

2020/21 Annual Report

Covering the period 1 July 2020 to 30 September 2021



Paralympics
Australia



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Cover: The Australian Paralympic Team for Tokyo 2020

This page: Li Na Lei



Paralympics Australia Ltd

Address:

Building A, 1 Herb Elliott Avenue,
Sydney Olympic Park, NSW, 2127

Postal address:

PO Box 596,
Sydney Markets, NSW, 2129

P +61 2 9704 0500

E info@paralympic.org.au

W www.paralympic.org.au

ABN 41810 234 213 | ACN 061 547 957

Australian Paralympic Hall of Fame

Frank Ponta

Louise Sauvage OAM

Kevin Coombs OAM

Tracey Freeman

David Hall OAM

Daphne Hilton

Sir George Bedbrook OBE

Ron Finneran OAM

Adrienne Smith OAM



Message from the President

What could have been a year of setbacks for Paralympics Australia became one of unparalleled triumphs that sets the foundation for an era of seemingly limitless opportunity.

Together we overcame the extreme complexities posed by the pandemic to emerge from the rescheduled Tokyo Paralympic Games healthy, successful and with our reputation globally and domestically greatly enhanced. Our winning bid to host the 2032 Paralympic Games in Brisbane placed the Paralympic Movement on an unparalleled footing with the Olympic Movement throughout the process. Crucially, in addition to those two major successes in the reporting period, we continued to consolidate our financial security and deepen our critical relationships with Federal and State Governments, the Australian Institute of Sport and Sport Australia, and our National Sporting Organisation partners.

None of this happened by coincidence. It was due to the tireless work, ingenuity and passion of so many people across our organisation. I wish here to pay tribute, on behalf of the Board, to everyone at Paralympics Australia who rose above and beyond during the past year.

Much of the reporting period was dominated by the uncertain path towards Tokyo, including the

substantial financial burden of added layers of planning, contingency and execution at the Games. The Federal Government's guarantee of \$3.5 million in the Budget in May specifically to help us combat those added challenges had an enormously positive impact on our operations and, ultimately, our Para-athletes who represented us so brilliantly. I thank the Federal Government, particularly Prime Minister Scott Morrison and Sports Minister Richard Colbeck, for their unwavering support, especially during recent months.

The Federal Government's backing was not solely financial. Agreement by the Government to allow all our athletes and staff for Tokyo access to the vaccine against the Covid-19 virus was an absolutely crucial stepping-stone for our campaign. We were grateful to the Federal Government for recognising the unique needs of our Australian Paralympic Team and providing support and leadership when it was needed most.

On the eve of the Tokyo Paralympics came a moment we all will long remember, when International Olympic Committee President Thomas Bach confirmed Brisbane as host of the 2032 Olympic and Paralympic Games. The entire bidding process was an outstanding success for the Australian Paralympic

Movement and I was thrilled to hear International Paralympic Committee President Andrew Parsons say: "My congratulations go to the whole team behind the candidacy, especially Paralympics Australia who played an integral role in ensuring far greater Paralympic presence than ever before in the final bid, including joint Olympic and Paralympic branding for the first time."

From this extraordinary platform we catapult into a multi-faceted push to create lasting change in our sporting and cultural landscape. The six pillars upon which Paralympics Australia and our Games partners will pursue our targets are: establishing greater sport participation, increasing social inclusion and community connection for people with a disability, advancing physical and mental health goals, an extensive schools and education program, facilitating greater employment opportunities, furthering integrated government engagement and aligning with sustainable development goals.

As I said at the time: "Our vision and plans are ambitious, as they should be. We will be guided by a relentless focus on inclusion, diversity and accessibility and we'll be driven by the Paralympic ideals of determination, equality, inspiration and courage."

Those attributes have been personified no better than through the contribution of Chief Executive Lynne Anderson, who departs Paralympics Australia at the end of 2021 after six ground-breaking years.

Among Lynne's many achievements throughout her tenure, she was instrumental in achieving greater parity in high performance funding for Para-sport, advanced new pathways and accessibility options for emerging talent and gained a stronger voice for Para-athletes across all levels of government and in the community.

Lynne built an athlete-centric culture at PA, including engaging alumni and current Para-athletes. She garnered greater recognition and respect for the Paralympic Movement nationwide, delivering a step change in investment from governments, corporates and broadcasters. Lynne's legacy will be felt for many years to come. I congratulate and thank Lynne for her exceptional contribution to Paralympics Australia.

After a year that pushed us all to our limits we head into a new phase of growth and opportunity. If this reporting period is anything to go by, I have utmost confidence we will continue to advance our goals and priorities with great confidence and purpose.

Jock O'Callaghan
President
Paralympics Australia



Message from the Chief Executive Officer

Our dual visions at Paralympics Australia are to empower Para-sport excellence and advocate for inclusion. The key drivers of those visions are sustainability, operational excellence and our people.

Throughout this reporting period, despite extraordinary obstacles, I'm deeply proud to say we engaged those key drivers to pursue our visions with vigour and devotion and achieved remarkable success.

Tokyo 2020 will be remembered as perhaps our greatest Paralympic campaign. In the sporting arena, our incredible Para-athletes shone. They did this because underpinning their individual brilliance and determination was a solid infrastructure of sustainability – talent identification, athlete development and classification – creating ever-expanding opportunities for people in Para-sport. There was a comprehensive framework of operational excellence, championing diversity through our education, advocacy and inclusion programs. Finally, our people – across every department within PA – proved again in the past year why they are, in the opinion of many, the best in the world at what they do.

It seems unfair to single out particular PA operations or programs but, after the extremely difficult year just gone, it's worth mentioning some as an example of the culture of excellence we've developed at Paralympics Australia.

During a reporting period dominated by the pandemic, our Games Delivery team, including our superb operational and medical staff, succeeded against all odds to produce a team environment in Tokyo that was safe, spirited and conducive to sporting success. Our Paralympic Innovation team continually adapted to changing circumstances to provide our athletes and coaches cutting-edge guidance and ideas. Our Commercial division nurtured our biggest and most engaged suite of sponsors, donors and online audiences in our history. Our Communications division worked hand-in-hand with host broadcaster Channel Seven and the wider Australian media to facilitate the biggest and best received Paralympic Games coverage on record.

These top-line services were reinforced by equally purposeful work in other areas. Our Para-sport Equipment Fund continued to provide successful individual and group applicants financial and logistical access to equipment necessary for people with an impairment to be involved in sport. Our nationwide network of Participation and Pathways Coordinators staged a popular series of Come And Try events, opening the door to Para-sport to new audiences including future generations of Australian Paralympians. Our Paralympic Education Program engaged thousands of school children across the country, often virtually due to the pandemic, teaching them about Para-sport, the Paralympics and the importance of celebrating diversity.

Much of this progress has depended upon overarching support from the Federal Government, which in the reporting period included a grant to expand The Hangar in Melbourne, which we share with our friends at Essendon Football Club. The facility now has accessible dormitory accommodation and offers a state-of-the-art training environment for our elite Para-athletes, as well as a base where we can deliver a range of pathway and talent programs. The Hangar will also be home to the new Paralympics Australia museum, which has been in development throughout 2021 and will showcase the best of Australia's Paralympic Movement to hundreds of thousands of people each year.

Achievements such as these set up Paralympics Australia for a new era and fill me with pride. As I prepare to depart PA after six years as CEO, I would like to convey my gratitude to the Board for their support and giving me the opportunity to lead this great organisation. Sincere thanks as well to all PA's partners and friends in Para-sport, including governments, National Sporting Organisations, National Sporting Organisations for people with disability, our many sponsors, donors and our Games partners the Australian Olympic Committee and Commonwealth Games Australia.

My wholehearted thanks goes also to all our incredible staff and athletes. You amazed me every day with your abilities, attitude and commitment. When we set the bar high, you continually sailed over and delivered. I will miss you all very much.

I've always said that once you witness our Para-athletes live at an event you are hooked for life. Accordingly, I will always remain a passionate Paralympic supporter and advocate. I will never forget this beautiful Paralympic Movement. This role has been an enormous privilege. It's given me so much more than I could ever have imagined.

As this year draws to a close, Paralympics Australia's preparations are in full swing for the Beijing Winter Games, starting on March 4, 2022 – just six months after Tokyo. We stand ready and able to confront a new set of challenges with our visions and key drivers firmly in place. Given what we achieved in 2021 despite the enormous obstacles, I have no doubt the next reporting period will be one of further significant growth and success.

Lynne Anderson
Chief Executive Officer
Paralympics Australia

Madison de Rozario



About Paralympics Australia

Paralympics Australia Board

President	Jock O'Callaghan
Vice Presidents	Helen Nott Annabelle Williams
Directors	Tim Carmody Rebecca Frizelle Lachlan Harris John Hartigan Rosie King Grant Mizens

Paralympics Australia Member Organisations

Archery Australia
Athletics Australia
Australian Sailing
Badminton Australia
Basketball Australia
Blind Sports Australia
Boccia Australia
AusCycling
Disabled Wintersport Australia
Disability Sport Australia
Equestrian Australia
Football Australia
Ice Hockey Australia
Paddle Australia
Rowing Australia
Shooting Australia
Sport Inclusion Australia
Snow Australia
Swimming Australia
Table Tennis Australia
Australian Taekwondo
Tennis Australia
Triathlon Australia

Paralympics Australia Staff

Sam Allan
Manager, Operations,
Wheelchair Rugby

Lynne Anderson
Chief Executive Officer

Chrissie Banwell
Participation and Pathways
Coordinator (WA)
(from Dec 2020)

Jenny Blow
Manager, Education

Owen Boyd
Support Officer, IT
(from May 2021)

Nat Browne
Senior Manager, Games Delivery

Natalie Charlton
Participation and Pathways
Coordinator (QLD)
(from Nov 2020)

Kieran Courtney
Sport Information Officer

Trish Crews
Senior Manager, Fundraising

Emma Croll
Fundraising Campaign Coordinator
(from Nov 2020)

Justin Crow
Senior Manager, High Performance

Aerin Di Leva
Manager, Para-Sport Performance
Pathways

Danni Di Toro
Manager, Athlete Wellbeing and
Engagement

Lori Dotti
Chief Financial Officer

Brad Dubberley
Head Coach, Wheelchair Rugby

Denise Duong
Finance Officer

Alex El-Shamy
General Manager, Commercial
and Marketing

Dan Evans
Manager, Games Delivery

Georgina Exton
Senior Manager, Sponsorship

Shellee Ferguson
Manager, Games Delivery

Sam Fox
Manager, National Pathways
(from Jan 2021)

Louise Geisker
Executive Assistant to the Chief
Executive Officer

Sarah Harris
Covid Liaison Officer
(from May 2021)

Jon Henschke
Participation and Pathways
Coordinator (SA)
(from Jan 2021)

Cruz Hogan
Participation and Pathways
Coordinator (WA)
(from Jun 2021)

Alex Jago
Manager, Para-sport Performance
Pathways
(from Feb 2021)

Paul Kiteley
Director, National Performance,
Wheelchair Rugby
(from Oct 2020)

Fiona Kitson
Salesforce Administrator
(from May 2021)

Cathy Lambert
Manager, Classification

Tim Mannion
General Manager, Communications

Samantha Martin
Manager, Human Resources

Tim Matthews
Senior Manager, Para-Sport

Kate McLoughlin
General Manager, Sport

Scott Nicholas
Participation and Pathways
Coordinator (VIC/TAS)
(from Jan 2021)

Paul Oliver
General Manager, Stakeholder
Engagement

Ross Pinder
Skill Acquisition Specialist,
Paralympic Innovation Lead

Alek Saunders
Para Strength and Conditioning Coach

Sarah Skidmore
Participation and Pathways
Coordinator (NSW/ACT)
(from Dec 2020)

Greg Smith
Strength and Conditioning
Coordinator and National Assistant
Coach – Wheelchair Rugby

David Sygall
Communications Officer

Angela Terkes
General Manager, Commercial and
Marketing (from June 2021)

Ben Troy
General Manager, IT

Adam Varallo
Sport Program Officer
(from Jan 2021)

Amy Wadwell
Senior Manager, Digital Marketing

Shontayne Ward
Executive, Sponsorship and Marketing
(until May 2021)

Natasha Welsh
Games Delivery Coordinator
(from Jan 2021)

Janine Watson



Finance

Statement of comprehensive income for the year ended 30 June 2021	2021 \$	2020 \$
Revenue		
Grants	5,610,628	7,195,994
Sponsorship and broadcasting	3,501,655	3,706,431
Fundraising	663,810	1,329,764
Investment income and bank interest	75,136	149,071
Membership fees and other income	1,162,232	788,594
Total revenue	11,013,461	13,169,854
Expenses		
Sport programs	(4,027,208)	(3,985,163)
Paralympic and other Games	(2,094,875)	(2,437,782)
Promotion, marketing and media	(741,428)	(1,270,530)
Fundraising	(439,043)	(1,072,347)
Administration	(2,191,319)	(2,822,630)
Broadcasting	(149,335)	(218,357)
Total expenses	(9,643,208)	(11,806,809)
Operating surplus before income tax	1,370,253	1,363,045
Income tax expense	-	-
Net surplus attributable to members of Paralympics Australia Ltd	1,370,253	1,363,045
Other comprehensive income	-	-
Total comprehensive income	1,370,253	1,363,045

Statement of financial position as at 30 June 2021	2021 \$	2020 \$
Assets		
Current assets		
Cash and cash equivalents	18,756,262	14,199,848
Trade and other receivables	1,787,724	1,878,218
Total current assets	20,543,986	16,078,066
Non-current assets		
Investments	1,124,561	1,018,068
Right of use assets	112,824	234,110
Property, plant and equipment	303,879	262,290
Total non-current assets	1,541,264	1,514,468
Total assets	22,085,250	17,592,534
Current liabilities		
Trade and other payables	1,909,479	1,885,684
Provisions	160,866	125,488
Contract liabilities	13,285,276	10,183,567
Lease liabilities	141,422	116,006
Total current liabilities	15,497,043	12,310,745
Non-current liabilities		
Provisions	189,789	114,896
Lease liabilities	23,992	162,720
Total non-current liabilities	213,781	277,616
Total liabilities	15,710,824	12,588,361
Net assets	6,374,426	5,004,173
Equity		
Accumulated funds	6,374,426	5,004,173
Total equity	6,374,426	5,004,173

Finance Report – for the year ended 30 June 2021

Paralympics Australia Ltd operated in all states and territories of Australia during the year ended 30 June 2021 and this finance report reflects those operations.

The operating surplus for the year ended 30 June 2021 was \$1,370,253. This occurred after revenue of \$11,013,461 and gross expenditure of \$9,643,208.

In 2020 the Covid-19 pandemic impacted Paralympics Australia with the International Paralympic Committee announcing the postponement of the Tokyo 2020 Summer Paralympic Games for 12 months from August 2020 to August 2021, effectively extending the usual operating cycle of a four-year quadrennial to five years. The rescheduling of the Games resulted in commercial partnership agreements being extended for an additional year with Paralympics Australia

essentially receiving four years of commercial revenue against five years of operational costs.

Paralympics Australia acted swiftly in response to this challenge and the continued uncertainly around Covid-19 to ensure the financial health of the organisation was maintained. Significant costs savings and resourcing adjustments were implemented, combined with successful lobbying of the Federal Government for additional funding of \$3.5m to cover the estimated

incremental costs of Covid-19 on delivering the Australian Paralympic Team for Tokyo.

Paralympics Australia’s balance sheet reflects a cash balance of \$18,756,262 which includes a large portion of carried forward grant funding received during the financial year to be utilised in future financial periods in line with funding requirements. Any unspent grant funding has an equivalent liability included in the Contract liabilities section of the balance sheet. Paralympics Australia expects

to maintain sufficient cash reserves through the next financial year.

This finance report has been prepared on a going concern basis. It contemplates the continuity of normal business activities and the realisation of assets and liabilities in the ordinary course of business.

A summary of Paralympics Australia’s Finance Report for the 12 months ended 30 June 2021, including comparison with the previous year, is shown above.

Paralympics Australia is extremely grateful for the continued support of its sponsors, donors and the Federal Government through Sport Australia.

A copy of the Report can be made available by contacting Paralympics Australia on +61 2 9704 0500.



**SPORT
AUS**

Message from the Australian Sports Commission

Like so many Australians, sport has been a cornerstone of my life and has shaped me in ways I could never have imagined. I am passionate in my belief in sport's unrivalled ability to unite, inspire, and build healthier, stronger communities and I am committed to ensuring that every Australian who wants to be part of a sports community, in any role, enjoys the extraordinary benefits and grows as a result of their engagement with the sport of their choice.

