



**RUGBY**  
**AU**

**annual report 2019**

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# who we are

## RUGBY AUSTRALIA EXECUTIVE & MEMBERS

### PATRON

Governor General,  
His Excellency General the Honourable  
David Hurley, AC, DSC (Retd)

### CHAIRMAN

Mr Paul McLean MBE \*

### DEPUTY CHAIRMAN

Dr Brett Robinson

### PRESIDENT

Mr Tim Gavin

### SENIOR VICE PRESIDENT

Mr David Codey

### JUNIOR VICE PRESIDENT

Mr Marty Roebuck

### MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

Ms Raelene Castle

### RUGBY AU BOARD

Mr Paul McLean MBE, Chairman  
Dr Brett Robinson, Deputy Chairman  
Mr Cameron Clyne, Director  
Ms Pip Marlow, Director  
Mr Hayden Rorke, Director  
Mr Phil Waugh, Director  
Mr John Wilson, Director  
Ms Raelene Castle,  
RUGBY AU MD & CEO

### VOTING MEMBERS

ACT & Southern NSW Rugby Union  
New South Wales Rugby Union  
Northern Territory Rugby Union  
Queensland Rugby Union  
South Australian Rugby Union  
Tasmanian Rugby Union  
Victorian Rugby Union  
Rugby Western Australia  
Melbourne Rebels  
Waratahs Rugby  
Rugby Union Players' Association

### NON VOTING MEMBERS

Australian Barbarians Rugby Union  
Australian Junior Rugby Football Union  
Australian Schools Rugby Football Union  
Australian Services Rugby Union  
Australian Women's Rugby Union  
Classic Wallabies

### WORLD RUGBY REPRESENTATIVES

Dr Brett Robinson  
Ms Raelene Castle

### SANZAAR REPRESENTATIVES

Mr Cameron Clyne  
Dr Brett Robinson  
Ms Raelene Castle

### AUDITORS

KPMG

\* Replaced Mr Cameron Clyne as Chairman  
in February 2020.

**RUGBY**  
**AU**



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# 2019 headlines



## CHAIRMAN'S REPORT

Paul McLean

With the spotlight shining on us in a Rugby World Cup year, we were challenged to make some pivotal decisions in 2019. While in some instances these decisions were not easy, we made them to put us in the best possible position to achieve our long-term ambitions for the game.

The decision to terminate Israel Folau's contract was not taken lightly. Israel had posted religious content on his social media channels prior to 2019, and as an inclusive employer, Rugby AU was comfortable with this. However when his social media posts overstepped the mark to vilify members of our community, we were forced to take action. To have ignored it, would have undermined our core values of inclusivity and respect.

Rugby Australia acted with integrity at all times through the process. An independent three-member tribunal panel found Israel had made multiple, serious breaches of the Professional Players' Code of Conduct and directed Rugby AU to terminate his contract. This was an employment matter and did not concern his religious beliefs or his ability to express them freely.

While this matter dominated the narrative around the sport for large parts of the year, our confidential settlement with Israel in November has enabled the game to move on from the issue and to avoid a potentially long and protracted court process.

The Qantas Wallabies' performance at the Rugby World Cup was another point of national focus. While the result in Japan wasn't what we'd all hoped for, we are proud of the effort of our Wallabies team who represented the nation with pride and passion for the gold jersey under the guidance of Michael Cheika and his coaching team.

The World Cup result strengthened our resolve to reshape the foundations of professional Rugby in this country. We are already making progress with this through the implementation of our National High Performance Plan. This aligned plan has a focus from grassroots to international level and is supported by the four Australian Super Rugby teams. With this improved level of collaboration from our elite teams, coupled with the appointments of Scott Johnson as Director of Rugby, Dave Rennie as Qantas Wallabies Head Coach and other key coaching, management and athletic performance appointments, we are confident of achieving greater success on the global stage in coming years.

There are already green shoots emerging from this work. Our Junior Wallabies won the Oceania U20s Championship for the first time, leaving NZ scoreless in the Final. Then at the U20s World Championship in Argentina, they came within a point of taking home the crown, going down 23-24 to defending champions, France. Our Australian Schoolboys also had an outstanding year, completing an undefeated tour of New Zealand, triumphing over the NZ Schoolboys team for the first time since 2012.

While it will take time for our integrated High Performance Plan initiatives to bear fruit, we are confident that the changes and alignment will deliver greater success over the next four-year cycle as we look towards France 2023.

Our commitment to improving our results on the international stage should not be considered in isolation. The more success our teams have on the international stage, the more opportunities we have as a code

to win over fans, new players and commercial partners, which helps us create revenue to invest back in our game. Our commitment to success on the international stage is ultimately a commitment to the overall health of Rugby in this country.

Of course, given that the sports landscape continues to be dramatically disrupted and traditional revenue sources are no longer guaranteed, we are working hard to find other ways to stimulate the Rugby economy.

In 2019 we began scoping work on our 2027 Rugby World Cup bid, supported by funding from the Federal Government. If we are ultimately successful in our bid, it will offer the chance to unite fans of Australian Rugby, showcase the unique global appeal of our sport to all Australians and generate commercial opportunities for our organisation, as well as generating significant economic outcomes for the country.

### RUGBY IN OUR COMMUNITY

Clubs and schools are Rugby AU's core markets where participants are most likely to become long-term 'champions' of our game, so it was pleasing that Club XVs participation and School Rugby participation continued to increase in 2019. These increases were bolstered by the ongoing growth in female rugby participation and targeted strategic initiatives such as the National Schools Strategy. Importantly, 85% of our Club participants also reported their playing experiences were enjoyable in 2019.

