournament will be the most attended standalone women's sporting event in history.

Football Australia's bid for hosting the tournament was underpinned by a strong focus on creating a transformative legacy that extends well beyond the event itself. This report aims to provide a snapshot of progress made during the three-year period from June 2020, when Football Australia won the rights to co-host the tournament, until June 2023. By offering early insights and showcasing case studies, this report

highlights how investments and initiatives have led to positive outcomes for women and girls in football. Furthermore, it sheds light on the multitude of legacy opportunities that exist beyond the FWWC 2023.

Football Australia has joined the first-ever Legacy Working Group for a FIFA Women's World Cup™, collaborating with stakeholders from New Zealand Football, Oceania Football Confederation, Asian Football Confederation, and FIFA. The group aims to amplify and measure the tournament's legacy, bringing together various plans and initiatives from different associations and confederations to promote football growth locally, regionally, and globally. The outcomes of this collaboration contribute to FIFA's FWWC 2023 Legacy Impact Report, with updates continuing for up to five years following the conclusion of the tournament.



FWWC 2023 Legacy Working Group Meeting, held in Auckland, New Zealand on 24 February 2023.

Photo by FIFA

# LEGACY '23

Legacy '23 is a strategic plan to harness the growth of women's football and deliver enduring benefits for Australia's largest community sport beyond 2023, including becoming the first community sport to reach gender parity in participation.

Formulated through a business case that included a cost-benefit analysis and case study analysis, the evidence-based Legacy '23 Plan outlines a strategy for delivering economic, social, physical and mental health benefits, and social and multicultural inclusion and cohesion for the community and the nation.

Featuring five pillars—Participation, Community Facilities, Leadership & Development, Tourism & International Engagement, and High Performance—the ambitious Legacy '23 Plan is helping ensure Football Australia deliver positive and enduring benefits before, during, and beyond the 2023 tournament as we seek to consolidate and extend Australia's strong women's football foundations.

"This global event is a once in a lifetime opportunity to transform sport in Australia. Through Legacy '23 we want to ensure we can meet the surge in demand, foster an inclusive and welcoming environment for all and ultimately reach 50:50 gender equity on and off the pitch."

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



# Key dates and milestones



**June 2020:**  
Australia & New Zealand confirmed as co-hosts for the FIFA Women's World Cup 2023™

**February 2021:**  
Launch of the Legacy '23 Plan at Parliament House in Canberra

**November 2021:**  
Record Matildas attendance of 36,109 vs USWNT at Stadium Australia in Sydney

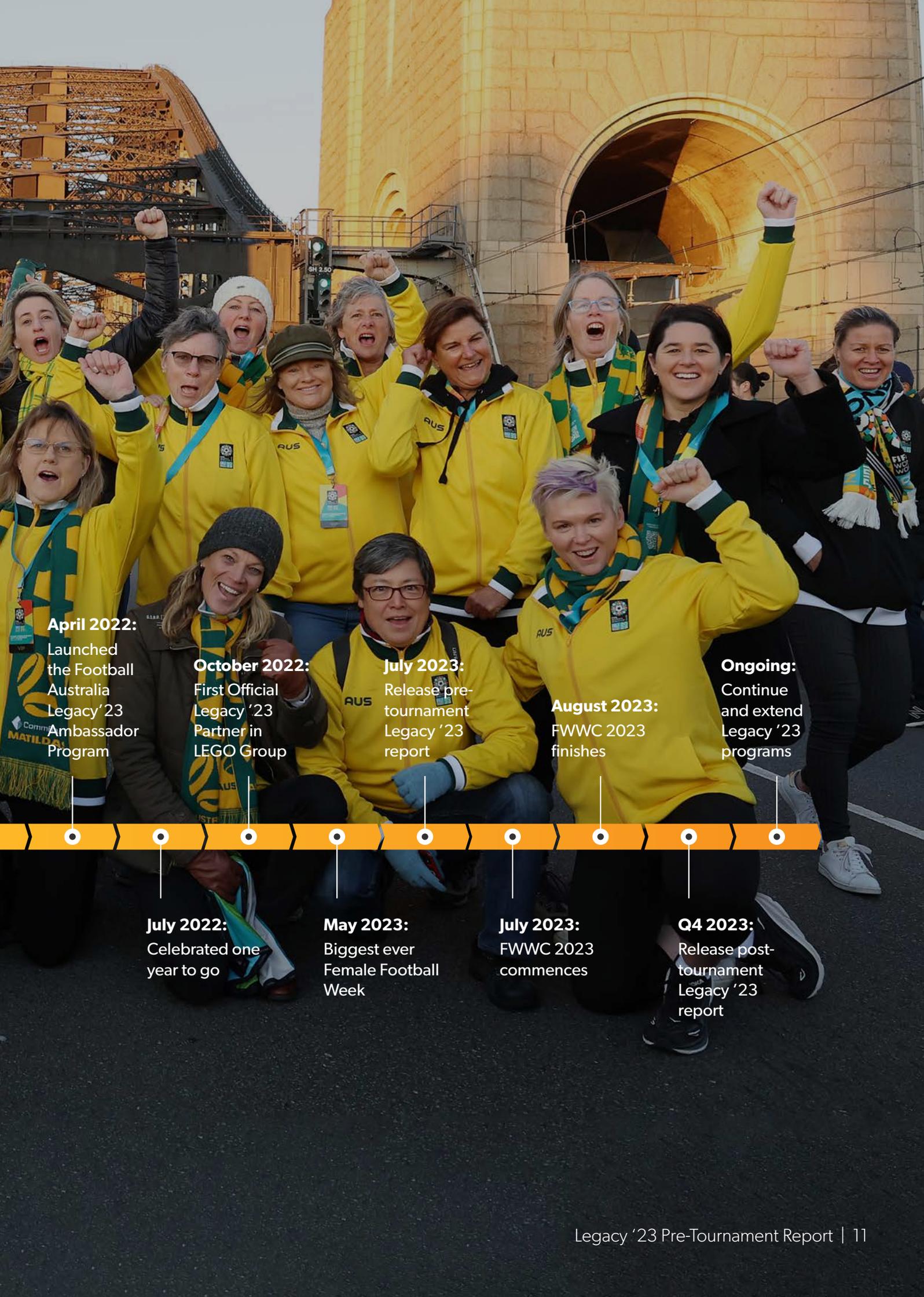
**March 2022:**  
Celebrated 500 days to go and launched new national women's team in the CommBank ParaMatildas

**December 2019:**  
Australia & New Zealand submit a bid for the FIFA Women's World Cup 2023™

**December 2020:**  
Football Australia completes a business case surrounding event legacy opportunities

**October 2021:**  
Hosted first CommBank Matildas match on home soil since COVID-19 pandemic

**December 2021:**  
Launch of dedicated W&G brand Our Game



**April 2022:**  
Launched the Football Australia Legacy '23 Ambassador Program

**October 2022:**  
First Official Legacy '23 Partner in LEGO Group

**July 2023:**  
Release pre-tournament Legacy '23 report

**August 2023:**  
FWWC 2023 finishes

**Ongoing:**  
Continue and extend Legacy '23 programs

**July 2022:**  
Celebrated one year to go

**May 2023:**  
Biggest ever Female Football Week

**July 2023:**  
FWWC 2023 commences

**Q4 2023:**  
Release post-tournament Legacy '23 report

# Impacts

**Since the launch of Legacy '23, Football Australia has implemented a 5-pillar strategic framework to monitor and track data, assessing the overall impact. This report offers an overview of the framework and highlights key metrics that showcase the impact of Legacy '23 thus far. Football Australia is committed to reporting on the progress of Legacy '23 and will continue collaboration with the FWWC 2023 Legacy Working Group to ensure the evaluation of the event's legacy moving forward.**

The pillars within the framework are interconnected and mutually influential, with each pillar contributing to the success of the others. Football, being played in communities throughout the country, delivers substantial benefits in various areas, including the economy, society, physical health, and mental well-being. Additionally, football plays a pivotal role in promoting social cohesion and multicultural inclusion. These initiatives align with and support a range of priorities established by the Government, as outlined in the accompanying table. The impacts of Legacy '23 have been comprehensively detailed within each respective pillar section, demonstrating the positive outcomes achieved thus far.

## Government Benefits

Aligns with Sport 2030 National Plan / Brisbane 2032

Aligns with National Women's health Strategy 2020-2030

Supports National Preventative Health Strategy

Aligns to PacificAus Sports Programming

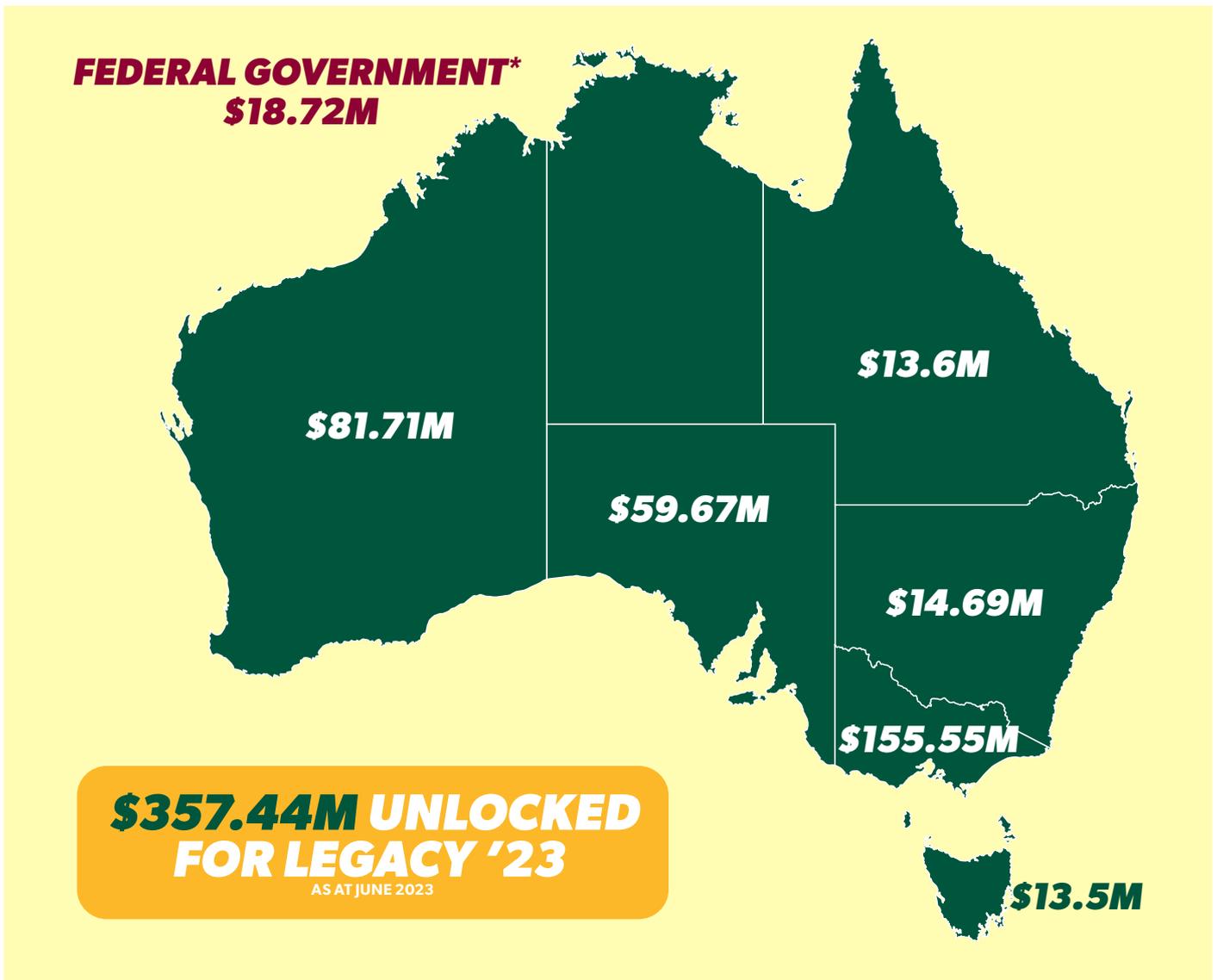
Aligns to Sports Diplomacy 2032 Strategy

Aligns with Australian Sports Commission Strategic Vision 2034

Aligns with State Government Sports and Major Events Strategies

Aligns with National High Performance Sport Strategy 2024





\*Denotes direct Legacy '23 support for national programming. The Federal Government has given an additional \$39M for state specific projects, captured in state figures.