The Australian Sports Commission (ASC), comprising Sport Australia and the Australian Institute of Sport (AIS), is proud to support Australian sport at all levels, on behalf of the Australian Government. We nurture and develop sport at the community level with the help of our partners across the industry. This support extends to our Australian athletes competing at the pinnacle of world competition.

The unprecedented challenge of the global Covid-19 pandemic since 2020 has required incredible resilience as a society and within our sport sector. We know, however, sport is playing a crucial role in the nation's rebuilding efforts, which presents us with great opportunities.

The Tokyo Olympics and Paralympics were shining examples of the hope and inspiration sport can provide to our elite athletes, but also the communities they represent.

Postponed a year, it was wonderful to see our Australian athletes respond to this adversity with the equal-best gold medal haul in our Olympic history and a total of 46 medals across a myriad of sports. Our Paralympians also overcame the toughest of preparations to excel and inspire Australians, bringing home 80 medals including 21 gold across 10 sports. More so, it was inspiring to see how our Olympians and Paralympians represented us so proudly with humility and respect, reinforcing their status as important role models.

This is important because we need Australian sport to carry forward a legacy from one generation to the next. This is about building sustainable improvement and success across everything we do.

We want to inspire a thriving participation base, recognise the invaluable contribution of our volunteers, build sport capability and give our elite athletes the very best chance to succeed to competition and life beyond.

We are immensely proud of our many programs and initiatives that support a connection and involvement with sport at all levels. Our national Sporting Schools program provides an important first step to get children active and engaged through sport, while the AIS's focus on wellbeing can ensure our athletes feel supported



Katie Kelly and Briarna Silk

during their time in high performance sport so it is as positive and rewarding as it can be.

There is so much to look forward to with a golden runway of major sporting events on home soil over the next decade, leading to the Brisbane 2032 Olympic and Paralympic Games. Some of the world's biggest sporting events will converge on our shores, with World Cups or World Championships locked in for basketball, cricket, football and netball, to name a few, presenting more wonderful opportunities for Australian sport to thrive.

South-East Queensland's winning bid for the 2032 Olympic and Paralympic Games provides an incredible opportunity to unite the nation through sport and provide all Australian children the chance to dream of representing their nation on the world's biggest stage, right here at home.

2032 has become a giant target to aim towards, aligning our sports, our infrastructure, and our communities to leave a positive legacy for a post-Covid Australia.

This is a pivotal time for our sector and the future green and gold runway

provides an opportunity to consider the role that each of us can play in building a stronger, leaner and healthier sports industry.

On behalf of the ASC, thank you to everyone who contributes to Australian sport with the aim of making it better for all.

I could not be more excited for sport in Australia and the opportunities that will come our way.

Josephine Sukkar AM

Chair
Australian Sports Commission

Tokyo 2020 Paralympic Games

The 16th Paralympic Summer Games were held in Tokyo, Japan between August 24 and September 5, 2021 after a 12-month delay due to the Covid-19 pandemic. A record 4,403 athletes from 162 countries participated in 539 medal events in 22 sports.

The ongoing impact of Covid-19 led Games organisers and the Japanese Government to make the difficult decision to conduct the Games with no external spectators leaving athletes to perform to minimal crowds including only other athletes, officials and limited VIPs. A reduced accredited media contingent delivered coverage of the Games to approximately four billion people worldwide.

For the first time, Games organisers were required to develop a suite of risk mitigation 'Playbooks' which were developed by the International Olympic Committee, International Paralympic Committee and the Tokyo 2020 Organising Committee. The Playbooks were based on the extensive work of the All Partners Task Force, which included the World Health Organisation, Government of Japan, Tokyo Metropolitan Government, independent experts and organisations from across

the world. The Playbooks outlined the responsibilities of all Games participants and the rules that must be followed as they related to Covid-safe protocols and behaviours.

The Australian Paralympic Team included 179 athletes and 168 coaches, medical and administration staff, the largest contingent sent by Australia to a Paralympic Games overseas. Of these, 84 athletes (46.9 percent) made their Paralympic debut in Tokyo.

The Australian Paralympic Team competed in 18 sports including the new Paralympic sports of taekwondo and badminton and placed eighth on the gold medal tally and sixth on the overall medal tally. The Team won 80 medals, distributed across 68 individual athletes and two sighted guides, meaning 38 percent of Australia's athletes were medal recipients.

As at previous Games, the sports of swimming, athletics and cycling contributed the bulk of Australia's medals in Tokyo – 33, 19 and 13, respectively – however a notable addition to our medal success was table tennis, which delivered six medals from 11 athletes. Swimmer William Martin was the most successful



Dylan Alcott

individual Australian medallist at the 2020 Games, winning three gold and one silver medal.

PA aimed to send to Tokyo an Australian Team with an equal gender balance – 78 of the Team's 179 athletes were female (43.6 percent), which was a higher female representation compared to the Games average (42.08 percent).

Once again, an Independent Paralympic Athletes team, called the Refugee Paralympic Team, took part, featuring six athletes. A record-breaking 86 countries won at least one medal.

China topped the medals table for the fifth successive Paralympic Games claiming 207 medals, including 96 gold, 60 silver and 51 bronze. The top five was also made up of Great Britain, USA, Russian Paralympic Committee and The Netherlands.

In the lead-up to the Games, PA worked closely with the Australian Institute of Sport, Australian Olympic Committee and National Institute Network to optimise the performance environment for each sport, particularly given the immense disruption created by the Covid-19 pandemic. Pre-Games training camps and qualification opportunities (international and domestic) were in many cases cancelled or altered significantly. The collaboration with these organisations as well as PA's engagement with state and territory governments and multiple federal government agencies was critical to allow sports to adapt quickly to the changing environment and restrictions.

In Tokyo, while each of the sports operated as autonomous units, they each received additional support from PA's combined performance services, medical, recovery, operations,

IT and media staff within Team Headquarters.

For the Team uniform, PA selected Australian brands R.M. Williams for ceremonial wear and The Garment Exchange for technical and casual wear. The Garment Exchange incorporated into their design an Indigenous artwork by Sydney-based Indigenous artist Rheanna Lotter depicting 'The Journey' – the story of our Australian Paralympic family. Racing suits by Speedo, footwear by Mizuno and sport-specific wear by Santini and High Sierra were also supplied to the Australian Paralympic Team.

The fact that these Games were held at all is a testament to the tenacity and hard work of the Japanese organising committee TOCOG who, against the odds, delivered almost certainly the most complex Games in history following the postponement and continuing substantial biosecurity risks of the global pandemic.

Athletes worldwide showed exceptional adaptability to maintain their focus and continue their training despite severely disrupted scheduling and qualification pathways. The Australian Paralympic Team weathered the significant impacts of border closures, international travel bans and mandatory hotel quarantine on return to deliver exceptional performances on the world stage.

Closing Ceremony flagbearer Ellie Cole



Games Delivery

Preparations for the rescheduled Tokyo 2020 Paralympic Games remained ongoing throughout the reporting period. Games Delivery staff continued engagement and planning remotely with 19 National Federations by hosting a two-day Mission Webinar on November 10 and 11, 2020, conducting online one-on-one meetings with each sport in February and July 2021 and a final online Team Manager Briefing on June 29 and 30, 2021. Online collaboration was very effective but lacked the face-to-face interactions necessary to form as cohesive an Australian Paralympic Team as possible.

The pandemic limited all international staff travel and, therefore, PA called upon a local liaison and Australian embassy staff in Tokyo to attend the final inspection of the Paralympic Village in April 2021. PA held weekly meetings with TOCOG to keep up to date with information across Village planning, accreditation, sport entries and arrivals and departures.

TOCOG released a series of Playbooks to all National Paralympic Committees and stakeholders outlining the Covid-19 measures to safely deliver the Paralympic Games, including testing protocols before leaving Australia and at the Games. PA continued to collaborate and engage with the Department of Foreign Affairs and Trade and Australian Federal Police through Team Executive Meetings and formulating a Critical Incident Response Plan. This included risk assessments around earthquakes and natural disasters, as well as assessing Tokyo Covid-19 case numbers and isolation protocols and facilities in Japan.

Paralympics Australia rolled out a School Engagement Program supported by a grant from the Australia Japan Foundation. In December 2020 PA created a school engagement program with Kobe City and Chuo Ward, given their contribution to supporting PA with the proposed staging camp and use of Harumi Junior School, respectively.



The initiative consisted of two programs, INSPIRE and ENGAGE, and was designed to provide a virtual platform for Australian Paralympic athletes to share their inspirational stories and build excitement for the Paralympic Games among students. The program was rolled out to five schools in Japan and reached 872 students in their classrooms.

Tokyo 2020 Paralympic Games

All athletes and competition partners were formally appointed to the Australian Paralympic Team via Team Announcements. PA was able to deliver some announcements in a physical format at sport selection competitions and events (as was the case for Rio 2016), though the impact of Covid-19 led PA to deliver several Team Announcements in a digital format via video conferencing platforms.



Arrival at Narita Airport, Tokyo

Sport	Announcement date
Para-athletics	7/9/20 (round 1), 17/4/21 (round 2), 23/7/21 (round 3)
Para-archery	27/4/21 (round 1), 26/7/21 (round 2)
Para-canoe	5/6/21
Para-swimming	16/6/21 (round 1), 14/7/21 (round 2), 26/7/21 (round 3)
Goalball	18/6/21
Boccia	21/6/21
Para-taekwondo	29/6/21
Para-table tennis	5/7/21
Para-cycling	9/7/21
Para-equestrian	10/7/21
Para-rowing	12/7/21
Wheelchair basketball (women)	16/7/21
Para-triathlon	19/7/21
Para-shooting	20/7/21
Wheelchair basketball (men)	21/7/21
Para-judo	27/7/21
Para-badminton	28/7/21
Wheelchair rugby	29/7/21
Wheelchair tennis	30/7/21

PA was required to charter four Qantas international flights to and from the Games due to the pandemic’s significant impact on domestic and international travel, including limited flight availability. Additionally, TOCOG introduced new ‘Period of Stay’ guidelines, which stipulated athletes must arrive in Tokyo no more than five to seven days before their competition and depart two days after their competition. This was challenging for Australian Paralympic Team members due to very limited availability of commercial flights between Australian cities and Tokyo in August and September 2021.

The Australian Paralympic Team implemented strict Covid protocols at the Games to ensure the Team’s health and safety. This included mandatory vaccinations, no use of the dining hall in the Paralympic Village and maintaining a strict biosecurity

bubble for all Team Members in the Paralympic Village and Team subsite locations. For the first time, PA set up a ‘Tokyo Tuckshop’ and self-catered all meals for the duration of the Games. This proved to be a success and PA may look to replicate it at Paris 2024.

The decision of Japanese authorities to forbid international spectators impacted PA’s family-and-friends program ‘AUS Squad’, as no family members or supporters of athletes were able to purchase tickets or attend the Games. This also led to the cancellation of the Family and Friends Lounge, which had been proposed to be located at Harumi Junior School 900 metres from the Paralympic

Village. Instead, PA actively engaged with the Long List and their supporters through various consultation calls in the lead up the Games.

Covid measures also meant Australian Team athletes and officials did not attend the Opening or Closing Ceremonies at the Games. Rather, the Australian Paralympic Team was represented at the Ceremonies by the Team flag bearers Ryley Batt and Danni Di Toro (Opening) and Ellie Cole (Closing) alongside Chef de Mission Kate McLoughlin. Team functions were held in the Paralympic Village to bid farewell to the flag bearers before they attended each Ceremony.

Quarantine

An inevitable consequence of the Covid pandemic was that the Australian Paralympic Team was required to comply with the Federal Government’s mandatory 14-day quarantine period. Preparation for quarantine required detailed planning, information collection and careful negotiation with multiple government stakeholders at state and federal levels.

Consideration needed to be given to the impairment profiles of our Team members, their needs in a quarantine environment and the location of quarantine for each Team member as it related to the most appropriate



Australian Paralympic Boccia Team announcement



Milly Tapper talking to students at Harumi Junior School

capital city. It was important to ensure their safe delivery to home states, avoiding an additional quarantine period due to the differing and often-changing regulations in each state.

Two hotels were used in Sydney for all NSW, ACT and Queensland-based Team members and one hotel in Melbourne was used for all Victorian, South Australian, Northern Territorian, Tasmanian and Western Australian Team members.

The NSW Government piloted the first home quarantine program in the country, providing access to 17 Sydney metropolitan area-based Paralympians who were required to check in daily on a geo-tracked phone app.

A considerable focus was placed on wellbeing in quarantine and led to

the development of a Quarantine Support Program in collaboration with the Australian Institute of Sport and the Australian Olympic Committee. The program included daily activities focusing on mental health, athlete transition, education and personal development, as well as regular entertainment. It was provided in an online format and available to all members of the Team whether they were quarantining in a hotel or at home.

The quarantine jigsaw puzzle was complex and constantly evolving throughout the duration of the pre-, during and post Games periods and involved PA staff collaborating constantly with key government decision makers to ensure our Team a safe and seamless passage through the intricate system.

Vanessa Low



High Performance

Paralympics Australia, in conjunction with the Australian Institute of Sport, sought to facilitate an innovative and united high performance system to achieve podium success at key benchmark events throughout the reporting period.

With the pandemic dramatically impacting access to training and competition domestically and internationally, Paralympics Australia worked closely with key stakeholders including National Sporting Organisations, the National Institute Network and Commonwealth Games Australia to help ensure Australian Para-athletes could continue to prepare for successful campaigns at the rescheduled Tokyo 2020 Games, Beijing 2022 Winter Games and Birmingham 2022 Commonwealth Games within the allowable federal and state government regulations and compliance requirements.

During the reporting period, the Australian Institute of Sport invested \$21.6 million in funding to 14 National Sporting Organisations and Paralympics Australia for their high performance Para-sport programs, performance pathway programs and special projects.

Some of the key initiatives delivered as a result of PA's high performance investment included;

- Co-investment in customised equipment with sports and the AIS engineering department. This aided key Tokyo medal performance outcomes for equipment used by wheelchair tennis Grand Slam winner Dylan Alcott and Para-cyclist Emily Petricola;
- Development of safety policies and resources including concussion in Para-sport, heat training in athletes with spinal cord injuries, pre-travel medical screening to enable better



Ellie Cole, Isabella Vincent, Emily Beecroft, Ashleigh McConnell

- decision making processes available for sports without capacity to provide medical coverage at training and competition;
- Education resources and workshops to support sports science and sports medicine practitioners working with Para-athletes, including physiotherapy and sports dietitian education and resources;
- Co-investment in Para-athlete facing roles including strength and conditioning at the South Australian Institute of Sport, physiotherapy at the New South Wales Institute of Sport, performance psychology within Para-table tennis and nutrition for wheelchair rugby. This support resulted in additional advocacy and awareness within the National Institute Network;
- Equipment research and development;
- Supervision of applied research programs;
- Athlete Wellbeing and Engagement coverage and resource development including Para-athlete post-Games transition support projects, post-Games ‘Quarantine Well’ resource and planning and a support safety net for athletes with no external support;
- Para-specific expert input into Australian Institute of Sport guidelines and working groups including the Framework for Rebooting Sport and Tokyo pre-departure guidelines.

Para-sport

The key function of PA’s Para-sport department is to advocate and support the growth of Para-sport from participation through to targeted talent performance pathway initiatives. The department also

aims to support the achievement of Paralympic performance targets at Summer and Winter Paralympic Games through a structured, efficient and targeted approach to talent identification and talent transfer in collaboration with our sporting partners and the National Institute Network at national and state level.

While the Para-sport pathway remains fragmented with multiple entry points and non-linear pathways for athletes depending on their background and impairment type or characteristics, PA played a critical role in ensuring emerging athletes were connected to opportunities appropriate for their level of development and were able to obtain a classification to compete within the Para-sport pathway. PA continued to strive for a more efficient and collaborative delivery of the Para-sport pathway to ensure a critical mass of athletes support a pipeline of talent capable of ultimately reaching their potential at future Paralympic Games.

One of the key changes as part of downsizing PA in 2014 due to financial capacity at the time was the removal of state and territory-based Development Coordinators, who among other responsibilities, played a critical role in helping people interested in getting involved in Para-sport begin their Para-sport journey. A review of the pathway by PA in 2018, in collaboration with research partners, identified that gaps remained in critical support required to advocate for and assist emerging athletes to navigate the barriers within early stages of the pathway. This was predominantly due to the range of organisations and stakeholders delivering participation and competition opportunities; from state sporting organisations, state

disability sport organisations and school sport programs in addition to other providers directly funded through NDIS support programs.

Subsequently, an outcome of the review was that Sport Australia invested \$1.5 million into Paralympics Australia over three years to employ state and territory-based Participation and Pathway Coordinators (PPCs) around the country. Like all sport programs since the pandemic began, the implementation and scope of the roles of PA’s five PPCs was impacted significantly. The roles began between December 2020 and January 2021 and, despite limited sport delivery throughout 2021 in Australia, had a significant impact in building capacity, influencing positive change and increasing the Para-sport knowledge of key ‘referrers’ to Para-sport programs; including sport, education (with a focus on the school sport sector), health and disability service sectors.

The division also benefited from AIS Pathways Workforce investment of \$300,000 over two years to enable PA to employ a Performance Pathway Manager in addition to a Para-sport Athlete Development Specialist, both critical roles required to inform, engage and collaborate with National Sporting Organisations, the AIS and National Institute Network in addition to Paralympics Australia performance pathway plans and programs.

Of the 179 athletes selected to the 2020 Australian Paralympic Team, 63 (35 percent) were products of Paralympics Australia’s previous participation, Get Involved and talent initiatives. Twenty-one athletes from this group won medals – six gold, sixteen silver and nine bronze – across seven Paralympic sports, or

39 percent of the Team’s total medal haul.

PA also developed a sport impairment mapping tool, available to the public on the PA website, which assisted individuals to identify which sports they were likely to be eligible for and their potential classification outcome. This enabled individuals to make better informed decisions about the sports they may pursue or equipment they may purchase to participate in Para-sport.

Get Involved

PA, in collaboration with its partners, delivered eight multi-sport ‘Get Involved’ or more targeted, bespoke sport initiatives throughout the reporting period. Coupled with the delivery of these initiatives and the promotion and media coverage of the Tokyo 2020 Paralympic Games, PA received 523 online registrations to ‘get involved’ or ‘get classified’, an increase of 411 percent on the previous year.

Throughout 2021/22, as PA sees more sporting opportunities opening up and travel restrictions easing, the expansion of the Get Involved program will be a focus with a long-term view to impact participation and medal outcomes at the 2032 Paralympic Games.

PA continued to advocate for pathway support for emerging sport programs receiving little to no program funding and played a critical role in the AIS pathway pulse check reviews of Paralympic sports. With a short turnaround to the Beijing 2022 Games and Paris 2024 Games, PA will continue to advocate for and deliver coach development opportunities and continue to support National Sporting Organisation What It Takes To Win (WITTW) plans and profile

successful impairment types which assist with fast tracking opportunities for talented athletes within the Para-sport pathway.

One of the critical components of the completion of stage two of the high performance training facility of a key strategic partner of PA, the Essendon Football Club in Melbourne, is the availability of onsite dormitory-style accommodation for Paralympics Australia and NSO partner delivered sport camps. PA sought and received Federal Government funding to complete the accommodation project, with the nine-dorm, thirty-two bed (with 18 fully accessible beds for wheelchair athletes) facility completed and operating from March 2021. Prior to the Tokyo Games, fifteen National Sporting Organisations coordinated sport camps for developing and high performance athletes across six sports at the facility. Critically, the facility was used as the training hub for wheelchair rugby, table tennis, goalball and badminton teams before the Games. The economical nature of the facility, located close to Melbourne airport, will continue to play a crucial role in supporting sport camps and delivery of programs, particularly for sports with limited or no high performance budget.

Classification for Tokyo 2020

- PA’s Classification department played an integral role in the lead up to and during the Tokyo 2020 Paralympic Games including;
- Educating and advising the NSO/ NSOD programs about specific classification provisions for Tokyo 2020;
 - Minimising the number of athletes requiring classification in Tokyo through supporting alternative opportunities to obtain international



A Paralympics Australia Come And Try event

- classification prior to the Games;
- Educating and preparing NSO/ NSOD programs to support athletes required to present for classification at the Tokyo Games;
 - Identifying and supporting NSO/ NSOD programs to manage classification risks and out of the ordinary classification scenarios which may have occurred in Tokyo;
 - Preparation of resources and information to support the Team, media and the Australian community to better understand and demystify classification and the role it plays at the Paralympic Games and in Para-sport more broadly.

Classification – General

During the reporting period, the Covid-19 pandemic reduced the delivery of face-to-face classification opportunities. The restrictions around

participating and competition, however, presented an opportunity to undertake a thorough review of the strategy and classification program and delivery more broadly to consider how best to connect with athletes requiring classification and the key stakeholders critical to the delivery of classification. This has resulted in new and more efficient models of working within the program.

PA developed a new Classification Strategy for the Paris Games cycle, significantly revised the PA Classification Policy, developed new National Classification Standards and revised or developed templates and resources to align with the strategy and policy.

PA supported 23 Para-sports to identify and address gaps to increase capacity, knowledge and

expertise within each sport-specific or impairment specific classification program. PA directly funded eight NSOs and one NSOD to deliver classification.

In 2021/22, PA will continue to ensure the classification system evolves to reduce the impact of one of the barriers to participation in Para-sport – obtaining a classification within an appropriate time frame. Agreements are in place with NSOs to ensure consistent delivery of classification and eligibility assessment to protect the integrity of the classification process.

Para Sport Equipment Fund

The Para-sport Equipment Fund program is an initiative between Paralympics Australia and Sport Australia which aims to address one of the most significant barriers to participation for people with a disability – the high costs associated with access to equipment required to participate in Para-sport. While the program provides funding for a range of levels within the pathway, priority is placed on increasing access to participation in early stages of the pathway. Rounds five, six and seven of the program were delivered throughout 2020/21.

Round five closed in November 2020 with two successful individual athlete applications totalling \$6,787 in addition to 21 community, pathway and club applications totalling \$173,002. Round six closed in February 2021 with four successful individual athlete applications totalling \$24,665 in addition to nine successful program applications from clubs, associations or National Sporting Organisations totalling \$48,041. Round seven closed in July 2021 with four successful individual athlete applications totalling \$21,655 in addition to four successful

program applications totalling \$17,000.

To date, the highly successful program has received a total of 261 applications (143 Individual applications and 118 program applications) with 51 percent receiving grants from seven funding rounds. A total of \$1,002,727 has been distributed towards the purchase or development of equipment.

The program continues to have a profound impact on the recipients

and ensures sustainability of new programs. One recipient, who received new wheelchair basketball chairs for a community program said: *“It has allowed our program to grow and double the number of participants within our program and ensure we have more regular participation opportunities. We now also hold some training days with elite athletes mentoring and coaching our young emerging athletes. We also now have the capacity to hold Come And Try*

days but our success as a result of the equipment provided may mean we need more chairs!”

Paralympics Australia is extremely grateful for all financial contributions to the Para-sport Equipment Fund and continues to seek additional revenue opportunities, corporate sponsorship and donations to continue the program throughout the Paris 2024 Games cycle and beyond.



A future Paralympic hopeful at a Paralympics Australia Come And Try Event



Performance Services



Caitlin Dransfield

The Performance Services division aims to support the delivery of optimum performance environments and enhance medal outcomes at key benchmark events for Para-athletes and officials, with a core focus being preparation for the Games and delivery of Australian Summer and Winter Paralympic Teams.

The division aims to enhance medal outcomes through:

- collaborating with national federations to support and improve service delivery, athlete health and the effectiveness of daily training environments;
- engaging experts and external organisations;
- providing targeted education;
- delivering research and innovation through partnerships with national federations, the Australian Institute

of Sport and the National Institute Network;

- distributing evidence-based information and exploring new ideas. PA facilitated the provision of customised high performance equipment and technology to key athletes and sports utilising partnerships with the AIS, Toyota and Optus;
- identification of a network of skilled individuals in the areas of sports medicine, physical therapies, nutrition, psychology and athlete welfare to serve as the central performance service delivery team at the Paralympic Games.

Medical advice and support were provided by PA to all Para-sports to ensure:

- a planned and safe access to pre-Games training opportunities in

spite of the ongoing challenges around the Covid-19 pandemic;

- return to sport in the context of Covid-19;
- assistance in the preparation of Covid-safe plans and pre-departure protocols for National Sporting Organisations and the Australian Paralympic Team;
- planning and preparation for the ongoing biosecurity of the Australian Paralympic Team at the Games.

Paralympics Australia staff also played a significant role in Sport Australia's review of the landscape of disability sporting organisations and subsequent recommendations and plans for the sector, including identifying a collective vision, purpose and a framework for ongoing collaboration and decision making.

A Paralympics Australia Come And Try event



Paralympic Innovation

Paralympics Australia's Paralympic Innovation team continued their strategic growth under the leadership of Dr Ross Pinder during the reporting period with targeted impact on the preparations of several sports leading into the Tokyo Paralympic Games. Performance solutions ranged from enhancing online coaching and performance environments using Paralympic Connect and other digital technologies to the development and refinement of 'Paralympic Playbooks' and the design of competition simulations to prepare coaches and athletes for expected and unexpected situations in Tokyo.

These innovations transcended individual disciplines and resulted in support for sports that was able to deliver competitive advantages during the Paralympic Games. For example, the bespoke Playbook developed in collaboration with Para-cycling

focused on enhancing coach-athlete-practitioner planning processes and athlete engagement and ownership of their race-day process. This was reported to have had a striking impact on the preparations and success of the Team, particularly during the Para-cycling road time-trials.

This interdisciplinary approach from the Paralympic Innovation team can also be exemplified by their collaborations and partnership with Table Tennis Australia, which has over the last five years led to significant shifts in coaching philosophy, athlete engagement and the impact of video analysis to influence practice and competition preparation. Such collaborations supported sports to achieve some of their best results at a Paralympic Games, including Para-table tennis, Para-cycling, boccia and goalball. Significant support was also provided for Para-archery,





Milly Tapper, coach Alois Rosario

Para-athletics, wheelchair rugby and wheelchair tennis.

The vision of Paralympic Innovation is to become a team of world-renowned specialists, unrivalled in Paralympic sport, that have a significant and measured impact on the performance of the Australian Paralympic Team through applied research, collaboration and education. During the reporting period, the team evolved to include full-time and part-time employees, full-time PhD scholars, casual specialist contractors, interns and work experience students. The creative and collaborative culture, as well as the individual contributions from the whole team, was instrumental in the extended impact on sports during the Tokyo Games cycle. The team continued to prioritise targeted and niche areas of sport science support, multi-media innovation opportunities and applied research in skill acquisition, performance analysis, coach and athlete development, biomechanics and sports engineering.

Skill Acquisition

Skill acquisition specialists engaged with and provided opportunities to all Summer Paralympic sports between 2016 and 2021. This ranged from advisory support or camp-based support through to immersion in daily training environments via in-person and remote collaborations. Due to funding constraints, support was bolstered through an applied PhD model, which supports scholars to gain experience under the mentorship of Dr Pinder and other senior members of the team, allowing us to support more coaches and more athletes more often. Support was provided by Stephen Hadlow, Dr Lyndon Krause, Dr Nima Dehghansai, Sarah Taylor and Georgia Askew.

The team's collaborations in skill acquisition continued to grow and supported coaches and athletes to adapt to the Covid-19 pandemic. Despite the challenges, the team continued to collaborate and co-create with sports to relentlessly iterate how we trained and prepared for the

Paige Greco

Tokyo Paralympic Games. A major emphasis was on reinforcing the need for creative and individualised approaches for athletes and coaches in the lead into the Games. Technologies, such as Paralympic Connect and Paralympic Playbooks were leveraged to design better collaboration options for allowing athletes and coaches to co-design their development. Furthermore, the opportunities presented to connect more coaches online allowed for greater cross-sport learning and education.

Targeted skill acquisition support during the reporting period supported performance outcomes in boccia, goalball, Para-archery, Para-athletics, Para-badminton, Para-cycling, Para-table tennis, wheelchair rugby, wheelchair basketball and wheelchair tennis. Examples of athletes who benefited from extended skill acquisition support include Dan Michel (boccia), Vanessa Low (Para-athletics), Paige Greco (Para-cycling), Darren Hicks (Para-cycling), Samuel von Einem (Para table tennis), Melissa

Tapper (Para-table tennis) and Dylan Alcott (wheelchair tennis).

A second full time skill acquisition position was established (Hadlow) late in the reporting period to meet demand and continue support in a more sustainable manner for future Paralympic cycles. This demand underpins the success of skill acquisition support for Para-sport programs. This now positions Paralympics Australia as a global frontrunner in skill acquisition with more applied support capacity than any institute within the National Institute Network or, to our knowledge, professional sport, as well as a successful pathway for scholars. Previous Paralympic Innovation scholars (in skill acquisition, as well as other specialist areas) have all remained in some way connected with Para-sport and currently have roles at Paralympics Australia, Tennis Australia, the Queensland Academy of Sport and the South Australian Sports Institute.

Performance Analysis

Like skill acquisition, our performance analysis support has continued to evolve and expand. Through targeted and successful partnerships with the Victorian Institute of Sport, Table Tennis Australia and wheelchair rugby capacity to support Para-sport programs doubled over the reporting period. Targeted analysis projects supported the preparation of emerging and developing sports for the Tokyo Paralympic Games, including boccia (which won their first medal in 25 years) and goalball (who reached the quarter finals after beating the World Champions to

progress). Advanced analysis options were also developed for wheelchair tennis, supported by the Paralympic Innovation team through Dr Lyndon Krause, and contributed to medal outcomes in the quad singles (gold) and doubles (silver).

Priority and ongoing performance analysis continued during the reporting period for wheelchair rugby (Lewis Quinn) and Para-table tennis (Lewis Quinn, Samuel Wells). The significant impact of this work was captured by Para-table tennis athletes during the Games, including Ma Lin (Male Class 9 silver medallist) and Yang Qian (Female Class 10 gold Medallist), who both highlighted the direct influence of the data towards their performance in post-match interviews.

Performance analysis support will continue to remain a priority for the Paralympic Innovation team as we look to evolve and seek further efficiencies to impact more sports and more athletes. The team continued to explore additional resourcing and were successful in partnering with Table

Tennis Australia and the University of Adelaide to secure additional funding through Commonwealth Games Australia to support the ongoing development of an automated analysis system.

Applied research

In addition to continuing to find creative ways to increase support for more coaches and sports, the Paralympic Innovation team continued its targeted research collaborations with world-leading specialists and institutes. During the reporting period, the Paralympic Innovation team took significant steps towards the vision to establish themselves as a world leader in Paralympic sport innovation and applied research.

In May 2021, just prior to the announcement of the 2032 Olympic and Paralympic Games being awarded to Brisbane, Paralympics Australia, led by Dr Pinder, moved to support the establishment of the Queensland Para-sport Research Network. The move will strengthen



Queensland Para-Sport Research Network launch

current collaborations between high-performance sport agencies and world leading researchers in Para-sport across three universities in south-east Queensland, aiming to provide performance and societal impacts over the next 10 years. Similar research networks are planned for where there is a groundswell of Para-sport research and interest.

Collaborations continued (eg. York University, Toronto) or were established (eg. Deakin University, Melbourne) with world leading experts in areas of athlete and coach development. These collaborations were targeted to complement and supplement the team’s current strengths and research priorities.

Research was also completed, in collaboration with York University (Nima Dehghansai) and the Queensland University of Technology, exploring the challenges faced by Paralympic athletes and coaches leading up to major events, such as the Paralympic Games, with a follow-up analysis to explore specific challenges and strategies related to the Covid-19 pandemic. In the reporting period, the team published this and other work across several high-quality peer-reviewed journals and presented at conferences to continue to network and provide national and international leadership.

Following the completion of previous PhD programs, Paralympic Innovation welcomed new Honours and PhD scholars in biomechanics (Robert Lee, University of South Australia), sports engineering (Connor Holdback, University of Adelaide), and talent transfer (Addie Green, University of

the Sunshine Coast). At the time of reporting, the team currently has four PhD scholars, one Honours student and multiple intern/work experience positions.

Other significant achievements during the reporting period included:

- Designing and developing bespoke *Paralympic Playbooks* for boccia, Para-archery, Para-table tennis, Para-cycling and wheelchair rugby;
- Designing and delivering of a four-part communication webinar series for Para-sport coaches and performance support personnel;
- Initiating four bespoke ‘Paris Preparation’ analysis projects during the Tokyo Paralympic Games to provide strategic direction for boccia, Para-badminton, Para-archery and Para-athletics (seated throws);

- Dr Nima Dehghansai completing his PhD and the world’s first comprehensive analysis of athlete development trajectories in Para-sport and taking up a full-time role as an Athlete Development Specialist;
- Paralympic Innovation alumni Dr David Haydon taking on the role as mechanic for the Para-athletics team at the Tokyo Games and continuing to drive Para-sport engineering research in South Australia;
- Securing four presentations for the 2021 IPC VISTA conference, demonstrating the significant growth of this applied research team over the reporting period;
- Completing a scoping review for individual performance planning to enhance athlete engagement and learning in Para-sport.