A key metric has been government investment. As of June 2023, the co-hosting of the FWWC 2023 and Legacy '23 has unlocked \$357,446,000 in Federal and State Government funding towards legacy related projects. This investment has already yielded initial impacts, with further anticipated results in the months and years to come. Overall, Victoria holds the largest Federal and State Government investment at \$155,552,000 (43.5% of the total). This is largely due to the significant investment in the High Performance Facility of the Home of the Matildas. This report articulates provisional Federal and State Government investment figures. The data capture process is ongoing, and we continue to validate these numbers with Government, Member Federations and FIFA.

Pillar	% of total funding
Facilities	93.3%
High Performance	2.5%
Leadership & Development	0.5%
Participation	3.4%
Tourism & International Engagement	0.3%

# Future Opportunities

**Legacy'23 has made significant progress in establishing a lasting legacy for football.**

However, there are several future opportunities to further benefit the country. These include achieving equal gender participation in grassroots sport ensuring female-friendly facilities, strengthening the CommBank Matildas brand, expanding developmental programs, and improving the squad's depth and performance.



**Secure 100% inclusive facilities to enable participation and retention of women and girls.**



**Increase investment in female high-performance programs and pathways.**



**Implement 40:40:20 principle for gender diversity in football governance.**



**Expand non-traditional football formats for increased participation in achieving 50:50.**



**Seek government support for hosting major international football events in Australia.**

Inaugural NAIDOC Cup 2022, Football NSW Team





Future Matilda Naomi Chinnama and  
CommBank Matilda Charlotte Grant

# PILLAR 1: FACILITIES

## Objective

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**Building our game to meet surging demand through improved infrastructure to ensure equitable female facilities.**

Home of the Matildas, Melbourne



## Overview

The sustained growth in football participation rates, especially among women and girls in Australia, emphasises the significance of prioritising infrastructure capacity and capability as a long-term strategic objective for all states and territories. The availability of inclusive and high-quality facilities plays a crucial role in realising the goal of achieving 50:50 gender parity in football, ensuring equal opportunities and promoting inclusivity within the sport.

## Facilities Audit and Female-Friendly Facilities

To assess the current state of infrastructure and facilitate future planning, Football Australia and its nine Member Federations have implemented the national Football Facilities Audit Tool. This tool collects comprehensive data from over 1,900 facilities and 4,350 fields across the country, totaling more than 10 million data fields. This data-driven approach facilitates effective conversations and collaboration with government entities at various levels, enabling strategic planning, development and resource allocation to address infrastructure gaps and meet the evolving needs of football facilities across Australia.

Key findings of the audit were:

1. Funding focus for football is not consistent across Australia.
2. There are dependencies that should inform future policy and investment strategies.
3. Past facility design has shown limited focus in creating inclusive environments.

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**1920**  
facilities

National Audit Data (as of June 2023)

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**41%**

of changeroom facilities  
are female friendly

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**53%**

for 'good' to 'excellent'  
pitch standards

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## #Equaliser Campaign

Following the initial audit in May 2022, it was revealed that only 36% of changeroom facilities in Australia were female friendly. In response, Football Australia launched the targeted #Equaliser campaign during the 2022 Federal Election to address the gender-based facilities gap and advocate for funding. The campaign aimed to raise awareness and support for improving changeroom facilities, resulting in \$17,950,000 in attributable commitments, with \$7,750,000 secured. The campaign's success was further recognised with two awards from the Public Relations Institute of Australia in December 2022.

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**78%**

accessible clubrooms  
however, only 26% have  
accessible toilets

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**71%**

fields with lights, however  
only 28% >100LUX

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**4394**  
fields

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**34%**

fields have 'good'  
drainage

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Automatic Irrigation  
**62%**

**We need an**  
**#EQUALISER**  
♀

# PILLAR 1: FACILITIES

## Investment

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**The co-hosting of the FWWC 2023 and Legacy '23 has unlocked \$333,526,000 of government investment into football infrastructure, constituting a significant portion (93.3%) of overall legacy funding. While this funding showcases a commitment to the sport and the tournament, further analysis reveals a significant gap in community facilities. With 2377 clubs, nearly 2 million participants, and a goal of achieving gender parity, increased investment into community facilities is crucial. To assess facilities investment, funding has been collated under three categories: stadia upgrades, high-performance facilities, and community facilities.**

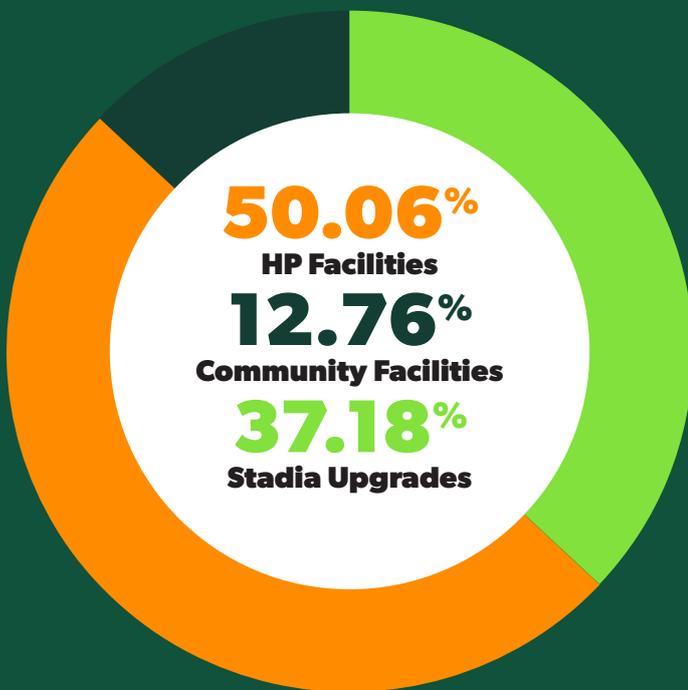
A significant percentage (87.2%) of the captured facilities investment to date is allocated to Stadia and/or High-Performance facilities. Stadia upgrades amount to \$124,000,000 (37.2% of total facilities funding), while High-Performance facility investment currently stands at \$167,000,000 (50.1% of total facilities funding).

Stadia upgrades have been implemented in crucial FWWC 2023 match venues to meet FIFA compliance standards and enhance the spectator experience. Although football will continue to utilise these stadia for A-League matches and international fixtures after the FWWC 2023, the majority of the benefits will be realised by other sporting codes. The list of stadia upgraded specifically for the FWWC 2023 are Brisbane Stadium (QLD), Perth Rectangular Stadium (WA), Hindmarsh Stadium (SA) and Melbourne Rectangular Stadium (VIC).

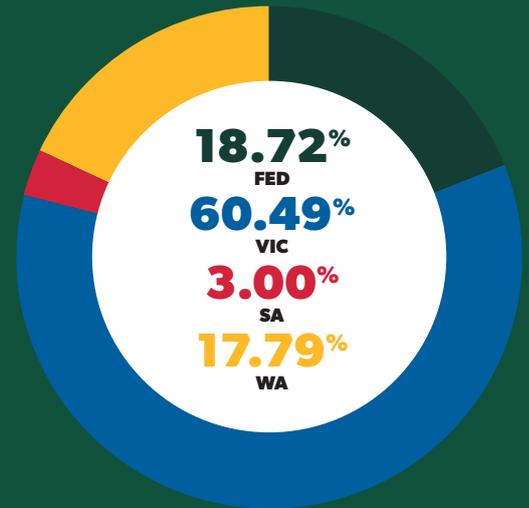
High-performance facility investment has been allocated across three key facilities: The Western Australia State Football Centre, with a total federal and state funding of \$45,960,000 and the Home of the Matildas at La Trobe University in Melbourne, with a total federal and state funding of \$116,000,000 and an additional \$5,000,000 of State Government funding invested into the development of the South Australia State Football Centre.

Out of the total facilities investment, only 12.8% or \$42,600,000 has been specifically allocated to projects that primarily benefit community participation in football. This investment is divided into two areas. Firstly, there has been a focus on enhancing capacity and capability through improvements in changerooms, drainage, irrigation, and lighting. The second area of investment is aimed at meeting FIFA requirements for the FWWC 2023 Venue Specific Training Sites (VSTS) and Training Base Camps (TBC), which will subsequently be handed back to community clubs after the conclusion of the FWWC 2023.

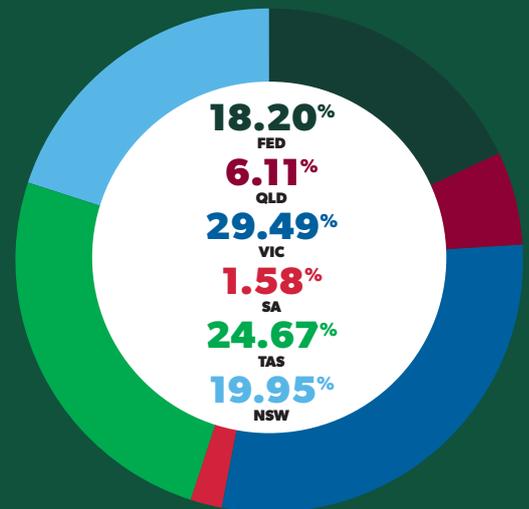
### Facilities investment breakdown



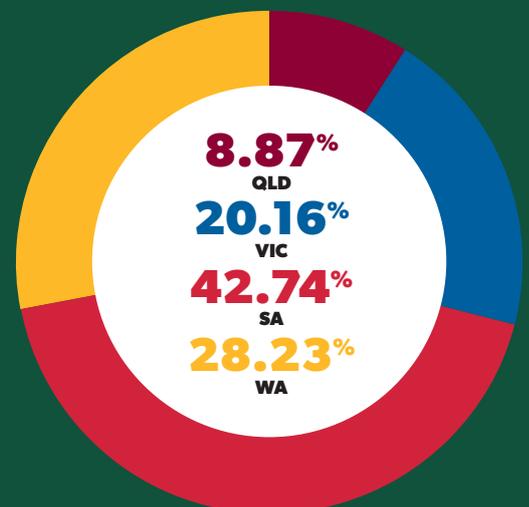
### High Performance Facilities



### Community Facilities



### Stadia Upgrades



**New South Wales faces significant community infrastructure challenges, primarily due to its large number of football participants across the state. The state has the lowest level of accessible clubrooms, with only 63% meeting accessibility standards.**

Additionally, NSW has the lowest percentage of pitch standards rated as 'good' to 'excellent', standing at just 44% and NSW holds the second lowest standards of both 'good' drainage (24%) and automatic irrigation (50%) nationally. In relation to FWWC 2023 legacy though, one of the most pressing challenges for NSW is the insufficient percentage of female-friendly changeroom facilities, which currently stands at 27% (national average 41%). If predictions of a substantial increase in female participation post-FWWC 2023 are accurate, these facilities will struggle to meet the demand.



**539,217 players (39% of all registered players)**



**942 clubs**



**2,250 fields**



**1,500 changeroom facilities of which only 27% are female friendly**



**44% for 'good' to 'excellent' pitch standards**



**63% accessible clubrooms**



**50% automatic irrigation**

## Investment

NSW stands out as the only state to have announced and allocated resources to a dedicated community facility legacy fund. This fund aims to support the development of football infrastructure, with an investment of up to \$5,000,000 planned between 2022 and 2024. In the first round of funding, a total of 29 projects have secured \$2,500,000, and with co-contributions, this will result in a total injection of \$5,800,000 into facilities in round one. NSW has also benefited from Football Australia's #Equaliser campaign, receiving \$2,000,000 specifically designated for improving female-friendly facilities at three distinct locations: Rockdale, Ashfield, and Garden Suburb. Furthermore, over \$692,000 has been allocated towards FWWC 2023 venue-specific training sites and training bases, which will be utilised by visiting teams during the tournament. As of June 2023, a total of \$10,492,000 has been invested into FWWC 2023 legacy-related infrastructure projects in NSW.



## Case Study

### Community Facilities – #Equaliser, Ashfield Pirates, Hammond Park, Ashfield, NSW

#Equaliser (the female-friendly change facilities federal election campaign) launched in the marginal seat of Reid at Hammond Park, Ashfield, on 2 April 2022. The Hammond Park facility had no dedicated change facilities and very basic amenities. The campaign launch was hosted by #Equaliser ambassador and broadcaster Stephanie Brantz in the presence of the sitting Liberal MP and Labor candidate, Football NSW CEO, Football Australia's Head of Women's Football, and the Ashfield Pirates FC President who all spoke of the importance of supporting female footballers within the community. In addition, Ashfield Pirates players and family were present, having organised games as a backdrop to the event. As a result of the event, the Ashfield Pirates received commitments of \$300,000 by both parties towards female-friendly change facilities.