Table 1. Paralympic Innovation Communication webinar
Immediate post-zoom survey scores (each out of 10)

	Webinar			
	1	2	3	4
I found the overall webinar format engaging:	8.6	8.3	8.7	8.7
I found the overall webinar topic and discussion relevant to my coaching/role:	8.5	8.6	8.5	9.1
I valued this opportunity to hear insights from an expert outside of sport:	9.1	9	9	9.5
Enough time was provided for open Q+A and reflections:	9.1	7.3	8.7	8.9
I am able to take away at least one new learning or idea to try in my role/ coaching:	8.8	8.9	8.3	9.2
	8.8	8.4	8.6	9.1



Para-sport Reports

High Performance Strategy

Paralympics Australia, in conjunction with the Australian Institute of Sport, strives to facilitate an innovative and united Australian high performance sporting system to achieve podium success at key benchmark events including the Paralympic Games, World Championships and the Commonwealth Games.

Since the unprecedented COVID-19 pandemic began in early 2020, Paralympics Australia worked closely with key stakeholders including national sport organisations, the national institute network and Commonwealth Games Australia to ensure Australian Para-athletes could continue to prepare for successful campaigns at the postponed Tokyo 2020 Games, Beijing 2022 Winter Games and Birmingham 2022 Commonwealth Games, despite the obvious challenges of the pandemic.

During the reporting period, the Australian Institute of Sport invested \$19.2 million in funding to 14 national sport organisations and Paralympics Australia for their High Performance programs, athlete wellbeing and engagement, and other special initiatives.



High Performance Program managed by Paralympics Australia

Wheelchair rugby

International Federation: International Wheelchair Rugby Federation (IWRF)
Head Coach: Brad Dubberley
High Performance Operations Manager: Sam Allan
National Performance Director: Paul Kiteley
Tokyo 2020 Paralympic Games: Athletes: one female and 11 males
Result: 0 medals
2020/2021 High Performance Investment: \$1,409,216 (2019/2020 investment \$800,000)
Additional funding: (AW&E, Pathways): \$400,660 (2019/2020 investment \$100,000)
Report:
Due to Covid-19, the national team, The Steelers, were unable to travel overseas during the reporting period. Domestically there were major disruptions to training camps and competitions with the National Championships being postponed for a month, eventually going ahead for the first time on the Gold Coast from May 28 to 30, but without a full contingent of players and team representation due to state border closures.
At the Tokyo Paralympic Games, The Steelers were aiming to become the first wheelchair rugby team to win three consecutive gold medals. However, they struggled to regain momentum after a surprising first-up loss to Denmark and finished fourth. It was the first time the team had missed out on a medal since Athens 2004.
Despite the outcome for the team, captain Ryley Batt continued to show why he is regarded as one of the best wheelchair rugby players in the world. Batt scored 131 tries in total (third highest ranked), averaging 26.2 per game. Batt was the best in defensive fouls with 11, fourth best in turnovers/steals (eight in total or 1.6 per game), however had the highest rate of penalties against him, averaging 2.2 per game (11 in total). Batt became only the second Steelers player to compete at five Paralympic Games (2004-2020), alongside former player Nazim Erdem (2000-2016).
Notably at the Games, Shae Graham became the first woman to represent Australia's wheelchair rugby team in Paralympic competition, alongside four other players who made their debut.



Para-powerlifting

International Federation: World Para Powerlifting (WPP)
High Performance Program Manager/Coach: Simon Bergner
Program Manager: Tim Matthews
Program Coordinator: Kieran Courtney
2020/2021 High Performance Investment: \$42,500 CGA Funding of Paralympics Australia for Birmingham 2022 Coaching/Talent Initiatives (2019/2020 investment \$0)
2020/2021 Additional Funds (AW&E, Pathways): \$0 (2019/2020 investment \$0)
Report:
Two athletes – Ben Wright and Kaia Scholl – were in contention for bipartite quota slots for the Tokyo Paralympic Games. However, due to Covid-19, they did not travel overseas to participate in the final stage of qualification pathway criteria to contest at least one of five possible World Cups from November to June. The decision was based on strong recommendations from PA's Chief Medical Officers, noting that the health risk was extremely high.
A written request for exemption to this criterion was sent to the world governing body before the final competition. It was rejected. Paralympics Australia believes this was primarily why Australia and the Oceania region did not have any representation at the Tokyo Games.
Covid-19 also played havoc domestically with only one competition going ahead during the reporting period, on May 29 at Queensland Sporting Wheelies and Disabled Association fitness centre in Brisbane. Despite state border closures preventing some individuals from attending, the competition was high in quality with three national records set and new talent on show, including Hani Watson, who could make an impact at the Birmingham 2022 Commonwealth Games. This competition was specifically set up with the backing of the Commonwealth Games Australia funding program.
As part of Commonwealth Games Australia's goal to finish on top of the medal tally at the 2022 Birmingham Commonwealth Games, Paralympics Australia was the recipient of a funding grant totalling \$72,120 to support the preparation of Para-powerlifting athletes likely to participate and with potential to contribute to medal outcomes in Birmingham. Funding support has enabled the engagement of a national coach and support the delivery of National approved competitions to assist athletes to qualify and obtain an international classification for Birmingham, in addition to the provision of Powerlifting equipment to targeted athletes and performance hub programs and international competition. Paralympics Australia is extremely appreciative of the support provided to our Para-powerlifting athletes and team in preparation for Birmingham 2022.



High Performance Programs managed by National Sporting Organisations

Para-archery

International Federation: World Archery (WA)
National Federation: Archery Australia
Head Coach: Ricci Cheah
High Performance Manager: Graeme Rose
Tokyo 2020 Paralympic Games: Athletes: one female and three males
Result: 0 medals
Other Benchmark Events in 2020/21: 2021 Final Paralympic Games Qualifying Tournament/World Ranking Event – Nove Mesto, Czech Republic (3-11 July)
Result: 2 gold
2020/2021 High Performance Investment: \$380,878 (2019/2020 investment \$82,000)
2020/2021 Additional Funds (AW&E, Pathways): \$30,000 (2019/2020 investment \$29,908)
Report:
A team of four archers represented Australia at the Tokyo Paralympics, the largest team since the Sydney 2000 Games, where Australia had a team of equal size. Three Para-archers made their debut, including Australia's first women archer since Athens 2004.
Australia contested the compound and recurve events and the mixed recurve teams' event. All shot reasonable scores in the individual ranking rounds, including Rio bronze medallist Jonathon Milne, who finished eighth and achieved a first round bye for the elimination rounds. Stiff competition in the match play rounds resulted in none of the Australian archers progressing beyond the 1/8 elimination round into medal rounds.
Prior to Tokyo 2020, the final qualifying tournament and world ranking event was held in Nove Mesto, Czech Republic from July 3 to 11, 2021. Five athletes attended and brought home two gold medals. The gold medals were won by Imalia Oktrininda in the Women's Individual Recurve Open and Peter Marchant in the Men's Individual Compound Open. Both wins resulted quota slots for the Tokyo Games.
Otherwise, many events were cancelled or postponed during the reporting period due to Covid-19. The 2021 National Championships went ahead in Brisbane on March 27 to 28. At the Championships six athletes achieved Archery Australia's standards for possible nomination towards the Tokyo Games.



Para-athletics

International Federation: World Para Athletics (WPA)

National Federation: Athletics Australia

Paralympic Program Manager: Jon Turnbull (Jul-Jan)/
Alison Campbell (Feb-)

High Performance Manager: Andrew Faichney

Tokyo 2020 Paralympic Games: Athletes: 15 females and 21 males

Result: 19 medals – 4 gold, 7 silver, 8 bronze

2020/2021 High Performance Investment: \$2,765,000

(2019/2020 investment \$2,395,000)

2020/2021 Additional Funding (AW&E, Pathways):
\$70,000

(2019/2020 investment \$220,000)

Report

At Tokyo 2020, the Australian Para-athletics Team won four gold, seven silver and eight bronze medals to finish 11th on gold and seventh in total medals. One of the three gold medallists, Vanessa Low, previously represented Germany. Low backed up her T61 Long Jump gold medal from Rio 2016 with a new world record distance. James Turner also backed up his 800m T36 gold from Rio, but this time in the 400m and in a new Paralympic record time. Madison de Rozario claimed two gold medals at her fourth Games in the Women's 800m T53 and combined T55/T54 Marathon, both in Paralympic record time.

The team's overall performance was admirable as no overseas travel had taken place during the reporting period due to Covid-19. World Para Athletics conducted four of its six planned international grand prix meets, but only across the continents of Asia, Africa and Europe.

Domestically, Athletics Australia's summer series went ahead with Track Classic meets in Canberra, Melbourne, Sydney, and Brisbane. Multi-able world records were set in multiple events, including Jaryd Clifford in the 1500m T12 and Michael Roeger in the 5000m T46.

At the national titles held between April 15 and 19 in Sydney, eight AA A and 11 AA B Tokyo Paralympic Games nomination standards were achieved. At the final Marathon event, in western Sydney, Roeger and Clifford each broke world records.

In the final weeks before nomination for Tokyo, there were several sanctioned meets held on the Gold Coast with the warmer Queensland winter climate in mind and a further three AA A and 11 AA B standards were achieved for the nomination panel to consider.



Para-badminton

International Federation: Badminton World Federation (BWF)

National Federation: Badminton Australia

Head Coach/Program Manager: Ian Bridge

High Performance Manager: Peter Roberts

Tokyo 2020 Paralympic Games: Athletes: one female and one male

Result: 0 medals

2020/2021 High Performance Investment: \$0

(2019/2020 investment \$0)

2020/2021 Additional Funding (AW&E, Pathways): \$0
(2019/2020 investment \$0)

Report:

Para-Badminton made its Paralympic debut at the Tokyo Games. Australia was represented by two West Australian athletes, Grant Manzoney (WH2) and Caitlin Dransfield (SL4). Both met highly ranked opponents and were knocked out in the group stage. Dransfield fought until the last stage with 21-23 loss in the deciding set of her final pool match.

Due to Covid-19 no domestic or overseas travel had taken place during the reporting period. The National and Oceania Championships were postponed until after the report period.



Boccia

International Federation: World Boccia (BISFed)

National Federation: Boccia Australia

Head Coach: Ken Halliday

High Performance Program Manager: Caroline Walker

Tokyo 2020 Paralympic Games: Athletes: one female and two males

Result: 1 bronze

2020/2021 High Performance Investment: \$227,412

(2019/2020 investment \$113,706)

2020/2021 Additional Funding (AW&E, Pathways): \$0
(2019/2020 investment \$0)

Report:

At the Tokyo Games Daniel Michel and ramp assistant Ash McClure won bronze in the Mixed Individual BC3 – Australia's first individual medal and our first medal since the Atlanta 1996 Games.

A team of three athletes represented Australia at Tokyo 2020, two of whom – Spencer Cotie and Jamieson Leeson – made their Paralympic debut. It was the largest team since the Sydney 2000 Games and saw individual and pairs events contested.

The pairs competition, in which Australia finished fifth, included Leeson, our first female competitor since Sydney 2000. In the individuals', Cotie made a gallant effort with two wins in the pool phase to finish 11th overall.

Due to Covid-19 no domestic or overseas travel had taken place during the reporting period. The national titles in Hobart were cancelled in late 2020 but are due to take place after the reporting period. There was still plenty of activity at local, zone and state levels, including the Hunter Cup's eighth edition and state titles across the eastern seaboard.



Para-canoe

International Federation: International Canoe Federation (ICF)

National Federation: Paddle Australia

National Performance Director: Shaun Stephens

Head Coach: Shaun Caven

Program Manager: Tahnee Norris

Tokyo 2020 Paralympic Games: Athletes: two females and two males

Result: 3 medals – 2 gold, 1 silver

2020/2021 High Performance Investment: \$540,294

(2019/2020 investment \$475,000)

2020/2021 Additional Funding (AW&E, Pathways): \$237,001
(2019/2020 investment \$0)

Report:

A team of four Para-canoeists represented Australia at the Tokyo Paralympic Games, all of whom had been Rio 2016 representatives. Curtis McGrath achieved the standout performance, successfully defending his Men's KL2 gold medal from Rio 2016 and winning the gold medal in the newly introduced Va'a class the Men's VL3. Susan Seipel won silver in the Women's VL2 event.

Three of the four team members made finals, including Dylan Littlehales, who finished fourth in the Men's KL3 event.

Earlier, due to Covid-19 and after the time trials were held at the Sydney International Regatta Centre in Penrith, NSW in March 2021, Paddle Australia decided Australia would not send a team to the final qualifying regatta in Szeged, Hungary in May. Instead, the Paralympic Games Long List squad concentrated on domestic opportunities with the National Championships held later than normal, from May 19 to 23 at West Lakes in Adelaide. The squad used the competition as a final hit out before nominations, in both Paralympic (200m) and non-Paralympic (500m) distances.

Amanda Reid



Para-cycling

International Federation: Union Cycliste Internationale (UCI)

National Federation: AusCycling

Head Coach/Program Manager: Warren McDonald

Tokyo 2020 Paralympic Games: Athletes: five females and seven males

Result: 13 medals – 4 gold, 4 silver, 5 bronze

2020/2021 High Performance Investment: \$1,385,000 (2019/2020 investment \$1,195,000)

2020/2021 Additional Funding (AW&E, Pathways): \$60,000 (2019/2020 investment \$190,000)

Report:

At Tokyo 2020, the Australian Cycling Team won four gold, four silver and five bronze medals to finish fourth on gold and the total medal standings. The breakdown of medals across track and road was even with six won on the track, including gold to Paige Greco (C3) and Emily Petricola (C4) in the Individual Pursuit events and Amanda Reid (C2) in the Women's C1-3 factor Time Trial event – all three in world record time. On the road, six of the seven medals were won on the first day of competition in time trial events, including Darren Hicks in the Men's C2 event. The medal haul of 13 equalled the number won at Rio 2016.

Covid-19 had quashed many opportunities for international competitions to occur during the reporting period, including the Track World Championships and two Road World Cups. The 2021 Road World Championships went ahead in Cascais, Portugal from June 9 to 13, however, as this event was outside the Tokyo Paralympic Games qualification period, AusCycling decided not to attend with the risk of the pandemic still active.

Domestically, the track and road national championships progressed. The track championships took place in Brisbane from December 16 to 20 alongside the U19 and Elite able-body riders. The Para section had good representation across multiple classes including the AWII class for athletes with an intellectual disability for the first time. On the road, the national titles were once again held in Ballarat, Victoria, hosted by Federation University and over 50 Para-riders entered the event. All forms of Para-road cycling were on display from handcycling, tricycle, tandem and traditional bicycle riding across time trial and road race distances.

AusCycling was fortunate during Covid-19 to be able to host a UCI C1 category road time trial event in Brisbane in late April. This competition provided an opportunity to post crucial final international ranking points towards the Tokyo Paralympics quota slot calculations without the need to go overseas before final nominations.

Emma Booth and Zidane



Para-equestrian

International Federation: Fédération Equestre Internationale (FEI)

National Federation: Equestrian Aeustralia

National High-Performance Director: Chris Webb

High Performance Sport Coordinator: Stefanie Maraun

Tokyo 2020 Paralympic Games: Athletes: four females

Result: 0 medals

2020/2021 High Performance Investment: \$475,000 (2019/2020 investment \$475,000)

2020/2021 Additional Funding (AW&E, Pathways): \$0 (2019/2020 investment \$0)

Report:

A team of four riders and their horses represented Australia at the Tokyo 2020 Paralympic Games. Two of the riders, Victoria Davies and Amelia White, made their Paralympic debut and Sharon Jarvis (Grade IV) on Romanos became the first Australian equestrian rider to compete at three Games, having also competed in 2008 and 2012.

All four riders, which also included Emma Booth, finished with top 10 placings for Individual Tests and combined in Team Test, where Australia finished 13th out of 15 nations. Booth and White who were the most impressive, each qualifying for top eight Freestyle finals where Booth finished fifth (on 73%+) in Grade III and White finished sixth (72%+) in Grade V.

Australia-based riders did not travel overseas during the reporting period due to Covid-19. However, White (Grade V), who lives in Germany, was able to travel to Doha, UAE in late February with her horse Genius, where she achieved first prize in the Freestyle Test and two second prize placings in Team and Individual Tests event in the International Classic Para Dressage star 3 competition. White also competed at Waregem, Belgium in April and in Kronenberg, Netherlands in June, scoring 71%+ scores in the Freestyle Test in Belgium and in the Team Test event in the Netherlands.

Equestrian Australia was able to hold a FEI sanctioned Para-dressage competition as part of the Sydney 3-Day able-body eventing competition in early May 2021. Davies (Grade II) on Celere and Booth (Grade III) on Mogelvangs Zidane were stand-out riders with Booth achieving 72%+ scores in all three dressage events and Davies not far behind on 67%+ scores.

Meica Horsburgh (L) and Raissa Martin (R)



Goalball

International Federation: International Blind Sports Federation (IBSA)

National Federation: Goalball Australia

Head Coach: Peter Corr (women's program), Greg Scott (men's program)

Tokyo 2020 Paralympic Games: Athletes: six females

Result: 0 medals

2020/2021 High Performance Investment: \$0 (2019/2020 investment \$0)

2020/2021 Additional Funding (AW&E, Pathways): \$0 (2019/2020 investment \$0)

Report:

At the Tokyo Games the Aussie Belles achieved their best result at a Paralympic Games, qualifying for the quarter finals. There they faced eventual gold medallists Turkey. Down 3-7 at half-time, the Belles fought hard before losing 6-10 to finish eighth overall.

The Tokyo Games was the third consecutive Games the Belles had qualified for. Three of the players – Meica Horsburgh, Jenny Blow and Tyan Taylor – were competing at their third Games, one – Raissa Martin – at her second Games and two – Brodie Smith and Amy Ridley – were making their debut. Horsburgh was Australia's best attacking player, achieving 13 goals in the tournament, including eight goals and five penalty goals from five games to finish equal fourth in the tournament and equal third on average goals per game. In defence, Blow was Australia's best, finishing ranked ninth on total number of blocks with 140 from five games or an average of 28 blocks per game, fourth best in the tournament.

Due to Covid-19 neither the Belles (women's team), nor the Storm (men's team) travelled overseas in the reporting period and, as the men's team did not qualify for Tokyo, the focus was put towards the best possible preparation for the women's team under tough state border restrictions. The program was flexible, using facilities in Brisbane, Newcastle and at PA's 'The Hangar' facility at the Essendon Football Club in Melbourne.

Wayne Phipps



Para-judo

International Federation: International Blind Sports Federation (IBSA)

National Federation: Blind Sports Australia/Judo Australia

Technical Performance Director: Maria Pekli (Jul-Mar)

Tokyo 2020 Paralympic Games: Athletes: one male

Result: 0 Medals

Other Benchmark Event in 2020/2021: 2021 IBSA Judo Grand Prix, Warwick, England (19-20 June)

Results: 0 medals

2020/2021 High Performance Investment: \$0 (2019/2020 investment \$0)

2020/2021 Additional Funding (AW&E, Pathways): \$0 (2019/2020 investment \$0)

Report:

Wayne Phipps became the first Judoka to represent Australia at a Paralympic Games since Beijing 2008. Phipps encountered tough competition in his opening round against Munkhbat Aajim from Mongolia and eventually lost to an Ippon move after one minute and 48 seconds. He finished equal ninth for the tournament. Despite the result, Phipps greatly enjoyed the experience of his first Paralympic Games.

The Perth-based Para-athlete, who competed in the B3 classification, is Australia's sole elite Para-judoka. He attended the IBSA Grand Prix in Warwick, England from June 19 to 20, 2021. This was the last of two Grand Prix for final ranking points towards qualification for Tokyo 2020. Phipps won his quarter final against the No.2 seed before going down in the semi-final and the repechage for a bronze medal to finish equal fifth. This placing resulted in enough points to finish the qualifying period in 20th position in the under 66kg division.



Erik Horrie

Para-rowing

International Federation: World Rowing Federation (FISA)

National Federation: Rowing Australia

Head Coach: Gordon Marcks

High Performance Director: Bernard Savage

Tokyo 2020 Paralympic Games: Athletes: three females and four males

Result: 1 silver

Other Benchmark Events in 2020/2021: 2021 World Rowing Final Paralympic Qualification Regatta, Gavirate, ITA (3-5 June)

Result: 1 silver

2020/2021 High Performance Investment: \$499,597

(2019/2020 investment \$475,000)

2020/2021 Additional funding (AW&E, Pathways): \$96,311

(2019/2020 investment \$110,907)

Report:

Australia had three boats compete at the Tokyo Paralympics, equalling our largest team of seven athletes and one cox, set at Rio 2016. Kathryn Ross became Australia's only rower to have competed at all four Paralympic Games since rowing was introduced into the Paralympic program at Beijing 2008. Doubles scull partner Simon Albury and the members of the coxed four boat made their Paralympic debut.

Erik Horrie, the two-time silver medallist, brought home Australia's only medal, his third consecutive silver medal in the Men's PR1 single scull, making him Australia's most crowned Para-rower.

The double scull boat featuring Ross and Albury finish seventh overall after missing out on the A Final by one position and the coxed four boat of Alexandra Viney, Nikki Ayers, Thomas Birtwhistle, James Talbot and cox Renae Domaschenz finished just outside the medals in fourth position.

Due to Covid-19 and after time trials in early March, Rowing Australia decided to send the mixed double scull boat to the final qualification regatta in Gavirate, Italy from June 3 to 5. There, Ross and Albury achieved the goal of qualifying for Tokyo 2020, finishing second behind host nation Italy.

Domestically, the national championships went ahead as planned at Lake Barrington in Tasmania from March 22 to 28. It was a great opportunity for rowers to test themselves in single, doubles and particularly the coxed four Tokyo combination.



Natalie Smith

Para-shooting

International Federation: World Shooting Para-sport (WSPS)

National Federation: Shooting Australia

General Manager, High Performance: Adam Sachs

Paralympic Program Coordinator: Kurt Olsen

Tokyo 2020 Paralympic Games: Athletes: one female and two males

Result: 0 medals

2020/2021 High Performance Investment: \$440,250

(2019/2020 investment \$280,000)

2020/2021 Additional funding (AW&E, Pathways): \$142,002

(2019/2020 investment \$0)

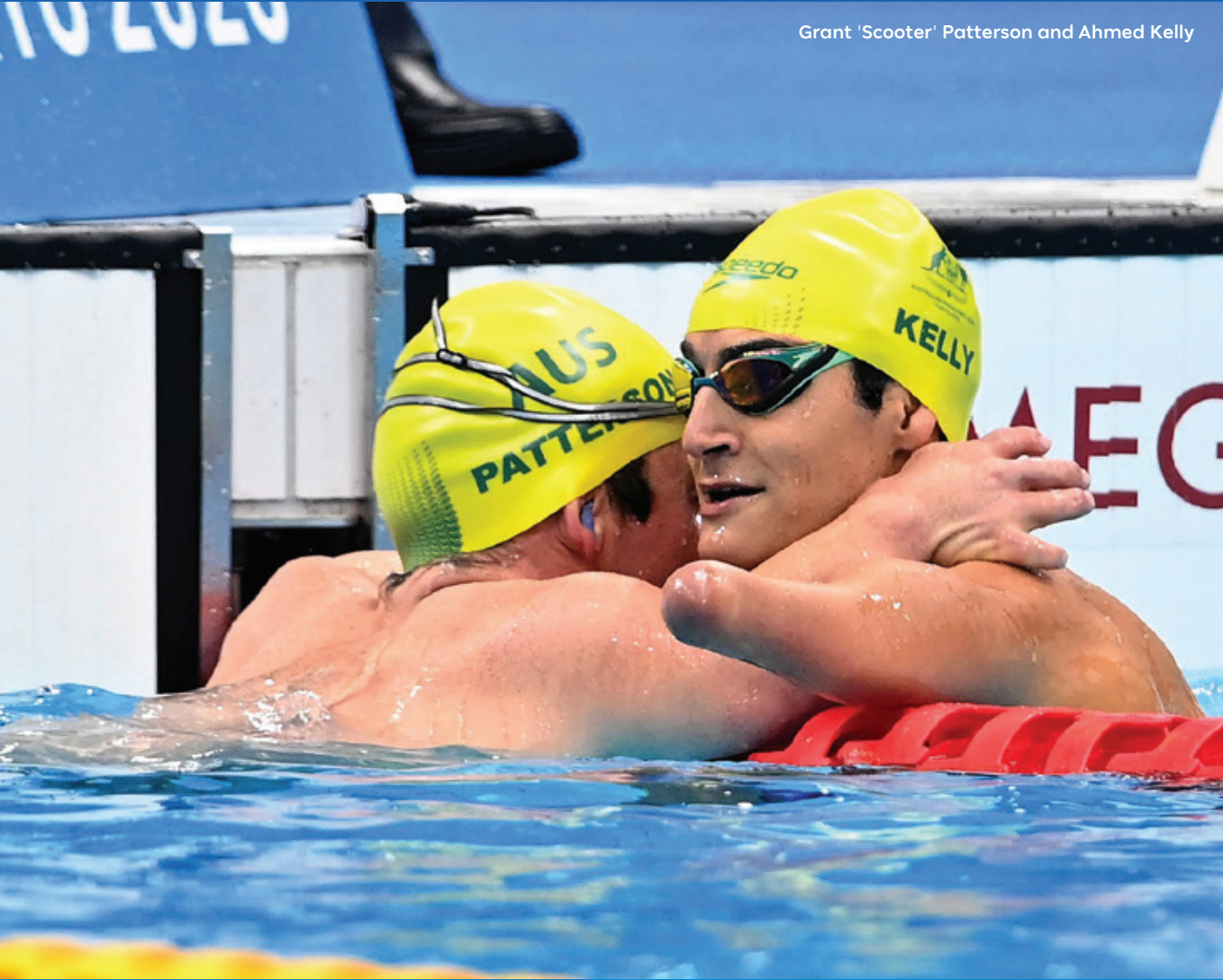
Report:

Australia sent a team of three shooters to the Tokyo Games, including two rifle shooters and one pistol shooter, all of whom had been Rio 2016 representatives. Chris Pitt finished 25th in both his pistol events, the P1 Men's 10m Air Pistol SH1 and P3 25m Pistol SH1. Natalie Smith, our only woman competitor, finished 19th and 46th in the R2 Women's 10m Air Rifle Standing SH1 and in the R3 Mixed 10m Air Rifle Prone SH1 events, respectively. Anton Zappelli was the best of the Australian shooters finishing 15th ahead of Smith in R3 event but just missed out on finals berth in the R6 Mixed 50m Rifle Prone SH1 event, coming in 11th.

Shooting Australia made the decision not to attend the final qualification event in Lima, Peru in June due to Covid-19. There was no overseas travel during the reporting period, including to the World Cup in Al Ain, UAE in February 2021.

The pandemic affected domestic competitions, namely the national pistol championships, which was postponed several times and eventually cancelled for 2021. The rifle national championships went ahead but with limited participation from our top Para-rifle shooters due to ever-changing state border closures.

The Tokyo Long List squad was able to come together for one national performance series event, held in Brisbane from May 14 to 16. Zappelli made the final of the able body 50m Rifle Prone, finishing in the top five, and won the WSPS R3 10m Air Rifle Prone event over Glen McMurtrie and Smith, who finished second and third, respectively. In the able body 10m Air rifle standing event, McMurtrie reached the final and finished seventh, while Smith just missed out on a top eight final berth place, finishing in ninth position.



Grant 'Scooter' Patterson and Ahmed Kelly

Para-swimming

International Federation: World Para-swimming (WPS)

National Federation: Swimming Australia

Head Coach: Brendan Burkett

Paralympic Program Manager: Adam Pine

Tokyo 2020 Paralympic Games: Athletes: 15 females and 19 males

Result: 33 medals – 8 gold, 10 silver, 15 bronze

2020/2021 High Performance Investment: \$2,140,000

(2019/2020 Investment \$1,910,000)

2020/2021 Additional funding (AW&E, Pathways): \$253,000

(2019/2020 Investment \$323,000)

Report:

At the Tokyo Paralympic Games, the Australian Swimming Team won eight gold, 10 silver and 15 bronze medals to finish sixth on the gold and total medal standings. Seven of the eight gold medals were achieved in individual events, three in Oceania record time (Lakeisha Patterson in the Women's 440m Freestyle S9, Rowan Crothers in the Men's 50m Freestyle S10 and Ben Popham in the Men's 100m Freestyle S8), three in Paralympic record time (Rachael Watson in the Women's 50m Freestyle S4, William Martin in the Men's 400m Freestyle S9 and Ben Hance in the Men's 100m Backstroke S14) and one in world record time by Martin for his second individual gold for the Games, in the Men's 100m Butterfly S9 event.

The eighth gold medal was achieved in the Men's 4x100m Freestyle Relay event in a world record time of 3:44.31 by Crothers, Martin, Popham and Matthew Levy, who became the second Australian Para-swimmer to attend five Games (2004-2020), alongside Kingsley Bugarin (1984-2000).

Due to a significant number of swimmers requiring new or reviewed international classification status before the Tokyo Games, a contingent of 11 swimmers travelled to Lewisville, USA under strict Covid-19 protocols to contest the World Series event in mid-April, 2021. Hance achieved a world record in the Men's 100m Backstroke S14 class, while a further five Swimming Australia Tokyo Games nomination standards were achieved by Crothers, Paige Leonhardt, Timothy Disken and Martin (x2) in heats and finals.

Domestically, all the main carnivals went ahead but state border closures hampered some entries from attending. Due to a new partnership between Swimming Australia and streaming service Amazon Prime, the Para component of the open national championships was removed from the able body competition and added into the age national competition instead. At the Australian Swimming Trials in Adelaide from June 12 to 17 world Para records were set by Martin in the Men's 100m Butterfly S9 and Hance who went under 58 seconds in the Men's 100m Backstroke S14 class. Also, 67 SAL nomination standards were achieved across the five days of competition, making nomination for the Australian Paralympic Team difficult.



Ma Lin

Para-table tennis

International Federation: International Table Tennis Federation (ITTF)

National Federation: Table Tennis Australia

Head Coach: Alois Rosario

National Program Manager: Sue Stevenson

Tokyo 2020 Paralympic Games: Athletes: five females and six males

Result: 6 medals – 2 gold, 4 silver

2020/2021 High Performance Investment: \$496,947

(2019/2020 investment \$347,000)

2020/2021 Additional funding (AW&E, Pathways): \$49,579

(2019/2020 investment \$159,947)

Report:

At Tokyo 2020, Australian table tennis enjoyed by far its best outcome from a Paralympic Games, finishing second on the gold and equal sixth on total medal standings, with two gold and four silver medals. Australia was represented by its largest team since Tel Aviv in 1968, with 11 players. Previously to Tokyo, Australia had won two gold medals in Paralympic competition. Our previous largest medal haul had been four medals at Tokyo in 1964.

Australia's two gold medals at Tokyo 2020 were won by former China representatives Li Na Lei in the Women's Singles Class 9 and Qian Yang in the Women's Singles Class 10 divisions. The four silver medals came from a mixture of singles and teams events, resulting in seven players returning home with at least one medal.

Due to Covid-19 and the players' rankings Table Tennis Australia decided not to send any players overseas during the reporting period, including to the final qualification tournament in Lasko, Slovenia in June 2021.

Domestically, the Delta strain of Covid-19 put a stop to the final preparation tournament for the Paralympic Games, the National Championships, which were due to be held on the Sunshine Coast in Queensland in early July.

The Olympic qualification tournament went ahead, where Melissa Tapper qualified, was nominated and selected for her second consecutive Olympic Games, the first Australian Paralympian to participate at an Olympic and Paralympic Games twice, after first achieving the feat at Rio 2016. Tapper and Heming Hu became the first Australian table tennis players to play a Mixed Doubles match at an Olympic Games, as this event made its Olympic debut in Tokyo. Matched up against the number eight seeds in the opening round of 16, the Australian pair put up a strong fight early on but were eventually outplayed by the French duo who won in straight games (5-11, 9-11, 1-11, 0-11).



Janine Watson

Para-taekwondo

International Federation: World Taekwondo

National Federation: Australian Taekwondo

Head Coach: Bernie Victor

Tokyo 2020 Paralympic Games: Athletes: one female

Result: 1 bronze

2020/2021 High Performance Investment: \$0

(2019/2020 investment \$0)

2020/2021 Additional funding (AW&E, Pathways): \$0

(2019/2020 investment \$0)

Report:

Para-taekwondo made its Paralympic debut at the Tokyo 2020 Games and featured 70 athletes from 37 nations across six events. Australia's sole competitor was Janine Watson. After losing her round of 16 match by only two points, Watson battled her way through the repechage rounds to eventually win bronze, Australia's first medal, with an emphatic 63-0 win.

No overseas travel had taken place during the reporting period because of Covid-19. Prior to Covid, Australia had achieved three quota slots towards the Tokyo Paralympics. However, due to personal circumstances, two athletes withdrew from the Long List, which resulted in Australia handing back slots to the international federation for redistribution to other qualifying athletes.