Launch of the #equaliser campaign in 2022 at Hammond Park, the home ground of the Ashfield Pirates.

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**In 2022, Queensland faced significant challenges due to floods that severely impacted football clubs' pitches and facilities, including those designated for FWWC 2023 training grounds.**

The resulting damage and soil saturation required extensive repairs and recovery efforts. Currently, only 29% of audited fields in QLD possess 'good' drainage, while 67% have automatic irrigation. This presents a challenge in terms of field capability and capacity as participation in the sport continues to rise in the region. While the state's football facilities are considered average in comparison to various infrastructure aspects, there is still considerable room for improvement. For example, although QLD boasts the second-highest percentage of female-friendly changerooms, they only account for 49% of total changerooms in the state. QLD ranks third in the percentage of fields with lighting (71%) and second in the number of fields with lighting exceeding 100 Lux (60%). Nevertheless, there is a pressing need to invest further in infrastructure capacity and capability to meet the growing demand, especially considering Queensland's significant population growth.



**269,366 players (18% of all registered players)**

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**313 clubs**

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**420 fields**

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**327 changeroom facilities of which only 49% are female friendly**

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**60% for 'good' to 'excellent' pitch standards**

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**77% accessible clubrooms, yet only 14% have an accessible toilet**

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**67% automatic irrigation**

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## Investment

To date, Queensland's facilities have benefited from a total investment of \$2,600,000, which has been directed towards the development of seven FWWC 2023 venue-specific training sites and training bases. These facilities will be utilised by visiting teams during the tournament. Additionally, Brisbane Stadium has received \$11,000,000 in funding, which has been allocated towards IT connectivity, corporate facility enhancements, and surface improvements. As of June 2023, Queensland has not announced a state-specific FWWC 2023 legacy fund and was unsuccessful in obtaining support through the #Equaliser campaign. Both Football Australia and Football Queensland are working with the Queensland Government to unlock funding that will target areas in high need of football infrastructure across Queensland in support of female football growth. To date a total of \$13,600,000 has been invested in FWWC 2023 legacy-related infrastructure projects in Queensland.



## Case Study

### Community Facilities – Spencer Park, Brisbane City FC

The Spencer Park facilities were significantly affected by the 2022 South-East Queensland flood event, requiring extensive repairs and recovery time. The facilities have been upgraded and future-proofed courtesy of \$800,000 of funding obtained through the Queensland Government and Brisbane City Council. The improvements, which include new drainage and pitches, and full LED lighting and cabling upgrades, ensure Spencer Park now boasts fully drained and engineered pitches and television-standard lighting. The latter will also result in lower power bills and a reduced fire hazard as compared with the venue's previous 40-year-old halogen lighting. As a result of these improvements, Spencer Park is now ready to host the FWWC 2023 training and is also able to broadcast domestic matches such as league finals and the Australia Cup.



Spencer Park, Brisbane

**Victoria reports some of the best statistics with respect to accessibility, with 90% of clubrooms and 65% of player toilets identified as being accessible. Victoria's primary challenge relates to field conditions.**

The state has the second lowest field conditions ranking nationally, with just 48% of fields rated 'good' to 'excellent', and with many fields identified as having below average levels of both 'good' drainage (49%) and automatic irrigation (50%). Notably, Victoria has the best female-friendly changeroom compliance (69%) nationally, demonstrating that prior state government investment has had a significant impact.



Home of the Matildas, Melbourne



**326,578 players (21% of all registered players)**



**386 clubs**



**352 fields**



**440 changeroom facilities of which only 69% are female friendly**



**48% for 'good' to 'excellent' pitch standards**



**90% accessible clubrooms**

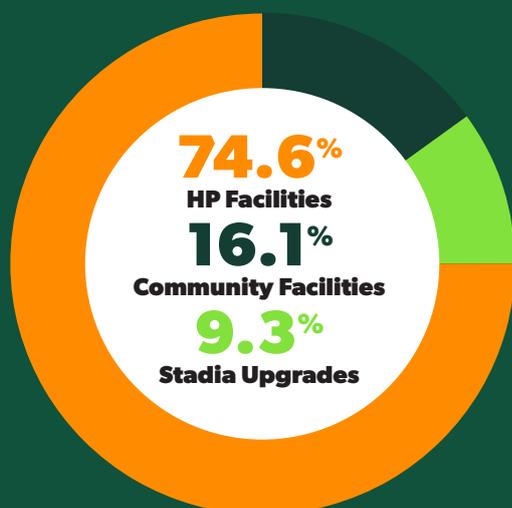


**50% automatic irrigation**

## Investment

Despite the absence of a state-specific FWWC 2023 legacy facilities fund, football in Victoria has received significant investment across the three facility subcategories. The Victorian government has allocated \$25,000,000 towards upgrading Melbourne Rectangular Stadium on page 27, focusing on LED field lighting, improved amenities, enhanced Wi-Fi connectivity, and the installation of innovative curved LED video screens, a pioneering feature in Australia. The most notable investment has been directed towards the Home of the Matildas, which serves as both the new home for Football Victoria and women's National Team. Further details regarding this significant project can be found on the next page.

Furthermore, community facilities have benefited from investments driven by Football Australia's #Equaliser federal election campaign and the Victorian government's World Game Facilities Fund (\$12,100,000). Notably, Blackburn NewHope FC has successfully secured \$2,000,000 in federal funding, which has been utilised to enhance access to female-friendly changerooms and establish a new pavilion. In addition, the Victorian state government has invested \$452,000 into Victorian FWWC 2023 venue-specific training sites and training bases that will be utilised by visiting teams during the tournament. As of June 2023, \$155,600,000 has been invested into FWWC 2023 legacy-related infrastructure projects in VIC.



## Case Study

### High Performance Facilities – Home of the Matildas, Melbourne

The Home of the Matildas project has been made possible through an investment of \$101,000,000 from State Government and \$15,000,000 from Federal Government into La Trobe University Sports Park. On 3 July 2023, the facility was officially unveiled, just in time to serve as the venue for the CommBank Matildas' FWWC 2023 preparation camp in Melbourne. Following this, the precinct will host the Jamaican Women's National Football Team during the FWWC 2023 group stage before transitioning into a Venue Specific Training Site (VSTS) in August, accommodating another national team and showcasing its impressive infrastructure on a global scale.

Designed by leading female architects, the precinct boasts two state-of-the-art hybrid turf pitches, two FIFA-grade synthetic pitches (with another planned for construction later this year), twelve change rooms (including a customised changing room for the CommBank Matildas), a fully-equipped gym, medical facilities, modern wet recovery areas, premium function rooms, coaching development spaces and an 800-seat grandstand with excellent sight lines. The facility's aim is not only to benefit elite athletes but also to serve the community, providing pathway from grassroots to the highest level of the sport. It will allow hundreds of community footballers to train and play on the same fields, fostering inclusivity and growth. Additionally, the facility will become Football Victoria's new state football centre, further enhancing its significance and impact.



Home of the Matildas, Melbourne

**Western Australia stands out with the highest percentage of fields rated as 'good' to 'excellent' (91%) quality across Australia, supported by impressive irrigation (84%) and drainage (63%) statistics.**

WA reports excellent clubroom accessibility at 91%, demonstrating its commitment to inclusivity. However, there is a need for significant improvement in toilet accessibility, with only 37% meeting the required standards. Similarly, female-friendly change facilities present a challenge, as only 35% of facilities currently comply with the necessary standards, well below the national average of 41%.



Perth Rectangular Stadium



**152,540 players (10% of all registered players)**



**247 clubs**



**218 fields**



**263 changeroom facilities of which only 26% are female friendly**



**65% for 'good' to 'excellent' pitch standards**



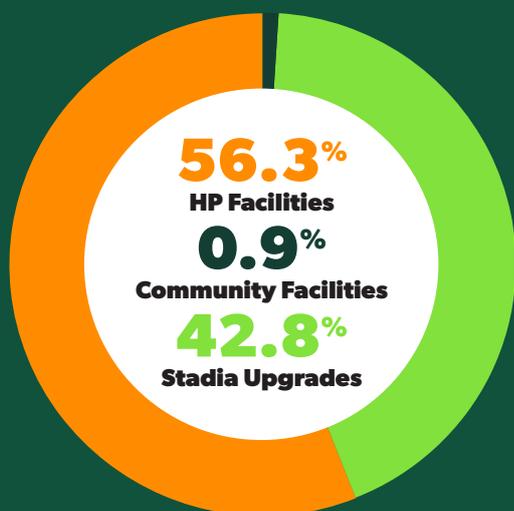
**81% accessible clubrooms**



**84% automatic irrigation**

## Investment

As of June 2023, a total of \$81.700,000 has been invested into FWWC 2023 legacy-related infrastructure projects in WA. This includes a \$35,000,000 investment in upgrading WA's Perth Rectangular Stadium, with a focus on improving the pitch, lighting, and player facilities to ensure readiness for the FWWC 2023. In addition, Football West has secured a new home through a combined state and federal funding of \$45,960,000, leading to the establishment of WA's first State Football Centre. This facility will serve as both a training centre for the tournament and a versatile venue for various football activities. Despite the significant investment made in high-performance facilities and stadiums, there remains a need for the development of community facilities in WA. With no specific FWWC 2023 legacy community facilities fund currently announced, it is important to address this need to ensure the sustained growth and development of football in the state.



## Case Study

### High Performance Facilities – Football West State Football Centre

The State Football Centre, located at Queens Park, received funding from both the Federal and State governments, totaling \$45,960,000. The facility will consist of a two-storey building with a grandstand, two competition pitches, and provision for three five-a-side playing pitches. It will serve as a dedicated venue specific training site during the FWWC 2023. After the tournament, the centre will transition to become the permanent headquarters of Football West, catering to both community-level football and high-performance football programs.



WA State Football Centre, Queens Park

**When assessing the state of football facilities in South Australia, several key factors come into play. SA ranks third nationally in terms of female-friendly change facilities (48%) and clubroom accessibility (85%), but falls behind in accessible toilets (17%).**

However, the state shines in field conditions, with 77% of fields rated 'good' to 'excellent', supported by high levels of automatic irrigation (73%) and drainage (highest at 73%). Although SA has a lower score for fields with lights (63%), it boasts the highest percentage of lights exceeding 100 LUX (63%). While SA's facilities generally compare well with other states, it is crucial to prioritise capacity and capability improvement projects to sustain and enhance these facilities amidst growing participation.



Hindmarsh Stadium, Adelaide



**99,021 players (7% of all registered players)**



**305 clubs**



**341 fields**



**310 changeroom facilities of which only 48% are female friendly**



**77% for 'good' to 'excellent' pitch standards**



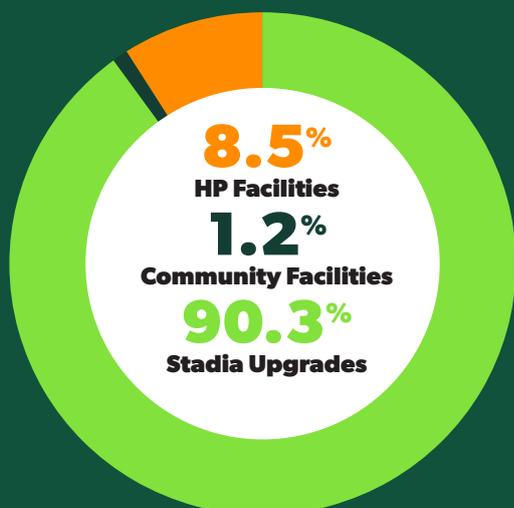
**85% accessible clubrooms, yet only 14% have an accessible toilet**



**81% automatic irrigation**

## Investment

SA has not to date (as at June 2023) announced a FWWC 2023-specific legacy community facilities fund. SA was also unsuccessful in realising support through the #Equaliser campaign. So far, three SA facilities have secured \$672,000 of investment into FWWC 2023 venue-specific training sites and training bases that will be used by visiting teams during the tournament. FWWC 2023 competition venue and APL football facility Hindmarsh Stadium has also obtained \$53,000,000 for stadium modernisation, tournament compliance upgrades and player/spectator experience improvements. In addition when the South Australian State Football Centre was announced in 2018 as a result of securing hosting rights for FWWC 2023 the SA Government awarded an additional \$5,000,000 to the project. As of June 2023, \$58,672,000 has been invested into FWWC 2023 legacy related infrastructure projects in SA.