Jonathan Goerlach (right) with guide David Mainwaring

Para-triathlon

International Federation: International Triathlon Union

National Federation: Triathlon Australia

High Performance Director: Justin Drew

Paralympic Program Manager: Kyle Burns

Tokyo 2020 Paralympic Games: Athletes: three females and three males

Result: 1 silver

2020/2021 High Performance Investment: \$688,154
(2019/2020 investment \$465,000)

2020/2021 Additional funding (AW&E, Pathways): \$275,000
(2019/2020 investment \$40,286)

Report:

A team of six Para-triathletes and two vision impaired (VI) guides represented Australia at the Tokyo 2020 Paralympic Games. Four of the six athletes made their Paralympic debut, as did each VI guide. Three of the athletes were in the wheelchair category which also included three staff handlers as part of transition phases of racing.

Lauren Parker led all the way in her race, the Women's PTWC, only to be overtaken in the final stages and finish with the silver medal, Australia's only medal at the Games. Otherwise, Australia achieved two sixth placings, two seventh placings and one did not finish.

Based on calculations of athletes' world rankings, only two athletes travelled overseas during the reporting period due to the ongoing pandemic to ensure qualification for the Tokyo Paralympic Games. Rio 2016 gold medallist Katie Kelly with her guide Briarna Silk, and Clint Pickin travelled to the first world series event after the restarting of the qualification period, in Yokohama, Japan in May 2021. Kelly and Silk won and Pickin just missed out on the medals, in fourth.

Kelly's result captured enough points towards the Tokyo rankings. However, Pickin, despite competing in Leeds, England and Besancon, France finished one position outside automatic slot allocation at the end of the qualification period.

Domestically, several competitions went ahead despite state border closures due to Covid-19, such as the City of Newcastle Triathlon on February 20 and the National Championships as part of the City of Devonport Triathlon on February 27. The elite squad also contested final preparations prior to nominations in several triathlon events held at Runaway Bay on the Gold Coast and at Port Douglas in North Queensland as part of Olympic Oceania continental qualification event in June 2021.



Amber Merritt

Wheelchair basketball

International Federation: International Wheelchair Basketball Federation (IWBF)

National Federation: Basketball Australia

Head Coach: Craig Friday (women's & men's programs)

Paralympic Program Manager: Leigh Gooding

Tokyo 2020 Paralympic Games: Athletes: 12 females and 12 males

Result: 0 medals

2020/2021 High Performance Investment: \$1,261,251
(2019/2020 investment \$1,022,000)

2020/2021 Additional funding (AW&E, Pathways): \$216,880
(2019/2020 investment \$39,749)

Report:

The Tokyo 2020 Paralympic Games signalled the return of the Gliders (Australia's women's team) after they failed to qualify for the Rio 2016 Games. However, they fell short of the quarter finals to finish ninth overall. The Rollers (Australia's men's team) were determined to improve on their sixth place

at Rio 2016 and were confident after claiming bronze at the 2018 World Championships. However, they only marginally improved on the previous Paralympic campaign to finish fifth.

Tom O'Neill-Thorne made 15 steals, averaging 2.1 per game, the second-best in the tournament, and Bill Latham had a 54.2 field goal percentage, ranking fourth best. Tristan Knowles ranked second in three-point shooting with 9 of 21.

In the women's tournament, Amber Merritt was the standout Australian player in attack and defence, ranked inside the top 10 in almost every positive stat. Merritt was the second highest scorer by average and ranked sixth in total with 107 points (averaging 21.4 per game), she ranked number one in blocks (13 in all), achieved 18 turnovers (ranked fourth overall), and had a 47.6 field goal percentage and 46.7% free throw line stat.

Neither the Gliders nor the Rollers travelled overseas during the reporting period due to Covid-19. The pandemic also resulted in the National Wheelchair Basketball League and Women's National Wheelchair Basketball League being unable to complete their seasons for the second year running.



Ben Weekes

Wheelchair tennis

International Federation: International Tennis Federation (ITF)
National Federation: Tennis Australia
Wheelchair Tennis Program Manager: Brenda Tierney
Tokyo 2020 Paralympic Games: Athletes: four males
Result: 2 medals – 1 gold, 1 silver
Other Benchmark Events in 2020/2021: 2020 US Open, New York, USA (10-13 September), 2020 Roland Garros, Paris, France (1-4 October), 2021 Australian Open, Melbourne, VIC (14-17 February), 2021 Roland Garros, Paris, France (4-7 June), 2021 Wimbledon Championship, London, GBR (8-11 July), and 2021 US Open, New York, USA (9-12 September)
2020/2021 High Performance Investment: \$0 (2019/2020 investment \$0)
2020/2021 Additional funding (AW&E, Pathways): \$0 (2019/2020 investment \$0)
Report:
At the Tokyo Paralympics, Dylan Alcott’s golden run in the quad singles continued. He won the gold medal to defend his Rio 2016 title and later said it had been the toughest tournament win of his career. Alcott teamed with Heath Davidson in the quad doubles and the duo, who won the gold medal at Rio 2016, won silver.
Davidson and Alcott were part of a four-man Australian team at the Tokyo Paralympic Games. Ben Weekes equalled Australian Team Co-Captain Daniela Di Toro’s record of

competing at five Paralympic Games in wheelchair tennis, while Martyn Dunn made his Paralympic debut.
Dunn and Weekes were knocked out early in the tournament, in open doubles and singles, though Weekes reached the second round in the singles.
Alcott’s win at the Paralympics opened the chance for him to become the first quad player to achieve the ‘Golden Slam’ of all four majors and the Paralympic title in same calendar year, which he achieved at the US Open on September 12.
Overall, there were six Grand Slam tournaments held in the reporting period after events were rescheduled due to Covid-19 and extension beyond the normal 12-month reporting period to September 30, 2021. Alcott won all six quad singles titles and two doubles titles – the 2020 US Open and the Australian Open with Davidson. Davidson was the home nation wildcard for the Australian Open in the quad singles but lost to Alcott in the opening round. In the open men’s wheelchair division, Weekes was an Australian wildcard contender but was knocked out in doubles and singles in the opening rounds.
Away from the Grand Slams, top-level wheelchair/quad tennis was contested at several overseas tournaments, though there were fewer than usual. Weekes and Dunn teamed up at the World Team Cup qualification tournament in Portugal in May, reaching the semi-finals to finish third overall in Group B.



Australia’s Para-alpine skiing squad

Winter sports

International Federation: World Para Alpine Skiing/World Para Snowboard
National Federation: Snow Australia
Performance Pathway and Program Manager: Ben Wordsworth
Program Manager: Annie Geiger
2020/2021 High Performance Investment: \$1,253,478 (2019/2020 investment \$1,149,000)
2020/2021 Additional funding (AW&E, Pathways): \$0 (2019/2020 investment \$99,622)
Report:
There were some international competitions during the northern hemisphere winter season, however Snow Australia decided not to send athletes overseas after the Beijing 2022 Paralympic Games qualification guide was amended to state that athletes need not have competed in the 2020/2021 period

if they had already achieved qualification points during the 2019/2020 season.
Domestically, Covid-19 strongly affected athletes’ training programs, with state border closures occurring at times with less than 48 hours’ notice. It required athletes to be flexible in their movements.
To date during the report period, Australia has qualified seven quota slots for the Beijing 2022 Paralympics Games, two in Snowboard (likely only to accept one) and five Alpine Skiing slots, with a make-up of one female and four males. In the upcoming final season before the Games, Snow Australia is hoping to have several emerging athletes achieve qualification marks and be awarded bipartite slots, with the expected team size to be nine to 10 athletes including two vision impaired guides.

Commercial and Marketing

Paralympics Australia generates a significant portion of its funding through commercial and marketing operations including sponsorship, fundraising, licensing and broadcast.

During the reporting period, the Commercial and Marketing division was responsible for generating more than \$4 million (FY21) in revenue for PA, representing 38 percent (FY21) of the organisation's overall funding. The 2020 Tokyo Paralympic Games broadcast on the Seven Network played a significant role towards increasing awareness of the Australian Paralympic Team and Paralympic Movement and the tremendous success of Paralympics Australia *Virtual Seats* fundraising marketing campaign.

During 2020/21 corporate sponsorship, including cash and value-in-kind (VIK) investments, constituted 71 percent of all commercial revenue,

with broadcast representing 13 percent and fundraising contributing the remaining 16 percent. There was no trade promotions activity during the financial year. The continued impact of Covid-19 on corporate and consumer markets was reflected in the decelerating of PA's commercial results, in particular trade promotions in FY21.

The Commercial and Marketing Division is also responsible for leading, managing and growing the Paralympics Australia digital strategy and platforms and Customer Relationship Management (CRM) including AUS Squad consumers. Leading up to and during the Tokyo Games the website was the main source of information about the Paralympic Team and the Games. During the reporting period we achieved 61 percent growth in consumers, prominently via the *Virtual Seats* fundraising campaign, leading up to and during Tokyo 2020.



Sponsorship

Paralympics Australia generated more than \$2.9 million in sponsorship revenue during the reporting period, despite the interruption from Covid-19-related factors and being an unprecedented five-year Games cycle. Sponsorship revenue consisted of sponsorship rights fees (cash and VIK), guaranteed fundraising contributions

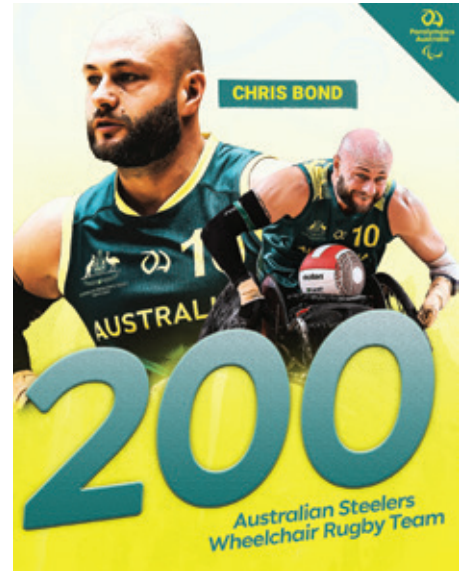
and cause-related marketing proceeds. PA welcomed and supported new (and returning) partners and supporters during the reporting period, including News Corp Australia, National Disability Support Partners and Advanced Medical Devices. Due to Covid-19, sponsors were unable to travel to the Tokyo Games and

activate on-ground or access any corporate hospitality. As a result, PA sponsors amplified their Games time activation in Australia focusing on digital and social media channels. The division supported existing sponsors and suppliers through sponsor benefits delivery, targeted sponsor value-add initiatives and executing each sponsor's Tokyo Games time activations.

Major Partners	Official Partners	Official Supporters	Official Suppliers
Sport Australia	Allianz	isentia	Jockey
Australian Government	Citi	Clayton Utz	The Garment Exchange
Optus	Qantas	Goodman Foundation	Speedo
Toyota	Seven West Media	Essendon Football Club	R.M.Williams
Woolworths	Uber	City of Sydney	Mizuno
Royal Australian Mint	icare NSW	Commonwealth Games Australia	Birkenstock
	Meat & Livestock Australia	National Disability Insurance Partners	Permobil
	Harvey Norman		Australian Medical Devices
	Cadbury		
	Uber		
	Jumbo Lotteries		
	News Corp Australia		

A selection of PA digital marketing assets





In addition to direct financial support, PA sponsors and suppliers continued to provide invaluable support to Paralympics Australia, investing in activities delivered through their Games campaigns, including:

- **Optus**’ above-the-line ‘It Starts With Yes’ campaign, and continued collaboration with PA on development and use of remote coaching platform Paralympic Connect;
- **Woolworths**’ in-store ‘Aussie Heroes’ collectables promotion and round-up activation;
- **Toyota**’s above-the-line ‘Breaking Point’ campaign, an execution of Toyota’s message of ‘mobility for all’;
- the **Royal Australian Mint**’s Australian Paralympic Ambassador coin program and, together with distribution partner Woolworths, the Australian Paralympic Team coin program;
- **Allianz**’s ‘#SparkConfidence’ campaign;
- **Citi**’s ‘#StareAtGreatness’ campaign;
- **Harvey Norman**’s in-store and above-the-line ‘Supporting Australian Athletes’ campaign.

Sponsors and suppliers attended a number of virtually hosted PA information and planning forums throughout the year where they had the opportunity to listen to and engage with PA’s key business units responsible for the delivery of the 2020 Australian Paralympic Team, including opportunities (with a particular focus on digital and social) to support their own activity and campaigns and deliver mutually beneficial outcomes.

Paralympics Australia commends its sponsors and suppliers for their dedication and commitment during an unprecedented Summer Games campaign and is profoundly grateful for the invaluable and genuine support of each and every one, including the personnel who drive each partnership with a passion to enact change for a more inclusive society.

Fundraising and Licensing

A donation to Paralympics Australia is so much more than the dollars given. It not only helps ensure we can get our Australian Paralympic Teams to the Games, it also shows them that you believe in them. It supports the development of the next generation of Para-athletes so they can excel on the

world stage. And it is a commitment to changing perceptions and giving the 20 percent of Australians with a disability an opportunity to shine through sports and community programs.

As a charity, Paralympics Australia relies on donations. During the reporting period our focus was to grow our appeals, capitalise on the 2020 Tokyo Paralympic Games and strengthening relationships with our existing donors.

The Fundraising division capitalised on the increased exposure and monetary funds during the Tokyo Paralympics to continue to grow the number of donors who support Paralympics Australia through establishing the *Virtual Seats* campaign run in collaboration with Channel Seven.

The *Virtual Seats* campaign allowed the Australian public to support the Australian Paralympic Team through the purchase of a \$25 virtual seat. They were then able to share on social media and show their support to their network. New donors comprised 80 percent of the donations through this campaign.

During the reporting period, PA generated \$644,000 in gross revenue through fundraising channels including;

- Regular Giving: Donations made monthly by individual donors;
- Direct Response: Donations made as a result of a campaign run by PA. Three Direct mail and email campaigns were run during the reporting period as well as one broadcast campaign;
- General Donations: unsolicited donations made to PA throughout the reporting period
- Corporate Fundraising: revenue generated through sponsor fundraising and/or cause related marketing campaigns, workplace giving;
- Community Fundraising: individuals and groups in the community holding various fundraising activities.

We would like to express our deepest gratitude to all the individuals and companies who have supported Paralympics Australia across this year, through both regular and one-off donations.

Marketing

During the reporting period, due to Covid-19, Paralympics Australia’s digital marketing channels (website, email and social media) were the main channel of communication and activation. This allowed us to continue our focus on consumer marketing with the objectives to strengthen the brand connection, grow and retain our supporter base and convert audiences.

To capitalise on the peak traffic period during the Games, we focused on strengthening our CRM platform Salesforce and digital and social media channels by introducing new tools to drive database and supporter growth. As a result, we experienced a 61 percent growth in our AUS Squad supporters with the biggest spike experienced in the lead-up and during Tokyo 2020.

During the reporting period, we also launched two marketing campaigns: #ReadySetTokyo and *Virtual Seats* fundraising.

New Initiatives

In the lead up to Tokyo 2020, several initiatives were introduced to capitalise on Tokyo 2020 traffic, including:

- (1) Upland: Audience development tool integrated into the PA website
- (2) Monsido: Web accessibility tool
- (3) HIVO DAM: Digital Asset Manager
- (4) Slate: A branded content curation tool
- (5) *Virtual Seats* campaign web platform
- (6) Minor redevelopments of the website: Home page reskin, menu structure redesign, donation user journey and Para-sport participation sub-section

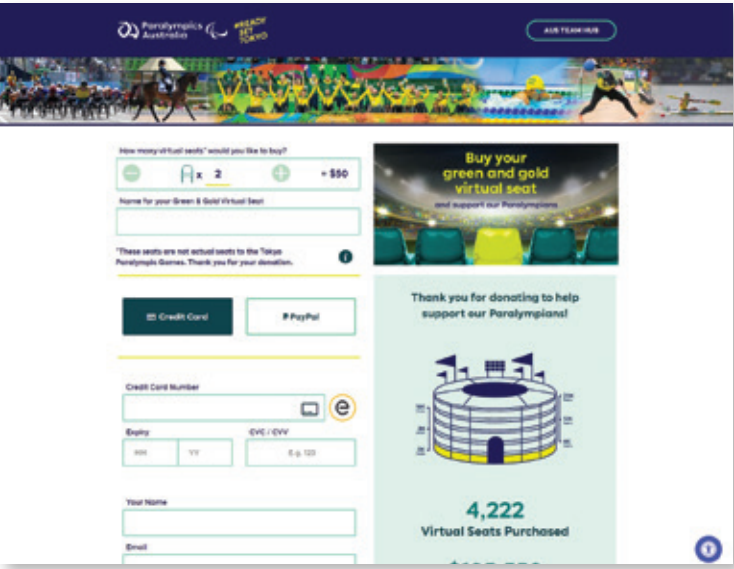
We continue to commercialise digital assets to identify opportunities for integration and synergy with Paralympics Australia Partners.

Social Media

Social media is an effective communication and information channel for our fans and supporters to connect with the Australian Paralympic Team and Paralympics Australia at all levels.

During the reporting period, Paralympics Australia successfully achieved above benchmark engagement rate percentage targets across primary consumer channels, including Facebook (12 percent) and Instagram (88 percent).

Community management and continued engagement is a priority for us and even more so in the Covid environment, whereby consumers are turning to social media for their customer service needs.



During the Tokyo Paralympic Games enquiries via our channels increased and were responded to ensure our community was well informed and highly engaged.

Website

During FY21 paralympic.org.au generated 472,025 page views to 161,403 users from 205 countries.

Pages	URL	Views
Home Page	paralympic.org.au	58,521
Athletes	paralympic.org.au/athletes	44,441
Education	education.paralympic.org.au	31,199
Play Para-sport	paralympic.org.au/play-para-sport	19,668
Classification	paralympic.org.au/classification	9,726
About Us	paralympic.org.au/about-us	7,425
Tokyo 2020	paralympic.org.au/tokyo2020	5,702
Make a Donation	paralympic.org.au/make-a-donation	3,878

Database: AUS Squad

Pages	URL	Views
Athletes	paralympic.org.au/athletes	713,015
Home Page	paralympic.org.au	313,547
Education	education.paralympic.org.au	136,709
Play Para-sport	paralympic.org.au/play-para-sport	98,372
Tokyo 2020	paralympic.org.au/tokyo2020	72,993
Sport	paralympic.org.au/sport	55,226
Classification	paralympic.org.au/classification	49,355
Events	paralympic.org.au/events	26,085
Make a Donation	paralympic.org.au/make-a-donation	19,280

Website activity during the year (top), and during the Games (bottom)

Our Customer Relationship Management tool, Salesforce, continues to be our focus as an important tool for data growth with the appointment of a Database Administrator. Key milestones achieved during the reporting period included the migration of fundraising, consumer, commercial and media contacts, the integration with Adestra (email marketing platform) and the roll-out of a new preference centre and email unsubscribe module. We also implemented an email capture widget on the website which fully integrates with Salesforce. All new customers receive an automated welcome eDM and are automatically flagged in Salesforce. Prior to Salesforce this was a manual process.

Tokyo 2020 Paralympic Games

The Tokyo 2020 Paralympic Games marketing campaign (#ReadySetTokyo) and *Virtual Seats* fundraising campaign were activated across owned social media channels: Facebook, Instagram, Twitter, YouTube and LinkedIn.

During the Games period (July to September 2021), Paralympics Australia achieved above benchmark engagement rate percentage targets across its primary consumer channels; Facebook five percent and Instagram 362 percent.

Paralympics Australia created 306 Facebook posts and 137 Instagram posts (not including Stories), reaching 23,216,467 people on Facebook and 3,787,289 people on Instagram. The Slate Teams app supported our branded content delivery by helping us curate over 1000 pieces of uniform, channel-specific content. A new video format for PA was trialled at the Games – short form Instagram Reels. The Reels received 1,220,505 total plays. The resulting success of this short form format supports

PA’s evolving content strategy as we adapt to the dynamic nature of the platforms.

Community management continued to be an important task during the Games, both on post and via direct message, with our response rate across Facebook at 74 percent.

During the Games period paralympic.org.au generated 3,698,856 page views to 742,119 users from 208 countries.

To support the *Virtual Seats* fundraising marketing campaign, a separate web platform was developed – donate.paralympic.org.au – and integrated across the PA website. The campaign website generated 228,498 page views to 104,283 users and raised \$2,369,275 with a total of 94,771 virtual seats purchased.

Paralympics Australia launched a Digital Asset Manager (DAM), a system that stores, shares and organises digital assets in a central location, including logos, images, videos and other media. The DAM was in operation and available for Partners, NSOs, Members and Government stakeholders from a week before the Opening Ceremony.



A call to action for PA’s Virtual Seats campaign

Buy your green and gold virtual seats

donate.paralympic.org.au



YOUR NAME HERE

Communications

The Communications division is responsible for managing Paralympics Australia's media, public relations, content, media rights and broadcast operations. Its core purpose is to tell the story of Paralympics Australia and the Paralympic movement to new and existing audiences.

Enabling the Commercial and Marketing, Stakeholder Engagement and Corporate divisions to generate revenue with access to outstanding content is key, while also bolstering the Sport division's ability to support and deliver elements of the Australian Paralympic Team and Para-sport programs generally.

These priorities are even more pronounced in a Summer Games years. Opportunities to make significant progress in these areas are heightened and cannot be missed.

Key projects executed during the reporting period included:

- Delivery of PA's 2020/2021 communications strategy, noting that several aspects of the strategy had to be refined due to the impact of the Covid-19 pandemic;
- Content delivery to grow PA's fanbase and brand across social media, including Facebook, Instagram, Twitter, LinkedIn and YouTube;

- Content production, planning support and editorial management for the Seven Network, PA's media rights sublicensee for the Tokyo 2020 Games;
- Execution of Sydney 2000 Paralympics 20th anniversary campaign, including 27-page Special Edition of *The Australian Paralympian* magazine, media releases, website stories and social media roll-out;
- Stories and a social media campaign to support the launch and Australian Team members' involvement in the Netflix feature documentary *Rising Phoenix*;
- Several editions of *Throwback Thursday* stories, including editorial and social media campaigns;
- Feature content on the extraordinary life of Harry Mosby, Australia's only Torres Strait Islander Paralympian;
- Tokyo 2020 Team uniform launch to mark One Year To Go until the postponed Tokyo Games, featuring editorial, media releases and social media content;
- Completion of the #ReadySetTokyo video campaign;
- Execution of video content series 'My Squad', delivered in partnership with Harvey Norman;
- Editorial and pictographic support for PA's Para-sport Equipment Fund

- The launch of PA’s #ReadySetSnow media campaign for the Beijing 2022 Winter Paralympic Games;
- Editorial, photographic and video coverage and support for PA’s Come And Try Day events;
- Multi-faceted coverage and promotion of the Brisbane 2032 Games bid, including representation on the 2032 Games Taskforce for Communication and Media, alongside representatives from relevant Federal, State and Local Government departments and the Australian Olympic Committee, as well as media releases, website and social media stories;
- Editorial, photographic and video coverage and promotion of PA’s Paralympic Education Program;
- The maintenance of more than 200 athlete profiles for members of the Australian Summer and Winter Paralympic Long List squads;
- Extensive coverage and facilitation of 18 team announcement events for Tokyo 2020 representatives, including editorial, video, photos, media releases, social media series and website, as well as follow-up with journalists;
- Coverage of the 2021 Australian Swimming Trials and subsequent team announcement;
- The expansion of Paralympics Australia’s photographic and video archives;
- Comprehensive media operations at Tokyo 2020, including the assembly and management of a team of media professionals to work as Media Liaison Officers, Videographers and Photographers and servicing host broadcaster Seven Network and wider Australian media before, during and after the Games;
- Production of major external and internal publications, including the Tokyo 2020 Media Guide and Team Handbook;

- Production and promotional support for PA’s highly successful Virtual Seats campaign during the Games;
- Coverage of Welcome Home events;
- Media outreach and management for key PA announcements, including:
 - Funding boosts from the Federal Government and some state and territory governments to support the 2020 Australian Paralympic Team, especially through Covid-19 contingencies;
 - The appointment of a new member to the PA Athlete Commission, Ella Sabljak.

Media

The division issued 71 media releases and alerts to metropolitan, suburban and regional media nationwide, and published 330 news stories on Paralympics Australia’s website between June 30, 2020 and September 30, 2021. There were 288 stories published in the reporting period last year.

The increase reflected substantially higher editorial output associated

with the Summer Paralympics and underlined PA’s pursuit to drive more traffic to its own platforms. The high number of media releases was also symptomatic of the Games, including releases for each team announcement and other Games-associated events, such as the team uniform launch and Covid-related messaging. Games coverage offset and exceeded coverage of events during the reporting period which were cancelled due to Covid.

With the assistance of media monitoring service Isentia, PA tracks the media coverage of Paralympic sport in Australia. During the period July 1, 2020 to June 30, 2021, Paralympics Australia and Paralympic sport received 21,431 mentions in the media which generated an advertising space rate of more than \$308.9million.

In the three months from July 1, 2021 to September 30, 2021 – incorporating the Paralympic Games – there were 30,248 mentions, which generated an advertising space rate of more than \$524.7million.

Australian media coverage by newsfeed					
Year	Print	Radio	Television	Online	Total
2009/10	7,196	1,345	607	607	9,784
2010/11	6,550	856	761	761	8,482
2011/12	6,313	1,997	1,434	1,434	12,101
London 2012*	4,178	26,489	30,032	2,284	63,343
2012/13**	5,643	3,559	1,269	1,565	12,036
2013/14	5,808	956	428	1,443	8,635
Sochi 2014*	480	3,738	1,770	6,214	12,202
2014/15	7,877	1,292	705	2,541	12,415
2015/16	8,320	2,076	1,231	4,234	15,861
Rio 2016*	1,772	20,337	18,585	8,696	49,390
2016/17**	4,567	1,628	1,096	4,485	10,816
2017/18	4,996	3,264	1,667	5,698	15,625
PyeongChang 2018*	362	3,304	2,556	1,384	7,336
2018/19	4,927	1,925	1,331	7,540	15,075
2019/20	4,460	1,763	1,317	8,599	16,259
2020/21	4,109	3,361	1,555	12,406	21,431
Tokyo 2020*	4,082	10,635	3,138	12,393	30,248

Source: Isentia
* Reporting period was the three-month period surrounding the Tokyo Paralympic Games
** Reporting period covers the period following the Paralympic Summer Games



Paralympic sport on 7plus

Apart from the Australian Paralympic Team’s performances at the Tokyo Games, the stories which attracted the most interest from major media outlets during the reporting period included: The announcement of significant funding increases for Australia’s Paralympians by the Federal Government and the AIS; the election of Kurt Fearnley as Vice Chair of IPC Athletes’ Council; the unveiling of the Tokyo 2020 Australian Paralympic Team uniform; the 20th anniversary celebrations of the Sydney 2000 Paralympic Games; Kate McLoughlin becoming Australia’s first female Chef de Mission for a Winter Paralympic Games; the progress of Brisbane’s 2032 Paralympic Games proposal proceeding to an IOC vote; the grand slam successes of wheelchair tennis player Dylan Alcott and the dozens of announcements relating to Australian Paralympic Team’s preparations for Tokyo 2020.

As well as coverage at a national level, Paralympic sport was also widely reported in suburban and regional media in every state and territory, which continued to provide extensive

coverage and support of Paralympic athletes and emerging Para-sport talent.

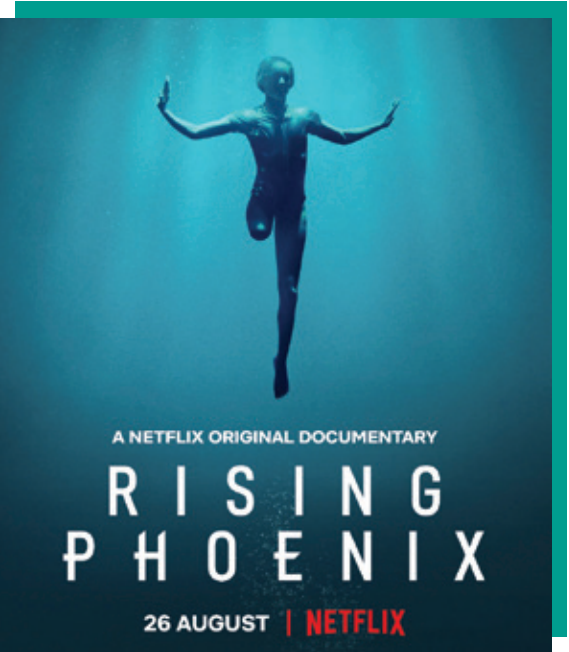
Social Media and Website

After overseeing PA’s website and social media platforms for more than a decade, the Communications division transitioned the overall responsibility of PA’s digital presence to within the Commercial and Marketing Division from 2020.

The rationale was in line with PA’s strategic evolution from being a content-driven publisher in past years, to a more subscriber-driven approach moving forward, with a greater focus on marketing and fundraising.

Multimedia content

The Communications division continued to collaborate with video production company Good Shout to produce content for social media, traditional media, Paralympics Australia’s partnership with Seven West Media, and Paralympics Australia’s Commercial and Marketing division.



Ellie Cole in Rising Phoenix

There were 47 videos uploaded to Paralympics Australia YouTube channel between July 2020 and June 2021. During the Tokyo 2020 Games period, there were 19 videos published on the channel.

Highlights included:

- ‘Paralympic Connect: powering our Team towards Tokyo’ – a remote coaching app delivered in partnership with Optus which helped connect athletes with their coaches in the leadup to Tokyo 2020.
- ‘Australian Paralympic Team: Tokyo 2020 Uniform Launch’ – the unveiling of the Australia Paralympic Team Tokyo 2020 uniform, manufactured by Birkenstock, R.M Williams, Garment Exchange, Speedo and Mizuno. This video revealed the details of the uniform and offered a closer look at the specially commissioned Indigenous artwork by Rheanna Lotter, titled ‘The Journey’. It was narrated by 2020 Australian Team co-captains Ryley Batt and Danni Di Toro, Elizabeth Edmondson (five-time Paralympic gold medallist) and Kevin Coombs (five-time

Paralympian and Australia's first Indigenous Paralympian).

- 'Sydney 2000 Paralympic Games: 20-year anniversary series' – A retrospective series to celebrate the 20-year anniversary of the Sydney 2000 Paralympic Games. This series showcased footage of the Opening and Closing Ceremonies and daily highlights, supplied by the Australian Broadcasting Corporation.
- 'My Squad, presented by Harvey Norman' – this series took a light-hearted look into the lives of Paralympic athletes and spoke to those who are playing important supportive roles to ensure their Games preparations are as seamless as possible. Ella Sabljak (wheelchair basketball), Peter Marchant (Para-archery), Kathryn Ross (Para-rowing), and Dylan Littlehales (Para-canoe) featured during the reporting period.
- '#ReadySetTokyo series' – these longer-form profiles delved into the psyche of Paralympians Andrew Edmondson (wheelchair rugby) and Darren Hicks (Para-cycling). The athletes discuss their journeys to

reach the pinnacle of their sports.

- Tokyo 2020 – this series included the Opening and Closing Ceremony flagbearer announcements, event highlights, insights into life in the Paralympic Village as well as interviews with various members of the 2020 Australian Paralympic Team.

Paralympics Australia has collaborated with Good Shout for the more than six years and is grateful for their ongoing contribution to achieving the Communication division's strategic objectives.

The Paralympics Australia Museum

The development of a museum celebrating the Australian Paralympic Movement's athletic, technological and cultural history was undertaken throughout 2021. The museum will be housed at The Hangar at Essendon Football Club in Melbourne, adjacent to PA's Melbourne office at the same location.

The museum is a joint venture between PA and Essendon FC. The museum will also feature history

and artefacts celebrating the history of Essendon FC and sporting achievements by Aboriginal and Torres Strait Islander peoples.

PA's various displays include extensive written, photographic and video material. Also on display will be a selection of unique personal artefacts kindly supplied to PA by loan or otherwise by current and former Para-athletes, including:

- Louise Sauvage's Barcelona 1992 racing suit;
- Michael Milton's Salt Lake City 2002 skiing jumper;
- Libby Kosmala's New York 1984 shooting gold medal;
- Siobhan Paton's Sydney 2000 world record certificate and honorary stamp sheet;
- Kurt Fearnley's Sydney 2000 racing chair;
- Dylan Alcott's Rio 2016 tennis racquet;
- Daphne Hilton's Rome 1960 Australian Team blazer;
- Scott Reardon's Tokyo 2020 racing prosthesis;
- Curtis McGrath's Tokyo 2020 canoeing oar.

The museum is expected to be opened in December 2021.

The Australian Paralympic History Project

Established in 2010, the Australian Paralympic History Project has continued to capture, manage and preserve the history of the Paralympic movement in Australia.

Since moving under the management of PA's Communications division in 2015, the project has been heavily reliant on its contracted lead facilitator Tony Naar, as well as volunteer contributors and expert institutions to earn its reputation as one of the best projects of its kind in the world.



The Sydney Paralympics 20th anniversary magazine

Due to necessary cost-saving measures as a result of the Covid pandemic, PA made the difficult decision in April 2020 to significantly reduce funding for the project for the foreseeable future. However, PA remains committed to working with its contributors and seeks, whenever possible, to allocate any possible resources to enable the project to continue to thrive.