## Case Study

### Stadia Upgrades – Hindmarsh Stadium

The Hindmarsh Stadium in Adelaide has undergone a significant upgrade, with a total investment of \$53,000,000 in preparation for the FWWC 2023 fixtures. This purpose-built football facility will serve as a host venue for five matches during the tournament, providing enhanced experiences for both spectators and players. The Eastern stand has been redeveloped, and new female changerooms have been added, improving the overall accessibility of the stadium. Furthermore, improvements have been made to lighting, screens, media facilities, and corporate spaces. This substantial investment in the Hindmarsh Stadium will leave a lasting legacy, benefiting not only the FWWC 2023 but also A-League clubs that will utilise this upgraded facility.



Hindmarsh Stadium, Adelaide

## Tasmania currently has the lowest percentage of female-friendly change facilities compared to other states and territories.

In terms of pitch condition, TAS ranks in the top half, with 65% of fields considered 'good' or above. However, both drainage and irrigation statistics lag behind, with rates at 51% and 43% respectively. Immediate attention is required to improve facility capacity and capability in terms of lighting. Currently, only 38% of fields in TAS have lighting, the lowest percentage compared to other states, with SA having 63%. Additionally, less than 10% of fields have lighting exceeding 100 LUX, the lowest percentage among all territories, while the ACT stands at 22%.



**28,040 players (2% of all registered players)**



**119 clubs**



**133 fields**



**89 changeroom facilities of which only 26% are female friendly**



**65% for 'good' to 'excellent' pitch standards**



**81% accessible clubrooms, yet only 14% have an accessible toilet**



**43% automatic irrigation**



Lightwood Park, Hobart (before)

## Investment

The TAS state government has made investments in community facilities with the aim of attracting visiting teams for their team base camps during the FWWC 2023 tournament. Although the expected outcome did not come to fruition, the facility upgrades will have a lasting impact, enhancing capacity and capability. The state government allocated \$10,500,000 to four FWWC 2023-related projects, and Kingborough Lions United FC's Lightwood Park received an additional \$3,000,000 in federal funding. Launceston, Hobart and Devonport have all benefited from investment. Valley Road will undergo pitch upgrades with a budget of \$3,500,000, while Churchill Park and Birch Avenue will benefit from \$1,000,000 and \$2,500,000 respectively for improvements in lighting, change facilities, and seating. These investments will contribute to the overall enhancement of community facilities in TAS. As of June 2023, \$13,500,000 has been invested into FWWC 2023 legacy related infrastructure projects in TAS.



## Case Study

### Community Facilities – Kingborough Lions United FC, Lightwood Park

In total, \$6,500,000 is being invested in the Lightwood Park project, creating a legacy for the local community, football club, high school, and other sports precinct users. The project is being completed in three stages, with stages one and two already complete. Current completed works include eight new changerooms, referee rooms, medical facilities, pitch upgrades, seating, and improved accessibility, with final works being conducted on lighting. With these upgrades, the facility has the potential to host A-League games, which in turn will boost the profile of the game in TAS.



New changeroom facilities, Lightwood Park, Hobart

**In terms of female-friendly change facilities, the Australian Capital Territory currently ranks third-lowest with a percentage of 32%, despite having the highest percentage of female players among all states and territories at 27%.**

The ACT also faces challenges in terms of accessible clubrooms, with a rate of 63%, and accessible toilets, with only 14% meeting the required standards. On the positive side, the ACT has the highest number of fields equipped with automatic irrigation at 97%. However, there is room for improvement as only 22% of fields have 'good' drainage, with 64% identified as needing improvement. In terms of field lighting, the ACT boasts the second-highest number of fields with lights at 73%. However, the effectiveness of these lights is hindered by aging and non-fit-for-purpose equipment, with only 22% of the lights emitting more than 100 Lux. Currently, there is no distinct legacy facilities program specifically funded in the ACT.



**35,291 players (2% of all registered players)**



**48 clubs**



**183 fields**



**88 changeroom facilities of which only 32% are female friendly**



**60% for 'good' to 'excellent' pitch standards**



**63% accessible clubrooms, yet only 14% have an accessible toilet**



**97% automatic irrigation**



# PILLAR 2: HIGH PERFORMANCE

## Objective

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**Elevating our game with world class preparation to support our Women's National Teams Program and establishing high performance pathways and systems to build competitive depth.**

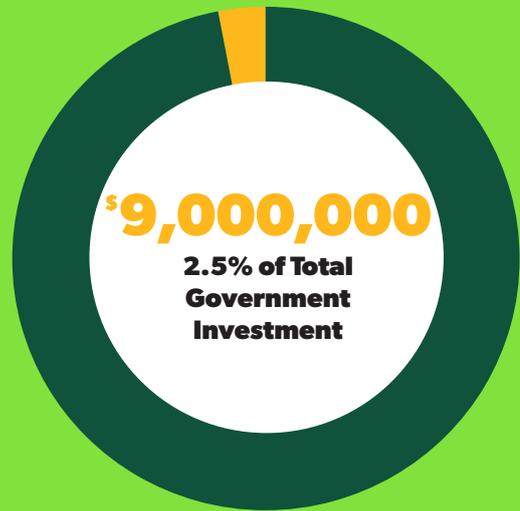
## Overview

The High-Performance Pillar aims to strengthen and support high-performance pathways for women and girls through programmatic and system change. In December 2020, Football Australia's Performance Gap Report was released, assessing the landscape for elite and potential elite female footballers with the aim of achieving success at international tournaments, including the FWWC 2023. A comprehensive report was compiled to provide valuable insights for decision-making leading up to the tournament and beyond. Over the past three years, Football Australia has focused on addressing the report's findings. Unfortunately, the COVID-19 pandemic caused disruptions in the activities of the senior national team and the A-League Women's competition. Additionally, the operations of youth and junior teams were paused for two years. However, despite these challenges, significant progress has been made in achieving the goals set forth in the report.

In May 2022, Football Australia took a step towards strengthening the professional landscape of Australian football by implementing the Football Australia Club Licensing system. This system, which includes A-League Women and NPL Women clubs, serves as both a regulatory and developmental tool, establishing and raising standards in sporting, infrastructure, personnel, administration, legal, and finance areas. By collecting data and facilitating benchmarking, the Club Licensing system aims to foster greater professionalism within clubs.

## Investment

The co-hosting of the FWWC 2023 and Legacy '23 has unlocked \$9,000,000 in dedicated Federal Government funding into high performance programs, constituting 2.5% of overall legacy funding. Secured in May 2021, this funding has played a crucial role in supporting various initiatives, including the preparation of the CommBank Matildas for the FWWC 2023, as well as activities related to youth and junior national teams. Additionally, it has been instrumental in enhancing the capacity of staff at Football Australia to provide support to athletes and teams. While this report specifically focuses on government funding, it is important to recognise that commercial partnerships and associated revenue have played a significant role in the success of the women's national team program.



Funding Sources:  
Federal Government



# Women's National Team Program

## Performance Gap Report

**The report compared Australia with eleven prominent female football nations, evaluating factors such as senior and youth international football, domestic and continental club competitions.**

Key findings highlighted limited opportunities for fringe players to gain crucial match experience compared to other nations, resulting in concerns over Australia's senior national team squad depth and reliance on a core group of players. The report also revealed a lower number of senior international matches and fewer youth international programs, indicating a development opportunity gap. Additionally, Australia's domestic league structure offers fewer match minutes, limiting young players' chances to reach the recommended benchmark associated with progression to the senior national team or opportunities abroad.

Since Tony Gustavsson's appointment as the head coach of the CommBank Matildas, efforts have been made to address the findings of the report. Under Gustavsson's tenure, a total of 54 different players, including 19 debutants, have been selected for camps and tournaments. These players have been drawn from five different A-League Women's Clubs and have represented 11 different women's leagues worldwide, showcasing the diverse talent pool. In addition, the CommBank Matildas have increased their activity across FIFA windows. By kick-off for the CommBank Matildas opening match in the FWWC 2023, the team will have played 42 international matches in this world cup cycle. This includes 14 domestic matches across 7 cities and in 9 different stadiums.

The U23 women's national team, led by Head Coach Melissa Andreatta and Assistant Coach Leah Blayney, was established to support players in transitioning to senior international football and to be in alignment with the development pathway globally. In the recent training camp, all 22 squad members played in the previous A-League Women's season, representing nine different clubs from across Australia.

A pivotal development within this framework was the appointment of Rae Dower as the Technical Director for Women's Football. In this newly created role, Dower provides expert advice on technical matters throughout the women's game, encompassing women's national teams (senior and youth) and programs, including pathways leading to Future Matildas.



---

# 228,104

**total attendance across  
all home CommBank  
Matildas matches from  
2021 – June 2023**

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# 14

**home matches  
across 7 cities and in  
9 different stadiums**

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**CommBank Young  
Matildas competed at the  
FIFA U20 Women's World  
Cup 2022™**

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**CommBank Junior  
Matildas won the AFF U18  
Women's Championship  
Trophy in 2022**

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# 13

**Youth and Junior  
National Team  
Camps in 2022**

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# 20

**Youth and Junior  
International  
Matches in 2022**



# Future Matildas Program

**The Future Matildas Program was launched by Football Australia in 2018 to create a comprehensive platform for the development of young female footballers aspiring to represent the national team.**

Initially targeting players aged 15 to 20, the program has expanded its scope to accommodate talented individuals who fall outside the age brackets of youth national teams, as well as established players transitioning between club environments. Currently, the program is held across three locations, including New South Wales (Blacktown International Sports Park), Queensland (Queensland Sport and Athletics Centre), and Victoria (Darebin and Maribyrnong Sports Academy).

In 2023, Football Australia carried out an evaluation of the Future Matildas program as a component of its long-term strategic efforts to tackle the challenges related to player pathway and squad depth, as outlined in the 2020 Football Australia Performance Gap Report. The primary objective of this evaluation was to assess the effectiveness of the Future Matildas program in delivering high-quality youth development. Specifically, the review aimed to determine whether the program succeeded in increasing match minutes for young players and optimising the elite player pathway to meet world-class standards.

## Playing time

Analysing three seasons' A-League Women data for U23s and U20s players, the review found that the Future Matildas program participation is associated with significantly higher levels of playing time and player development.

### U23s

Players who have spent multiple years in the Future Matildas program average 11.3 appearances in the A-League Women's—18% higher than players outside the program.

Multi-year Future Matildas players average 817 minutes in the A-League Women's—41.6% more than the average 577 minutes for players outside the program.

### U20s

Future Matildas players average 11 A-League Women's appearances—39.5% higher than players outside the program.

Multi-year Future Matildas players average 780 minutes in the A-League Women's—108% more than the average 376 minutes for players outside the program.

## Streamlined Playing Pathway

The review identified that the Future Matildas program also provided a clear pathway to the senior Matildas squad, helping address squad depth and developing the next generation of CommBank Matildas.

- Over the past three years we have had 18 CommBank Matildas who were under the age of 23.
- 12 of the 18 had spent multiple years in the Future Matildas program.
- 5 of the 18 had spent some time in the Future Matildas program.
- Only 1 player had debuted for the CommBank Matildas who was outside of the Future Matildas program.



Kyra Cooney-Cross, CommBank Matilda

### Kyra Cooney-Cross



### Charlotte Grant



# Matildas

## Commercial Growth

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**In addition to the significant impact winning the bid to co-host the FWWC 2023 has had on the profile of women's football in Australia, FA has implemented a deliberate and focused strategy to enhance the brand of the CommBank Matildas.**

This strategy has involved generating additional sponsorship, media, licensing and merchandise rights, as well as implementing various initiatives to strengthen these brands.

### Sponsorship

Between 2020 and 2023, Football Australia has experienced significant growth in sponsorship revenue, with an increase of over 150% on a like-for-like basis. In December 2020, FA entered a three-year partnership with Priceline Pharmacy, aimed at supporting the development of women's and youth football in the country. The Commonwealth Bank, Australia's largest bank, became the naming rights partner of the Matildas and the biggest investor in women's football in the nation. CUPRA, Australia's newest car and lifestyle brand, became the official automotive partner of both the men's and women's national teams, emphasizing their support for professional development. In 2022, Subway became the naming rights partner of the Socceroos and a category partner of the Matildas and the

Australia Cup, establishing the largest national team sponsorship deal in Australian football history. The LEGO Group, the world's largest toy company, became a partner of both the women's and men's national teams, while also becoming the first official commercial partner of FA's Legacy '23 Strategy, making a monetary commitment towards the future of women's football. Additionally, existing sponsors such as Cadbury, Qantas and Seven Consulting, and Rebel renewed and expanded their partnerships with Football Australia, with a particular focus on women's football.