Tony Naar continued to facilitate the project after April on a volunteer basis with access to PA resources and personnel support. His contribution has been integral to the continuing achievements of the project, headlined by:

- Growth of the Paralympic Stories website (paralympichistory.org.au). The website integrates the diverse components of the Australian Paralympic History Project into one online resource;
- Acquisition of additional memorabilia and audio-visual material through loans and donations by athletes and administrators;
- Management of Paralympics Australia's historical archive near its national office in Sydney;

- Ongoing creation and updating of Wikipedia articles about the Paralympic movement in Australia, Australian athletes and classification. The articles related to the project have generated more than 15 million pageviews since 2011.
- During the 12 days of the Tokyo Paralympic Games, Wikipedia articles created through the Australian Paralympic history project were viewed 2,579,702 times.
- Support for PA's media, social media and commercial operations through the provision of oral histories, image galleries, audio-visual collections and memorabilia.

The Australian Paralympic History Project would not be possible without the extensive contributions of volunteers and partnerships with expert organisations. Paralympics Australia thanks the following individuals and organisations for their continued support:

- The Clearinghouse for Sport, which manages Paralympics Australia's audio-visual collection, incorporates Paralympics Australia's library holdings into its catalogue and assists Paralympics Australia with digitisation and other preservation tasks;



There was extensive coverage of Tokyo 2020

- The Australian Sports Information Network, which improves access to sport information;
- The National Library of Australia, which continues to record and manage the oral histories of people of significance to the Paralympic movement in Australia and ensures online assets of the Australian Paralympic History Project are discoverable through Trove;
- The National Sports Museum, which advises Paralympics Australia on its physical collection and displays items of note to the Australian Paralympic movement which have been donated to Paralympics Australia;
- The National Film and Sound Archive, which continues to manage the Don Worley collection of Paralympic films;
- The University of Queensland, a partner of Paralympics Australia in its written and e-history projects, with special thanks to Murray Phillips and Gary Osmond;
- Patricia Ollerenshaw, Greg Blood, Ross Mallett, Laura Hale and Graham Pearce, who along with Tony Naar, have made immense individual contributions to the Australian Paralympic History Project and maintenance of Wikipedia pages, which have been greatly appreciated by PA.



Kurt Fearnley on Seven's Tokyo 2020 Paralympics coverage



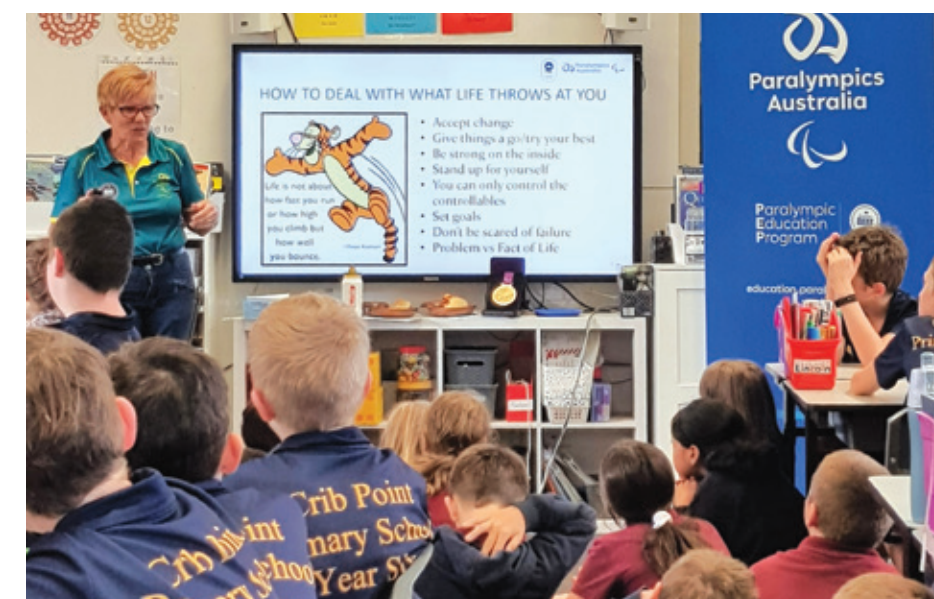
Government and Stakeholder Engagement

The Government and Stakeholder Engagement division actively engages Paralympics Australia's core stakeholder groups by developing and maintaining relationships with key individuals and organisations, sharing information about its activities and emerging needs and seeking funding and advocacy opportunities.

Paralympics Australia invested increased focus in 2020/21 on engagement with federal and state/territory governments and Ministers, Sport Australia, the AIS, the National Institute Network, Australian Olympic Committee, Commonwealth Games Australia, sports and our Member organisations, all of which has resulted in stronger, more collaborative relationships and positive funding outcomes. This includes \$50.6m for high performance sport for 2021/22 as a result of lobbying government alongside the AOC and CGA via the three-point plan for sport recovery; lobbied government to extend the JobKeeper payment for the sector until December 31; \$3.02m for 13 High Performance Para-programs for 2021/22 (bringing funding equity to Para-sport to over 20 percent in comparison to able-bodied sport funding) and \$300,000 over four years for Disability Support Pension support for Para-athletes.

Funding secured in FY21 specifically for PA through Stakeholder Engagement included: \$1.5m from the federal government for talent identification

Lynne Anderson



Carol Cooke

and pathways support; \$3.5m to assist Covid contingency measures for the Australian Paralympic Team, state/territory government funding for the Games Team Appeal and several NDIS, Sport Australia, DFAT and state government project grants.

Other collaborations and connections with stakeholders in the reporting period included: the successful progression of the Australian Sporting Alliance for People with a Disability advocating for the wider disability sport sector; working with governments to support the Australian Team to Tokyo and return, including through visas, travel exemptions, quarantine hotel arrangements, vaccine delivery and other measures, engagement with multiple levels of government (federal, Queensland and Brisbane/Sunshine

Coast and Gold Coast City Councils, the AOC, IOC, IPC and 2032 Taskforce) on the candidature bid and legacy goals for the 2032 Brisbane Games; onboarding several new PA member organisations; engaging our patrons, the Prime Minister and the Governor-General; and supporting NSOs with bids for international Para-sporting events in Australia.

The Division also developed and delivered operational excellence through PA and to our stakeholders, including: advising the National Sports Tribunal and Sport Integrity Australia on their new integrity arrangements; organised a Reconciliation Action Plan working group and Pride in Sport Index; work with Sport Australia on new Governance Organisational Excellence arrangements; joining the National



From left: Natalie Cook, Chris Bond, Cate Campbell, Bronte Campbell, Bridie Kean

Redress Scheme and developing internal integrity and safeguarding policies, processes and education.

Oceania support

Throughout the reporting period, Paralympics Australia focused on growing its strategic engagement with the Oceania Paralympic Committee through maintaining strong partnerships and relations and sharing expertise and knowledge – particularly education and training around classification and coach training with OPC and Oceania NPCs. PA also provided access and support to funding opportunities for the OPC and smaller NPCs in the region during the reporting period.

Paralympic Education Program

The 2020/21 reporting period saw the continued growth of the Paralympic Education Program, presented by Australian Beef. Since the PEP was officially launched in early 2020, the program has reached over 300 schools across Australia through our online and face-to-face activities.

Our online education website continues to offer teachers, students and schools a range of resources and activities they can use to engage with the Paralympic Movement and the Australian Paralympic Team. In the reporting period, we doubled the number of teachers and schools who registered for the I'mPOSSIBLE Toolkit via our website. Our Set to Soar Artwork promotion saw 1000 submissions during the Tokyo Games and there were 10,400 Paralympic Pen Pal letters sent to Paralympians from students across the country.

To complement our online resources and activities, in 2021 we launched the 'Be Your Greatest' Roadshow. The Roadshow challenges learners' perceptions and attitudes towards people with an impairment by inviting Paralympians into schools around Australia and teaching students about the Paralympic Games and Para-sports, thereby helping to increase inclusion through Para-sport.

As part of the Roadshow, we visited over 40 schools across all main states



Be Your Greatest

and territories with a reach of over 8,000 students. While domestic Covid-19 restrictions limited some of our planned activities, over 2,000 students were able to participate in a range of Para-sports during our visits.

Through the various activities run as part of the PEP, Paralympics Australia employed 27 Para-athletes to present to students and help run Para-sport demonstrations. Part of this employment involves training athletes to deliver Para-sport demonstrations for groups of students.

Tokyo Paralympic Games

The Government and Stakeholder Engagement Division contributed to the promotion and awareness of the Australian Paralympic Team and Tokyo Paralympic Games to stakeholders in a variety of ways, including:

- Organised promotion and Games vision for the 2032 Brisbane Games announcement on July 21 in Brisbane;
- Organised landmarks to be lit up in Brisbane, Sydney, Canberra, Melbourne, Papua New Guinea,

Nauru and promotion for the #Wethe15 campaign shortly prior to the Games;

- Organised live site Channel 7 broadcasts throughout the Paralympic Games in Brisbane, Perth, Melbourne and Hobart;
- Organised for pre Games media releases from the Prime Minister, Ministers and state Premiers/Sports Ministers;
- Supported home crew activities, schools education webinars/pen-pal letters, public enquiries, council requests;
- Organised for over 100 Ministers/Senators and federal and state MPs to meet with Australian Paralympic Team members before, during and after the Games;

- Organised for messages to be read out in Parliament Question Time regarding the Australian Paralympic Team from the Prime Minister, Opposition Leader and Sports Minister;
- Provided social media digital asset management kits to 10 federal government and eight state government communications agencies for use during the Games;
- Organised for the Governor General to meet the Team and provide a good luck video message;
- Organised for Sport Australia Chair to send a video message of support to Australian Paralympic Team;
- Organised through the Prime Minister to provide Games medal rewards funding for Australian Paralympic

- Team Tokyo medallists in line with Olympians;
- Organised quarantine arrangements for the Australian Paralympic Team with federal agencies and every state/territory Chief Medical Officer;
- Organised Sydney Opera House Sails Illumination of every Paralympian profile photo;
- Facilitated personal congratulations letters from federal and state Ministers to members of the Australian Paralympic Team;
- Organised welcome home events across the country for athletes and officials and organised Parliamentary Friends Group events in several states.



Jock O'Callaghan

Corporate Operations

Paralympics Australia Board

The Paralympics Australia Board met seven times during the reporting period.

Name	No. of meetings attended
Jock O’Callaghan	7/7
Helen Nott	7/7
Annabelle Williams	6/7
Tim Carmody	6/7
Rebecca Frizelle	7/7
Lachlan Harris	7/7
John Hartigan	5/7
Rosie King	6/7
Grant Mizens	7/7

The Board is ultimately responsible for PA’s governance, which is based on an understanding and respect of roles, responsibilities and authorities set within the Board structure and the management and control of the organisation with a commitment to developing and evolving systems, processes, programs and policies to safeguard the integrity of our organisation in line with our key policy values.

The Governance Committee assists the Board to discharge this important function in accordance with the approved Terms of Reference, including by identifying any gaps, reporting on any misalignment with relevant obligations and member expectations, as well as recommending potential enhancements or improvements based on performance assessment outcomes. PA management

give practical expression to the organisation’s governance principles, policies, and processes by translating them into practices and procedures.

Sport Australia has developed Sport Governance Principles as the framework for improving awareness, acceptance and performance of sporting governance. The principles are supported by the Sports Governance Standards which are used as a self-assessment tool to develop and strengthen governance capability. The self-assessment was conducted by PA against the standards in September 2020 – for which we scored above the all-sport average and Tier 1 funded sports average. These results were used to create the Sport Governance Standards Benchmarking Report released in March 2021. PA worked with Sport Australia’s Governance and Organisational Enhancement Team to consider the four priority areas and consider action responses to be delivered over the following year and signed off on the action plan in July 2020. PA also identified priority areas for governance improvement from the assessment and will work on those throughout 21/22.

Human Resources

PA’s people are core to its business success. The people and culture FY21 strategic plan centred around building employee wellbeing, agile working and organisational effectiveness. Combined, these pillars supported the successful delivery of the Tokyo Paralympic Games.

In line with an increase in grants and activities, employee numbers grew by 32 percent in areas across participation and pathways, corporate services and high performance. PA ended the period with 46 percent of employees being employed on an ongoing basis with the remaining 54 percent employed predominately on a fixed term basis.

Covid-19 continued to challenge the norms of individual and team engagement in the lead up and execution of the Tokyo Games and its aftermath. Although stretched, our employees and contractors maintained high levels of resilience and agility with heavier than usual work demands. The 82 percent result in the 2021 engagement survey reflects the success of the newly introduced hybrid working policy. The policy provides flexibility for our employees

to work remotely as required and still connect through a combination of in-person and virtual, individual and team environments. Following the announcement of the current Chief Executive leaving in December 2021, the onboarding of the incoming CEO will be critical for PA’s enduring success.

PA continued work around diversity and inclusion was being formalised through our partnership with PRIDE In Sport and Reconciliation Australia during the reporting period with more work to be done in FY22.

Staff Diversity

Paralympics Australia’s staff level as of June 30, 2021 was 46. The workforce included:

- Women – 54 percent
- Men – 46 percent
- Paralympians – 11 percent
- People with a disability 13 percent

Key management personnel

Total compensation in 2021: \$1,487,552
Number of staff in 2021: 16
Total compensation in 2020: \$1,416,684
Number of staff in 2020: 18

Compensation in bands

\$0 - \$49,999: 9
\$50,000 - \$149,000: 5
\$150,000+: 5

PA’s Nominations/Remuneration sub-committee

Name	Number of meetings attended
Jock O’Callaghan	4/4
Rosie King	4/4

PA’s Fundraising sub-committee

Name	Number of meetings attended
Lachlan Harris	4/4
John Hartigan	4/4
Annabelle Williams	2/4

Annual General Meeting

Paralympics Australia’s Annual General Meeting was held on December 9, 2020 and for the first time was held online due to border restrictions and health advice.

With seventeen member organisations in attendance, Paralympics Australia’s Annual Report and Finance Report were adopted unanimously. It was also noted that Ernst & Young was

appointed auditor in November 2010 and will continue as auditor for Paralympics Australia Ltd.

Under Paralympics Australia’s Board rotation policy, which is in line with Sport Australia’s Mandatory Governance Principles, the election of three new Directors – Tim Carmody, Rebecca Frizelle and Grant Mizens – was presented to the membership for voting. All three were elected unanimously.



From left: Lord Mayor of Brisbane Adrian Schrinner presents the key to the city to Paralympians William Martin and Janine Watson

Information Technology

Paralympics Australia's IT Operations division is focused on improving current systems, services and processes. This reporting period was focused on providing a robust and state-of-the-art technology environment for all aspects of the Tokyo 2020 Australian Paralympic Team, while also continuing to adapt and provide agile BAU solutions in response to Covid-19.

During the reporting period, the following major projects were achieved:

- Delivered the Tokyo 2020 Australian Paralympic Team technology environment;
- Designed, implemented and supported four major sites within

Tokyo during the Games period;

- Configured and operated a five-feed video capture solution to provide sports with either live or post-session vision of their events for Performance Analysis needs. This footage was provided to those in Tokyo and provided back to Teams in Australia;
- Sourced and distributed 350 local SIM Cards providing ultimate call, SMS and data for all Team members while in Tokyo;
- Supported the required commercial appliances for the Tokyo 2020 self-catering operation within the confines of Japan's low 100v power setup;
- Configured multiple 7Plus feeds across all Tokyo locations to allow Team members to enjoy the Australian coverage;

- Continued to leverage cloud-based systems to provide office-based solutions and collaboration to PA staff regardless of working location (State offices, home, hotels, etc);
- Embraced Microsoft Teams and Zoom to conduct a variety of online forums from last year's AGM, Tokyo 2020 Team Managers Briefings, Sponsor Workshops and Team Announcements.

Further, with several technology breaches across the sector over the last few years increased focus was placed on Information Technology security. Microsoft 365 E3 Licenses have been rolled out to all PA staff to increase security mounting, reaction, and resolutions tools.



Technology and video capture hub at the Australian allotment in Tokyo

Photography for Paralympics Australia by:

Jeff Crow – Explorer Media
Drew Chislett
Greg Smith
Tim Mannion
David Sygall

Additional photography courtesy of:

Charlie Bliss, Joep Buijs Photography, Dely Carr, Mathilde Dusol, Casey Gibson, Cassandra Hannagan, NSW Government, Seven Network and Sporting Wheelies and Disabled Association.

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Address: Building A, 1 Herb Elliott Avenue, Sydney Olympic Park, NSW, 2127

Postal Address: PO Box 596, Sydney Markets, NSW, 2129

P +61 2 9704 0500 **E** info@paralympic.org.au **W** paralympic.org.au

ABN 41810 234 213 | ACN 061 547 957



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