### Media Rights

In recent years, Football Australia has successfully expanded the visibility and reach of Australian football through a major broadcast partnership with 10 Viacom CBS. This partnership includes rights to broadcast national teams' games and the Australia Cup, leading to increased free-to-air television coverage for the CommBank Matildas and enhanced cross-promotion of football in the network's news and entertainment programming. Not only has this seen more free-to-air coverage of live matches, but it has seen increased visibility of football and various community programmes across mainstream media.

Furthermore, the collaboration with The Walt Disney Company in 2023 produced the docuseries "Matildas: The World at Our Feet," released on the global streaming platform Disney+. This compelling six-part series not only extended the reach of the Matildas' story and brand recognition but also showcased Australian football to a broader audience, both domestically and internationally.

## Licensing

The number of licensees supporting the Football Australia/CommBank Matildas/Subway Socceroos Program has increased by 89%, from 19 in 2020 to 36 in 2023. This growth has seen Football Australia’s licensing programme expand beyond traditional product categories and into areas such as stationery, children’s books and jewellery, and partnerships with household brands such as Smiggle, Frank Green, and the iconic Royal Australian Mint.

From 2021 to 2023, gross revenue from sales of CommBank Matildas merchandise at stadiums have reached their highest ever levels. Industry data suggests the Matildas fanbase have one of the highest per head spend on matchday. This growth aligns with Football Australia’s strategic vision to grow the ‘iconic’ nature of the Matildas brand, and provide more fans with more opportunities than ever before to display their support for the team.

# 150%

**growth in sponsorship revenue between 2020 and 2023**

# 89%

**increase in the number of licensees from 2020 to 2023**

**Release of a docuseries “Matildas: The World at Our Feet” on global streaming platform Disney+**



	2020	2021	2022
<b>Total No. of Commercial Partners (all Football Australia properties)</b>	11	11	15
<b>No. of Partners with Commercial Rights Relating to Women’s Football</b>	9	10	12

# A-League Women

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**The A-League Women's competition has experienced significant growth since June 2020, with an expansion in the number of teams, players, fans, and overall visibility. This growth was particularly evident during the 2022/2023 A-League Women Grand Final, which drew a record-breaking crowd for a women's domestic league match, showcasing the increasing popularity of the sport.**

In December 2020, the Australian Professional Leagues (APL) unbundled from Football Australia. The APL, along with its clubs and commercial partners, has played a central role in the growth strategy of the leagues. Since 2020, new teams from Wellington and Western United have joined the A-League Women, while the Central Coast Mariners are set to enter the league in the 2023/2024 season, with plans for further expansion already in progress. In addition to expanding the league, A-League clubs have made significant strides in their youth development programs for girls. Currently, four clubs operate academies specifically for girls, providing valuable opportunities for talented young female footballers to pursue a career in the game. This development has contributed to the overall growth and development of women's football in the league.

In September 2021, the APL and Football Australia signed a new 5-year collective bargaining agreement, which brings about significant improvements in benefits for A-League Women players. This agreement marks a substantial shift from just seven seasons ago when a considerable portion of A-League Women players, some 25%, earned less than \$500 for the entire season, and 85% earned less than \$5,000. Under the current agreement, the minimum payment to individual players will reach \$26,500 by the end of the term. Additionally, clubs have implemented enhanced and more equitable standards throughout their high-performance environments.

The A-League Women's competition is a crucial component of the elite female pathway in Australian football. All current Matildas players emerged from the A-League Women, with eight Matildas participating in the 2022/2023 season. Additionally, 21 members of the current Young Matildas squad are from A-League Women teams.

## Fan and community engagement



A-League Women's Launch  
2022/2023 Season

- 56% more fans attended A-League Women games over the course of the season than in the 2021/2022 season.
- Free-to-air viewership of the Grand Final was up 50%.
- The Liberty Pass was launched, with more than 9,000 children enjoying free entry to A-League Women's games.
- An A-League-wide Pride celebration was held for the first time.
- Women's football-focused program Dubzone was launched on Paramount+, the first ever television show of its type in Australian women's professional sport.

Sydney FC, A-League Women's  
2022/2023 Champions





**Donate here**

**In 2022, 500 days out from the FIFA Women's World Cup™, Football Australia launched the CommBank ParaMatildas, Australia's first national team for women and girls with cerebral palsy, acquired brain injury and symptoms of stroke. A first in the Asia-Pacific region, the CommBank ParaMatildas became the 10th member of Australia's national teams family and the first new Australian senior national team in 22 years.**

Ranked #2 in world after finishing second only to the United States of America at the inaugural IFCPF Women's World Cup in Spain in May 2022, the team will feature again in late 2023 when Australia will also host the 2023 IFCPF Asia-Oceania Men's and Women's Championships (Para Asian Cup). The tournament, which will be the first to feature women's and men's competitions concurrently and will be held at the newly constructed, world-class football facilities of the Home of the Matildas at La Trobe University.

With cerebral palsy being the most common disability in childhood and football the most popular sport in the country, the tournament will provide an opportunity to celebrate the athletes and raise awareness of the ability of para footballers to inspire a new generation.

Launch of the CommBank ParaMatildas in Sydney, 8 March 2022



“THIS TEAM WILL STAND PROUDLY ALONGSIDE THEIR COMMBANK MATILDAS TEAMMATES AS ICONIC FEMALE FOOTBALLERS AND THAT IS AN INCREDIBLE VISUAL THAT WE ARE PORTRAYING AS A SPORT.”

**Kelly Stirton,**  
**CommBank ParaMatildas Head Coach**

### **Georgia Beikoff**

Georgia Beikoff, born with cerebral palsy, is a highly accomplished athlete. Representing Australia as a javelin thrower at the 2012 Paralympic Games, she earned a bronze medal. Despite being the only girl she knew with cerebral palsy playing football at the time, it has always been her true passion. Georgia believes it is time for the footballing world to embrace women and girls with disabilities who share her love for the game. She made history as the first goal scorer for the ParaMatildas, competing in the inaugural Women’s World Cup.

Georgia Beikhoff, CommBank ParaMatilda



**#2**

**in the world**

**2.2 million**  
**women & girls live with a**  
**disability in Australia**

**Australia won the bid to**  
**host the Para Asian Cup in**  
**October 2023**

**Secured naming rights**  
**sponsorship in CommBank**

**\$1** **from every**  
**ticket sold at**  
**CommBank**  
**Matildas home**  
**matches will be**  
**donated to the**  
**ParaMatildas.**  
**\$1 of all Matildas**  
**ticket sales go**  
**towards the**  
**ParaMatildas**

**First all-female team competed**  
**from Capital Football at the**  
**2022 National Para Football**  
**Championships**  
**host the Para**  
**Asian Cup in October 2023**

# PILLAR 3: LEADERSHIP & DEVELOPMENT

## Objective

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**Leading Our Game through capacity in women's leadership, to shape the future of Australian sport and a culture that welcomes more women and girls to the game.**

## Overview

The Leadership & Development Pillar aims to address the underrepresentation of women in leadership roles across all aspects of football, beyond players, recognising the ongoing underrepresentation of women in administration, coaching, refereeing, and media positions. This effort is crucial to ensure diverse perspectives, foster inclusivity, and create equal opportunities for women in the sport. Over the past three years, Football Australia has been focused on conducting research and adopting new approaches to foster collaboration and drive meaningful change within the football ecosystem.

### Working towards 40:40:20

Positioned as a key goal for the Pillar, the 40:40:20 principle plays a crucial role in achieving gender diversity and equal representation across all levels of football governance. The principle aims to establish a balanced composition with a minimum of 40% women, 40% men, and the remaining 20% open to any gender. Football Australia, with the support of the Women's Football Council, has developed the Visible Leadership Framework to effectively measure and monitor the progress of women's representation across football. This framework was based on the Champions of Change 'Pathway to Gender Equality' which has been utilised by major Australian sporting codes to shape strategies and accelerate progress.

In 2023, the first compilation of baseline data took place across the Football Australia, Member Federations, APL, and the PFA. The findings indicate that, overall, 70% of football stakeholders at the Board level have achieved the 40:40:20 principle. However, there is a significant underrepresentation of women in the leadership pipeline, with only 10% of organisations achieving at least 40% female representation at executive level. Each organisation receives a summary report to offer insights on progress and actionable next steps. This framework serves as a vital tool in measuring the impact of key initiatives and driving progress towards gender equality in football.

# 26%

**female coaches**

# 14%

**female referees**

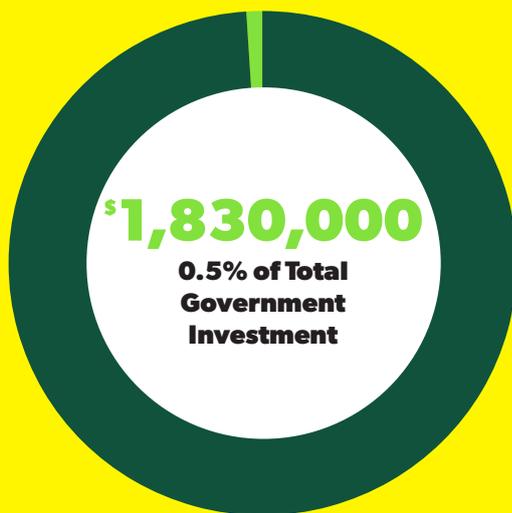
# 70%

**of football stakeholders at the Board level have achieved the**

# 40:40:20 principle

## Investment

The co-hosting of the FWWC 2023 and Legacy '23 has unlocked \$1,830,000 of government investment into high leadership & development programs, constituting 0.5% of overall legacy funding. The primary contributors of this funding are the SA and NSW State Governments, focusing on scholarships for women and leadership programs.



Funding Sources: Federal Government, NSW Government, SA Government

# 358

**coaching scholarships awarded through the NSW Football Legacy Fund for beginner and advanced certificates**

# 52

**volunteer scholarships awarded through the NSW Football Legacy Fund to support development**

# 139

**refereeing scholarships awarded through the NSW Football Legacy Fund for beginner and advanced courses**



The Final XI Legacy '23 Ambassadors: Influential figures from diverse sectors serving as advocates, raising awareness, and supporting initiatives outlined in the Legacy '23 Plan.

# OUR GAME Women in Leadership



**The Our Game Women in Leadership Program, designed in collaboration with Ebru Köksal, is an intensive course aimed at women currently working in or aspiring to work in football.**

The program's objectives include enhancing participants' skills and knowledge, fostering confidence to pursue leadership roles, and advancing their careers. The course covers various topics, such as sport governance, personal growth planning, emotional intelligence, effective communication, stakeholder engagement, and leading in male-dominated industries. A unique aspect of the program is the 'Train the Trainer' model, which trains women across football to become facilitators, enabling scalability and empowering women to take on leadership roles.

In June 2023, in partnership with Football NSW and Northern NSW Football, the pilot program was successfully delivered with 50 women participating from across the state, all with diverse roles and backgrounds in football. Furthermore, 13 facilitators from Football Australia, Member Federations, and APL have been upskilled to deliver future courses, implementing a co-facilitator model for effective workload distribution. This initiative serves as a successful case study of collaboration across the entire football ecosystem. Backed by funding from the Australian Sports Commission, the program brought together women from diverse stakeholder groups, developing stronger networks and fostering industry progression.



"I have had had the amazing opportunity of spending two days with some outstanding women in football. What starts off as being a little scary, ends with belief and confidence that you are in the right place, on the path meant for you. Keep an eye out for these amazing women, the future of football is in a better place with them involved"

**Football Canterbury Board Member and Managing Director at Marrickville FC Georgie Kokokiris**

# OUR GAME Women in Media

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**The Our Game Women & Non-Binary Persons in Media Program is designed to address the barriers faced by women and non-binary individuals when entering the sports media industry.**

This comprehensive program provides participants with the opportunity to develop their skills and knowledge under the guidance of industry professionals and mentors while simultaneously building their networks within the industry. The inaugural cohort comprises 10 participants who are divided into two streams: photography and communications/digital media.

Participants of the program have received accreditation and exclusive access to CommBank Matildas matches, along with the support of an industry mentor for guidance and hands-on learning experiences at A-League Women's matches. Notably, the first cohort will also receive accreditation for the FWWC 2023, offering them the chance to network with prominent professionals in the field and gain firsthand exposure to a global sporting event.

The program's funding is provided through the Australian Sports Commission (ASC), and it has secured valuable partnerships with industry leaders such as Getty Images, the Australian Broadcasting Corporation, the FWWC 2023, and the Australian Professional Leagues. By actively challenging gender stereotypes in sports media, the program contributes to the creation of a more equitable and inclusive future for the industry. Through increased representation, it strives to foster an environment where individuals of all genders have equal opportunities to participate and succeed.

"As an emerging photographer within the sports industry, obtaining this internship was nothing short of a dream come true. Programs such as the Our Game Media Internship are critical to ensure that all realms of football in Australia reach gender equality. Just as young girls can now dream to be a Matilda (more so now than ever!), this can now extend to roles in football media with increased opportunities and visibility.

I feel better placed with my future as a sports photographer with this internship. My imagery has not only improved, but I have obtained various opportunities to shoot football at such a high level. I don't think many people can say that they have captured a FIFA World Cup at the age of 19! I am immensely grateful and humbled to be a participant of a program I am so passionate about."

**Maya Thompson,  
Photography Participant**



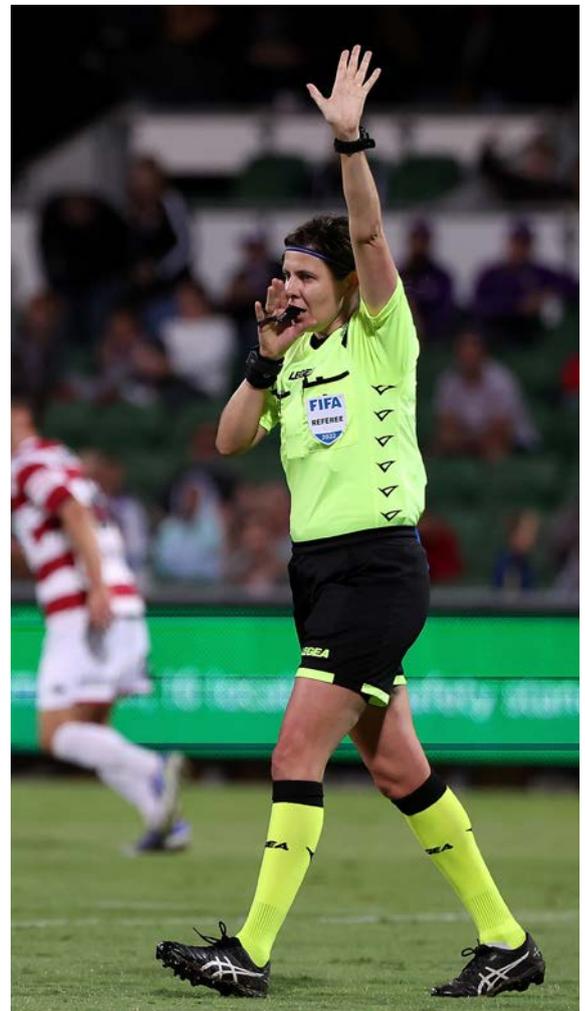
# Refereeing

**The representation of women in refereeing has experienced minimal growth over the past five years, with a 14% female representation observed in 2022.**

This is compounded by a shortage of referees across the game, failing to keep up with the growing participation rates. To address these challenges, active efforts are being made to collaborate with Member Federations and develop strategies aimed at increasing the number of female referees while ensuring an inclusive and safe environment. The commitment to support match officials remains steadfast, with a focus on sustainable growth and grassroots development to ultimately impact the entire football ecosystem.

Football Australia has consistently demonstrated strong representation of match officials appointed to FIFA's Panel of International Referees. In 2023, eight female referees were chosen, providing crucial exposure to international football. Football Australia's focus on elite pathways for female referees remains steadfast, aiming to become one of the few Member Associations worldwide to implement a professionalised model for their Women's Refereeing Program.

In addition to the CommBank Matildas on the pitch, Football Australia will have three female match officials involved in the FWWC 2023, namely Kate Jacewicz (REF), Casey Reibelt (REF), and Joanna Charaktis (AREF). This selection serves as a testament to the dedication and commitment demonstrated by each of these individuals throughout their refereeing careers. It also highlights the comprehensive support provided by the broader refereeing program to foster and encourage the growth of elite female match officials.



Casey Reibelt becomes the second female to referee an A-League Men's match in April 2022.

Kate Jacewicz



# OUR GAME

## Refereeing



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### **Our Game pre-match referee meet and greet initiative aims to encourage women and girls to explore a career in refereeing and learn about becoming professional match officials.**

During each CommBank Matildas home match, five female referees aged between 15 and 26 are selected by their Member Federation to participate in this development opportunity. By interacting with the referees before the game, it provides access to international female match officials, offering participants a broader perspective on refereeing and enabling them to understand international standards and practices. During the game, participants sit with the referee assessor and listen to communications between match officials. The initiative further allows experienced match officials to provide advice, feedback, and mentoring to the aspiring referees, supporting their growth and development in the field. To date, 35 aspiring female referees have been provided this opportunity.

“I think its really important to have these initiative for young referees to actually experience and see the elite pathway for being a female referee, and the opportunities that they can gain”

**Renae Coghill, Elite Refereeing Coach at Football Australia**

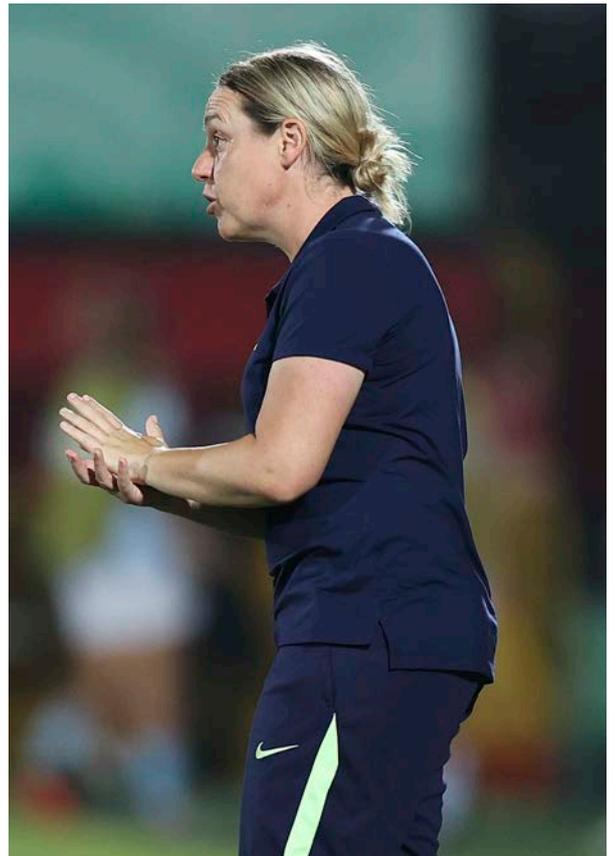


# Coaching

**Despite the sustained success of Australian women in sport as athletes, the representation of women in coaching roles has remained disproportionately low in recent decades.**

While there has been some growth in community spaces, with a 70% increase in registered female coaches from 2019 to 2022, the overall representation of registered female coaches remains low at 26%.

This underrepresentation becomes even more pronounced in the high-performance environment with a total of 9.4% female coaches holding an advanced accreditation (Pro, A, B and C Licenses). Football Australia is actively addressing this by working with female coaches at all levels to foster inclusive environments, create pathways for advancement, provide development opportunities, and increase visibility to challenge existing perceptions and attitudes. To inform their efforts, Football Australia conducted a survey involving over 150 women in coaching, the findings of which have been used to develop a white paper outlining strategies for further progress in the coaching landscape.



Leah Blayney, Technical Lead - Future Matildas & Head Coach - Young Matildas

“Historically, coaching has been a male-dominated profession. By increasing the representation of women in coaching, we can work towards achieving gender equality and break down the gender stereotypes and biases that exist to foster a more inclusive environment.”

**Rae Dower, Football Australia  
Technical Director – Women’s Football**

# White Paper

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## The “LEADING OUR GAME: Six tactics to address exclusionary practice in the development of high-performance women coaches in football” white paper represents a major 18-month initiative that concluded in late 2022.

Its primary objective is to combat the ongoing underrepresentation of women coaches in football by providing a comprehensive roadmap for their advancement. The white paper goes beyond identifying obstacles and instead offers concrete measures to increase the participation and representation of women coaches.

It emphasises the need to overhaul the learning and development systems and environments that have excluded women and kept their numbers low. By prioritising contemporary coaching capabilities and promoting gender equality in football environments, the goal is to foster a more inclusive and diverse coaching workforce. By acknowledging the barriers that exist and offering actionable solutions, it lays the foundation for a future in which women are better represented and supported in high-performance coaching positions. Football Australia partnered with Performance Coach and Leadership expert Darlene Harrison to deliver this white paper.



**Coaches as Leaders**  
design of safe spaces for leadership identity work

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**Multiply the Alternatives**  
creating alternative pathways leads to greater and more diverse talent pipelines

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**Focus on Facts**  
data keeps the focus on the issues and not the female coaches

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**Invest Strategically**  
opportunity to unite stakeholders by a larger objective and goals

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**Learning Design**  
recognising importance of gender, gender differences and cross gender respect

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**Culture & Environment**  
addressing gendered football cultures by approaching via environment

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# PILLAR 4: PARTICIPATION

## Objective

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**Growing our game through expanded community programs to achieve gender parity by 2027, while providing opportunities for our diverse participants to engage with and contribute to the sport in meaningful ways.**

### Overview

The FWWC 2023 represents a unique opportunity to increase participation rates among girls and women in football. The event is expected to raise awareness and inspire more females to get involved, ultimately strengthening the future of the sport. The Legacy '23 Plan sets an ambitious target of achieving 50:50 gender participation by 2027 which means an incremental increase of 400,000 women and girls to the football community.

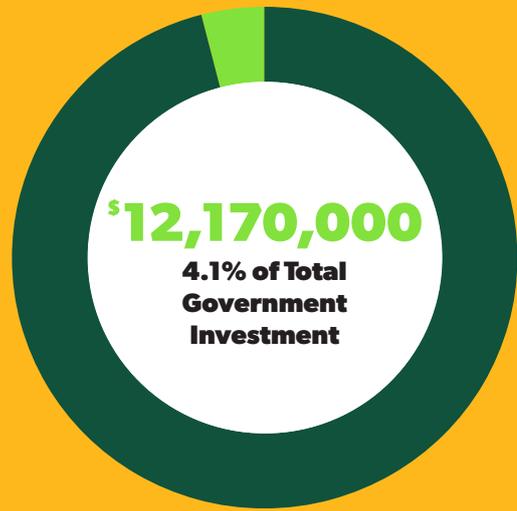
To achieve this goal, Football Australia and its Member Federations have implemented various new initiatives and expanded existing programs. These efforts cover both urban and regional environments, ensuring accessibility and inclusivity for participants from diverse backgrounds. The focus is on improving the physical, social, and mental health of all participants, including First Nations girls and women, individuals from the LGBTIQ+ community, and girls and women living with a disability. By scaling up programs and introducing innovative approaches, Football Australia aims to create a level playing field and utilise the sport as a catalyst for positive societal change and enhanced well-being of all participants.

According to Football Australia's 2022 National Participation Report, women and girls accounted for a total of 174,609 participants in outdoor, social, and registered football. In outdoor affiliated football, the breakdown revealed that 24% of female participants were engaged in Miniroos, 27% in the Youth category, and 22% in the Senior category. Additionally, social football stood out as the format with the highest representation of females outside of school programs, with a participation rate of 30% of the total.

## Investment

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The co-hosting of the FWWC 2023 and Legacy '23 has resulted in a government investment of \$12,170,000 dedicated to participation initiatives, accounting for 4.1% of the overall legacy funding. The Federal Government has been the primary contributor, providing 69.8% of this total investment, which has facilitated the establishment of key initiatives such as club development, MiniRoos for Girls, OUR GAME, and multicultural programs. The NSW Government, through the NSW Football Legacy Program, has allocated funds for club grants supporting women and girls initiatives, as well as specialised programs like Daughters and Dads. Additionally, the SA Government has invested in development officers stationed in four key regional areas to drive positive outcomes across the state.



Funding sources: Federal Government, NSW Government, SA Government





**OUR GAME is an initiative which was launched by Football Australia in December 2021 to harness the power of football in building an inclusive and diverse environment for women and girls. The mission of OUR GAME is to elevate, inform, and unleash a passionate community that drives the future of women’s football. It aims to increase awareness and visibility of women and girls in football, facilitate access to participation opportunities, and transform how they perceive their involvement in the game.**

To achieve its objectives, OUR GAME draws inspiration from successful programs implemented by UEFA and FIFA, conducting extensive research to understand the drivers for attracting and retaining women and girls in football. By addressing perceptions and hesitations, enhancing visibility, celebrating achievements, and providing practical resources, the initiative aims to cultivate an energised and passionate community that confidently and unapologetically shapes the future of women’s football.

A united national approach was deemed critical by Football Australia when setting the goal of achieving 50:50 gender parity in participation leading to the establishment of OUR GAME as the platform and Legacy '23 as the game plan.



Digital engagement February to June 2023:

1.7 MILLION  
SOCIAL  
IMPRESSIONS  
81,395  
ENGAGEMENTS  
MONTH-  
ON-MONTH  
GROWTH  
70% FAMILY  
FOLLOWING



**Join our community**  
**Website: [ourgameaus.com.au](https://ourgameaus.com.au)**  
**Twitter: @OurGameAus**  
**Facebook: @OurGameAus**  
**Instagram: @OurGameAus**

**In 2022, the LEGO Group became the first official partner of Legacy '23, with the goal of promoting gender equality and inclusivity in football.**

Through their support of Our Game, the LEGO Group will challenge gender stereotypes, advocate for play without limits, and unlock the unstoppable force within women and girls.

CommBank Young Matilda and Our Game Ambassador, Naomi Chinnama said, "There weren't as many pathways for players like me when I was growing up, so it's a massive game changer that the LEGO Group is supporting Our Game to inspire the next generation. I had to overcome lots of barriers early in my football journey, including my gender. I want all girls in football to feel confident to play with creativity and not feel limited in their ability."



## **OUR GAME x LEGO Episode #1: Angelica Georgopoulos**

After an eye-opening chat with Tim Cahill, Angelica decided she would work in football. Today she is one of the youngest female administrators in football at Sydney Olympic FC and Strathfield FC, with the ambitious goal of becoming the first female president of FIFA.



# Female Football Week x OUR GAME



**Female Football Week, the annual sub-campaign and initiative of OUR GAME, achieved its biggest ever edition in 2023.**

In a collaborative effort between Football Australia and its Member Federations, the campaign aimed to elevate women and girls while recognising their invaluable contributions to football. With the theme #LoveOurGame, the 2023 edition celebrated Australian women's football and encouraged participants to embrace their passion for the sport and its positive impacts. The 10-day celebration witnessed an impressive total of 141 events taking place nationwide, including skill clinics, friendly matches, workshops, and panel discussions. These activities were carefully curated to promote inclusivity, foster a sense of belonging, and inspire future generations of female footballers, highlighting their significant role in shaping the future of the sport.

# 141

**Events Nationally**

**481 attendees for national seminars focusing on coaching, refereeing and fan engagement**

**ACTIVATIONS ACROSS ALL 9 MEMBER FEDERATIONS**

**431 nominations for the Female Football Week Awards**



## **University Azzurri Football Club, Northern Territory**

In recognition of the need to recruit more girls for their junior teams, UAFC took action during Female Football Week 2023. The club organised "come and try" events featuring basic training drills and enjoyable games, which led to the establishment of two all-girls teams. Overall, the club has reported a significant 20% increase in female participation rates in 2023 compared to 2022. Inspired by this success and that of FFW, the club is now motivated to pursue further initiatives aimed at promoting, recruiting, and retaining female players.

**Club Changer, the Club Development Program by Football Australia, has a clear objective: to strengthen and protect clubs, foster inclusive and welcoming cultures, and provide positive environments for players, coaches, volunteers, and officials.**

With a focus on long-term viability and success, the program underwent a significant transformation in 2021 through a partnership with the Australian Sports Commission. The old National Club Development Program was reviewed, reformed, and redesigned to align with Football Australia's XI Principles and Legacy '23. Customising ASC's Game Plan platform to suit the needs of football, a new program was developed.

To support clubs in completing the program, a three-tiered Reward & Recognition scheme was introduced, encouraging strategic change and celebrating achievements. Furthermore, participating clubs gained priority access to benefits with National Teams, such as being selected as flag bearers for the FWWC 2023.

Community clubs across Australia collaborated with FA and their Member Federations to enhance their capabilities, focusing notably on the "Our Game: Women and Girls in Football" module, an essential component to achieve a 1-star club rating.

Top 5 responses of support required to drive positive outcomes for women & girls in football. (Out of the 287 clubs that have completed the W&G module).

- 1. Create Female Football Week Events**
- 2. Increase the number of female coaches**
- 3. Create a female football strategy**
- 4. Women and girls participation programs**
- 5. FWWC 2023 activations**

Top 5 responses relating to Action Plan data for the W&G module.

- 1. Improve infrastructure to be more female friendly**
- 2. Development of coaches**
- 3. Women & girls participation programs**
- 4. Increase the number of volunteers**
- 5. Increase the number of female players**

## Case Studies

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### **Launceston City FC, TAS** **– 1 Star Club Changer**

Launceston City FC (LCFC) is setting the standard as the first Tasmanian club to attain the 1 Star level in Football Australia’s Club Development Program. Their action plan prioritises boosting female participation through pathway promotion, staff recruitment, and an inclusive environment. LCFC’s strategies for the 2023 season include appointing a women’s development officer, expanding female coaching staff, and creating documents outlining opportunities for women and girls in football.

### **UWAN FC, WA** **– 1 Star Club Changer**

UWAN FC has experienced significant growth in their women and girls’ numbers, prompting the creation of a formal strategy to consolidate their progress and ensure long-term sustainability.

The club promotes a player-centric approach that is built upon an inclusive culture, equitable pathways and access to high quality coaching. Since the implementation of equitable media exposure, social media engagement of women’s teams has outperformed men’s teams leading to valuable sponsorship opportunities. Furthermore, UWAN FC actively invests in female cut uniforms and supports the development of female coaches, further enhancing their commitment to women’s football.

“We have a relatively new committee and we have been looking at ways to improve not only our football program but our overall club experience. Everything you need is there; you’ll find it in Club Changer! What attracted was not only all the resources that it could give us, but it was also the validation that we were on the right path with what we were doing at the Keilor Park.”

**Nicole Camilleri,**  
**Vice President Keilor Park**



Launceston City FC, TAS



UWAN FC, WA

# Schools Program



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**Sporting Schools is an Australian Sports Commission program that encourages national sporting organisations to engage with schools and promote active lifestyles among students.**

In 2021, Football Australia implemented a centralised model for delivering the program, shifting its focus from fan engagement and junior membership incentives to increasing student participation in football and facilitating their transition into community club programs. The new model allowed for potential growth in the school's market and a wider range of football offerings, supported by a national workforce and strategy.

Since the introduction of the centralised model, the Sporting Schools program has experienced remarkable growth, especially in terms of girls' participation. In the second term of 2022, football emerged as the top selected sport among schools participating in the program, with approximately 2,500 football sessions delivered within a 50-day period. Increasing football accessibility in schools is vital to achieving Football Australia's gender parity in participation. By providing girls with the chance to develop skills and confidence in football, the program lays a foundation for their continued involvement in the sport beyond school.

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**+110%**

**increase of participating schools over the 3-year period. The number of participating schools increased from 539 in 2020 to 1135 in 2022**

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**#1 sport of choice**

**in Term 2 2022, average of top 5 sporting schools ranking nationally over 3 years.**

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**Current program offerings have increased from 3 to 17. This includes a combination of Sporting Schools' teacher- and coach-delivered programs as well as self-funded programs such as holiday clinics.**

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**A casual workforce of 250+ coaches**

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**Total reach of 115,000 students in 2022**

# FWWC 2023

## Community Programs

**With the FWWC 2023 falling within the outdoor community football season, which runs from April to September, traditional registration campaigns are being replaced by pop-up participation programs and a focus on targeting schools.**

Community Football Clubs will continue their operations and have full access to their facilities during the tournament, creating an excellent opportunity for clubs to actively engage and welcome new participants. Supported by the Australian Sports Commission, this will be achieved through a range of program offerings, events, initiatives, and competitions specifically designed for the FWWC 2023, including:

- **Festival of Football:** classroom-based activities aligned with core curriculum competencies and culminating in a Gala event on the pitch.
- **Football Fever:** a mass schools participation campaign encouraging schools to register online and host their own Mini World Cup events, capitalising on the tournament's momentum.
- **FWWC 2023 Schools Program "Beyond The Pitch":** curriculum-aligned lessons developed by FIFA that will be integrated and cross-promoted on Football Australia channels
- **MiniRoos Play Hubs:** established in collaboration with Member Federations and clubs, providing open and free initiatives to engage junior participants in a fun and friendly environment during and after the tournament.



# PILLAR 5: TOURISM & INTERNATIONAL ENGAGEMENT

## Objective

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**Expanding our game to strengthen Australia's international links through football, driving tourism, trade, and diplomacy, while ensuring global impact of FWWC 2023.**

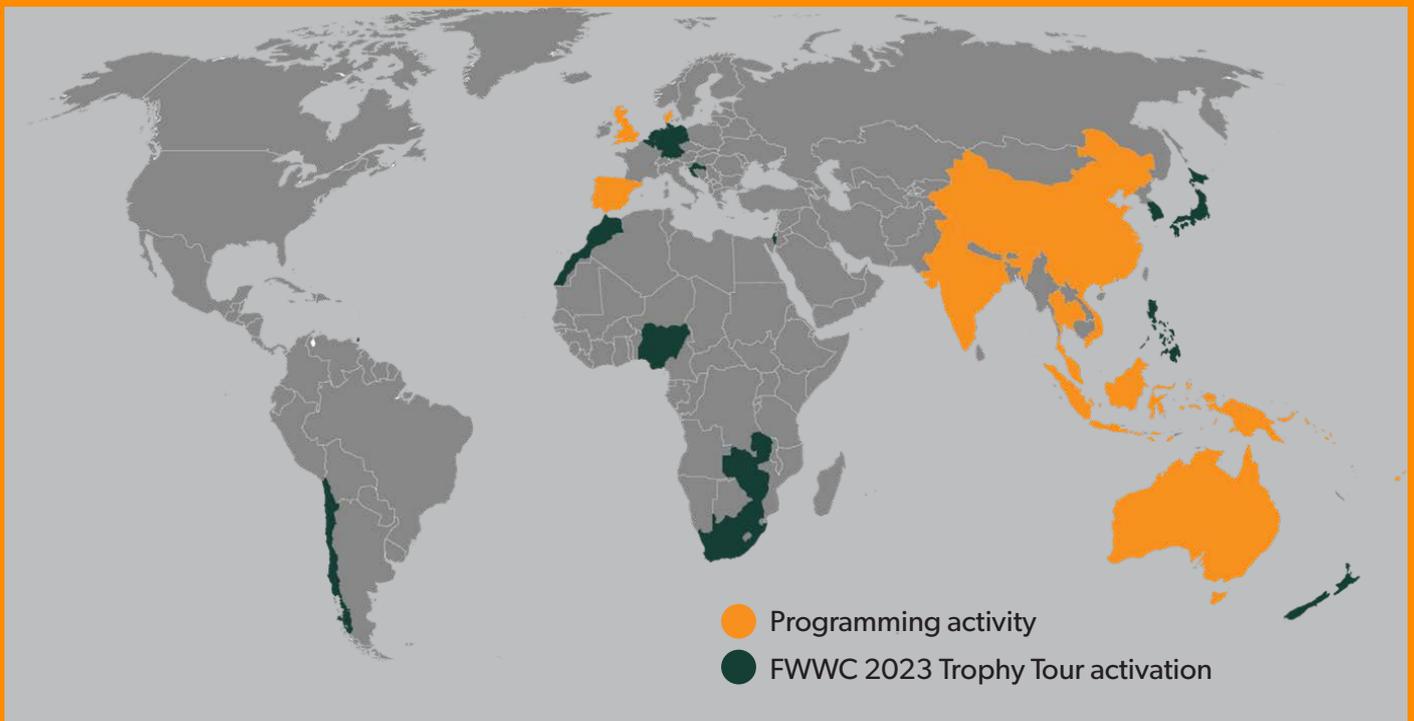
## Overview

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**The Tourism and International Engagement Pillar aims to leverage this event as an opportunity for Football Australia to foster the growth of football in the Asia-Pacific region whilst also supporting Australian diplomacy domestically and internationally. A key objective of this pillar is to extend similar opportunities to women and girls worldwide, with a particular emphasis on those in the Asia Pacific region, by encouraging their participation in the sport.**

To support these initiatives, the Australian Government's Department of Foreign Affairs and Trade has provided a total of \$920,000 in financial support. This funding has been allocated to various initiatives, including the organisation of the Pacific Women's Four Nations Tournament at the Australian Institute of Sport in Canberra, the implementation of an eight-country tour across Asia featuring current and former female national team players and coaches, and the promotion of the FIFA Women's World Cup 2023™ Trophy Tour.

Further, the Australian Government plans to leverage the tournament as a platform for hosting a Symposium on Gender Equality in Sport. This symposium will bring together an international delegation to engage in discussions on the role of sports in advancing gender equality. Moreover, Football Australia has submitted a bid to host the AFC Women's Asian Cup in 2026, aiming to build on the legacy of the FWWC 2023 and further promote women's football in the region.



Footprint of Legacy '23 international outreach activities June 2020 - June 2023

## Investment



Funding Sources: Federal Government

<b>AFC</b>	Australia, China*, Hong Kong, India*, Indonesia*, Malaysia*, Singapore, South Korea, Thailand*, The Philippines, Vietnam*
<b>OFC</b>	Fiji*, Solomon Islands*, New Zealand, Papua New Guinea*
<b>UEFA</b>	Belgium, Croatia, Denmark*, Germany, Israel, Portugal*, Spain*, United Kingdom*
<b>CONCACAF</b>	Trinidad & Tobago
<b>CONMEBOL</b>	Chile, Colombia
<b>CAF</b>	Morocco, Nigeria, South Africa, Zambia

\*denotes programming activity

# Pacific Women's Four Nations Tournament

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**The Pacific Women's Four Nations Tournament took place in November 2022 and featured three women's national football teams from OFC Member Associations: Solomon Islands, Fiji, and Papua New Guinea, along with the CommBank Young Matildas. This event marked the first international opportunity organised outside of the OFC for most of the participating teams. The tournament spanned 10 days and included a series of double-header matches at the Australian Institute of Sport in Canberra and Seiffert Oval in Queanbeyan.**

In addition to the on-field matches, the tournament provided capacity building activities for the visiting players and coaching staff. A Tournament Technical Study Group, consisting of experienced coaches Spencer Prior, Trudy Burke, and Reggie Davani, facilitated knowledge exchange and skill development. The group drew upon their extensive experience in high-performance environments and the Australian coaching system to support the teams.

The tournament also offered opportunities for the teams to engage off the field. A tournament dinner hosted at Australia's Parliament House allowed the participants to share their experiences in women's football. Additionally, the teams enjoyed various off-field activities, including visits to Canberra's National Zoo, Mount Ainslie, several High Commissions, and attending the CommBank Matildas versus Thailand match in Gosford. They also had the chance to explore Sydney Harbour through guided walks.

The Pacific Women's Four Nations Tournament was made possible through the ongoing partnership with the Australian Department of Foreign Affairs' PacificAus Sports program. This collaboration built upon the previous success in 2019 when the first women's international football fixture was held in the Solomon Islands as part of the Pacific Step Up Tour. Following the tournament, the three invited Member Associations have organised their own follow-up tournament scheduled to take place in the Solomon Islands in July 2023.

"It is a once-in-a-lifetime, and a rare opportunity. "(In future) we will sit back at home, watch them rise on the international stage and proudly say that we have been their friends along the way."

**Luisa Tamanitoakula,  
Fiji Women's National  
Team Forward**

First women's international tournament featuring OFC Member Associations in Australia since 2003

A total of **75** coaches and players directly benefited through the Tournament's Technical Study Group

**6** matches over an 8 day period, with 3 game days and 5 training days

Bespoke assistance provided to the Papua New Guinea Women's Football Team ahead of their FIFA WWC 2023 Playoff Tournament in February 2018

**40** unique published articles featuring Pacific women's football in print media across three countries



**150k** engagements on social media channels

**90k** engagements on social media channels



# International Women's Football Outreach

**During May and June 2023, Football Australia undertook a tour of Asia aimed at fostering capacity building and generating opportunities for women and girls in various Asian countries.**

In collaboration with the Australian Government, AFC Member Associations, and State Associations, the tour capitalised on the expertise of both current and former Australian Women's National Football Team players, as well as Australian coaches.

In addition to the on-field activities, the tour served as a platform for engaging in constructive discussions with Member Associations, with a focus on exploring potential partnerships for future endeavours. The program of activities was designed in alignment with the Australian Government's Sports Diplomacy 2030 Strategy, building upon previous sports diplomacy initiatives with the Australian Government's Department of Foreign Affairs & Trade.

Australian Prime Minister Anthony Albanese and the CommBank Young Matildas in Vietnam (June 2023)



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# 15

**field sessions for players,  
referees and coaches**

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In India, support was provided for the opening of the Australian Consulate General in Kolkata, and partnership discussions were held in Delhi. Workshops and clinics were conducted in Mumbai, focusing on refereeing, coach education, and empowering disadvantaged girls.

Thailand organised clinics for youth women's teams and football academies in Bangkok, along with attending events promoting women and girls in sports. Malaysia delivered clinics for youth women's futsal teams, opened a futsal tournament, and engaged in partnership discussions in Kuala Lumpur. Indonesia conducted coach education workshops, training sessions, and clinics in Jakarta, Bandung, and Surabaya, targeting women's teams and students. In Vietnam, a clinic was held for the UN School Girls Team, featuring the Prime Ministers of Australia and Vietnam. In Laos and Singapore future partnership opportunities were explored.

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# 45

**Referees provided  
development opportunities**

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# 180

**Coaches provided  
development opportunities**

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# 280

**Girls provided access  
to development and  
training opportunities**

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**International opportunities  
for 5 Australian Women's  
National Football Team and  
Youth National Team Players**

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**Direct engagement and  
dialogue with 7 Member  
Associations, as well  
as the Asian Football  
Confederation and ASEAN  
Football Federation**

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# FIFA Women's World Cup 2023™ Trophy Tour

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**Football Australia broke new ground as a FWWC host, becoming the first host nation to activate directly on the tournament's official Trophy Tour, which featured stops in all 32 participating nations.**

Designed in collaboration with the Australian Embassy in Beijing, a delegation including former Matilda Grace Gill and Football Australia Girls Youth Development Manager Debbie Fisher travelled to China to participate in a week-long program of Trophy Tour and Embassy events held in both Beijing and Shanghai in March 2023.

Promoting gender equality, trade, tourism and diplomatic engagement, the integration was one of the first Australian public diplomacy projects to take place in Mainland China since 2019, with Football Australia also becoming the first Member Association to visit the Chinese Football Association in the same period following a meeting between the two bodies on the same visit.

Further activations were delivered across the European leg of the tour, integrating with events in England, Spain, Portugal and Denmark, where Football Australia was represented by former Matildas Alicia Ferguson and Alison Forman, and further leveraging Australia's status as a FIFA Women's World Cup co-host to promote the nation and its interests.

Additionally, Football Australia coordinated the sale and delivery of officially licensed merchandise to more than 20 Australian diplomatic posts across the globe and continues to provide assistance with FWWC 2023 themed events organised by the Australian diplomatic corps during the tournament itself.

# 国际足联女足世界杯奖杯巡展

Going Beyond



Former Matilda Grace Gill in China (March 2023)



**First FIFA Women's World Cup™ host nation to activate in overseas Trophy Tour events**

**In-person activations featuring former Matildas on 5 Trophy Tour stops**

**Constructive collaboration or touchpoints with more than 20 diplomatic posts based in every FIFA Confederation**

**International opportunities for 3 former Australian Women's National Football Team Players**

# FUTURE OPPORTUNITIES

**While Legacy '23 has achieved some significant results before the tournament kick-off, these outcomes are the first steps in establishing and cementing a legacy that benefits all Australians. The work is only just beginning—plenty of legacy opportunities remain as Football Australia seeks to establish long-term benefits from co-hosting the FWWC 2023 and strives to be the first sport in Australia to reach gender parity in grassroots participation.**



## Community Facilities

- Achieve 100% nationwide female-friendly and accessible changeroom facilities through ongoing infrastructure investment, with a particular focus on community-level facilities. Realising this legacy goal will also facilitate achieving the participation and high-performance pillars' goals of 50:50 participation—an incremental increase 400,000 girls and women playing across all levels—and attracting, retaining, and training future CommBank Matildas.
- Leverage FA's National Facilities Audit tool to shape future community infrastructure investment policies and grant formulations. Work with all tiers of government to align to the needs and priorities of the community.



## High Performance

- Secure increased investment for the Women's National Team Program to bolster high performance pathways and achieve success both on and off the field, leading to results on and off the pitch. This is pivotal in preparation for major events such as next year's Paris 2024 Olympic and Paralympic Games and the upcoming home 2032 Olympic and Paralympic Games in Brisbane.
- Extend and strengthen the CommBank Matildas brand and commercial appeal to ensure sustainability and serve as a source of inspiration for future generations, fostering continued growth and success in women's football.
- Enhance the accessibility of professional football in Australia for women and girls through the growth of the A-League Women's competition, investment in development programs, and the promotion of the women's game.



## Leadership & Development

- Drive the implementation of the 40:40:20 principle to ensure gender diversity and equal representation across all levels of football governance, fostering an inclusive environment where women have equal opportunities to contribute and lead.
- Enhance existing initiatives like the OUR GAME Women in Leadership and OUR GAME Media programs, equipping women with the essential resources, mentorship, and networking platforms needed to advance their careers and thrive in various roles within the football industry.
- Creating safe sporting places for women and girls in football requires proactive measures, clear policies, education and trauma-informed responses.



## Participation

- Expand the OUR GAME initiative to increase awareness, diversity, and visibility of women and girls in football. The objective is to transform their perception of involvement in the sport by providing more playing opportunities, enhancing social media engagement, and fostering an inclusive community for all.
- Provide greater access to non-traditional and social football formats such as small-sided games. Offering less formal participation opportunities plays a crucial role in achieving 50:50 gender parity. These formats cater to girls and women who have limited time or do not enjoy organised sport. Casual attendance is encouraged, with a focus on fitness, skill development, confidence building, and teamwork.
- Utilise football to reduce rising healthcare costs faced by governments due to increased life expectancy and the growing impact of chronic diseases like diabetes and cardiac disease. The comprehensive participation journey offered by football, covering all age groups and abilities, plays a significant role in promoting the health and well-being of Australians. This preventive approach is more cost-effective compared to the expenses associated with medical treatments and interventions, making football an invaluable aid in healthcare cost reduction



## Tourism & International

- Gain government support and investment for future international major events to be hosted in Australia in and around the Green and Gold Decade. This includes the AFC's Women's Asian Cup 2026 (which is currently the subject of a bid by Football Australia), and the FIFA Men's World Cup™. This will drive football participation growth and the need for continued capacity and capability investment programs in football infrastructure.
- Implementation of Women's Football Development MOUs with select football nations around the Indo-Pacific region, in order to share expertise and promote the growth of women's football.
- Continued utilisation of the international football calendar and Australia's status as former host of the FIFA Women's World Cup to promote trade and diplomatic engagement

# PARTNERSHIPS

**Football Australia would like to thank our Federal and State Government partners for their support and contributions. We also extend our gratitude to our commercial and football partners for their efforts in driving positive outcomes for women and girls. These collaborations have played a crucial role in our Legacy '23 journey so far. We value the strong partnerships we have established and look forward to continuing our collective efforts to achieve further Legacy '23 outcomes.**

## Football Partners

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## Commercial Partners

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"I HOPE THAT IN 50 YEARS TIME WHEN PEOPLE LOOK BACK ON THE MATILDAS, THEY SEE THIS DECADE AS THE TURNING POINT IN WOMEN'S FOOTBALL"

**Sam Kerr,**  
**CommBank Matildas Captain**





**LEGACY '23**

[www.footballaustralia.com.au/legacy23](http://www.footballaustralia.com.au/legacy23)

**MA  
'TIL IT'S  
DONE  
DAS**



**CommBank  
MATILDAS**