The #GoldBlooded Tour was a highlight of the year visiting more than 60 regional and metropolitan centres across Australia. That was followed by the #DreamBIGTime Tour that

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spanned the nation into some of the most remote pockets of Australia to unearth the next generation of talented Indigenous Rugby players.

Online, we continued to break new ground releasing the Rugby Xplorer app as not only a leading source of information for Rugby fans, but most importantly improving the experience of club administrators and participants through its registration and competition management capabilities.

### FINANCIAL POSITION

Rugby AU had a net deficit of \$9.4m for the 12-month period ended 31 December 2019. The operating deficit of the consolidated entity for the financial year was \$9.5m.

Operating expenditure increased \$6.7m in 2019, mainly due to increased player costs in a Rugby World Cup and Olympic qualification year, increased marketing activity and unbudgeted costs associated with the Israel Folau matter that exceeded contingencies.

### THANKS

We extend our most heartfelt thanks to the players, coaches, referees, administrators and volunteers across Australia that make Rugby such a fun and inclusive sport. The time and energy they dedicate to our game is crucial to the success of Rugby in this country.

We also thank Qantas, Fox Sports,

Asics and all other commercial, broadcast and government partners who are vital to the continued success of the sport.

Finally, the Boards and staff at Rugby AU and each of the Member Unions must be acknowledged for the dedication they displayed during 2019. In particular, I thank Cameron Clyne for his service to the game after he stepped down from his role as Chairman in early 2020.

### 2020 AND BEYOND

At the time of publishing our 2019 Annual Report, which was delayed by several weeks, the professional sporting landscape in Australia, and globally, had been dramatically altered by COVID-19.

The virus outbreak caused a halt to professional sports being staged globally, putting a freeze on the Vodafone Super Rugby competition after just seven rounds and plunging the remainder of the 2020 season, and the Rugby economy into uncertainty.

As a result, Rugby Australia was unable to have the audit of its 2019 financial accounts complete and the accounts signed off in time for the Annual General Meeting. The AGM was held on March 30, via video conference where provisional financial results were provided to Members.

The impact on revenues caused by the disruption of the Rugby season

spurred the need for dramatic cost saving across the organisation, which led to the painful decision to stand down over 75% of Rugby Australia's workforce for a three month period from April 1, 2020.

Following this, and a change at the Chief Executive position, Rugby Australia was able to secure a relief package from World Rugby and then made an even more difficult, albeit necessary, decision to reduce the Rugby Australia workforce by over 40% and look across the industry to create further efficiencies in the way the organisations deliver programs at the professional and community level. The players also made significant sacrifices, agreeing to an average 60% pay reduction for an interim period to help the game navigate the crisis.

Our focus for the remainder of 2020 is getting the game up and running again at the community level, first and foremost, and then at the professional level. At the same time, work is under way with our SANZAAR partners on the future of our competitions as we enter the next media rights cycle (2021-25), with the extra layer of the uncertainty posed by the evolving situation regarding the virus.

The renewal of the Board is also set to continue with Hamish McLennan appointed as the new Rugby Australia Chairman, beginning in the role on June 15.

# 2019 highlights



**MARCH:** The #DreamBigTime talent identification tour kicks off to unearth the best Indigenous youth Rugby talent from across Australia.



**FEBRUARY:** The new-look HSBC Sydney 7s sets Spotless Stadium in Western Sydney alight with fans embracing the non-stop Rugby action and festival-style entertainment.



**MAY:** The Qantas Wallabies unveil their two ASICS Rugby World Cup 2019 jerseys – a gold primary strip and an Indigenous-inspired alternate jersey.

**JUNE:** The Classic Wallabies kick off the #GoldBlooded Tour, hosting free clinics and events across the country for more than 18,000 kids in the lead up to the Rugby World Cup.



**JULY:** The Buildcorp Wallaroos claim their inaugural Series win on home soil, piling on seven tries against Japan in front of 3,391 vocal supporters at North Sydney Oval following a first-up victory in Newcastle.



**AUGUST:** The Qantas Wallabies inflict a record-breaking 47-26 defeat over the All Blacks in front of a new record crowd for all sports at Optus Stadium in Perth.



**SEPTEMBER:** More than 40,000 Australians travel to Japan to watch the Qantas Wallabies in their Rugby World Cup campaign, which begins with triumph over Fiji in Sapporo.



**OCTOBER:** The University of Queensland take the gold at the final leg of the Aon Uni 7s in Canberra, sealing their overall Series victory.

**OCTOBER:** The Western Force are crowned 2019 NRC Champions after an impressive 41-3 victory over the Canberra Vikings in Perth.



JANUARY FEBRUARY MARCH APRIL MAY JUNE JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER

**FEBRUARY:** Rugby AU launches a new program, 'Get Into Rugby Club', to encourage more people into Club Rugby around the country.



**APRIL:** In a nail-biting Grand Final rematch, NSW snatch an 8-5 victory over QLD to claim their second consecutive Buildcorp Super W crown.



**MAY:** The Junior Wallabies win their first ever Oceania U20s Championship title, leaving New Zealand scoreless with a 24-0 victory. Months later, the U20s fall shy of their maiden World U20s Championship title by a mere point as France wins the trophy, 23-24.

**JUNE:** The Qantas Australian Women's Sevens team secures automatic qualification for the 2020 Olympic Games, after finishing fourth in the HSBC Women's Sevens World Series.



**JUNE:** The Brumbies advance to the Vodafone Super Rugby Semi Finals for the first time since 2015 after a convincing 38-13 victory over the Sharks.



**SEPTEMBER:** Angus Gardner and Nic Berry are selected to officiate at the Rugby World Cup – the first time since 2003 that two Australian referees have been selected.

**OCTOBER:** The Australian Schoolboys and U18s complete an undefeated tour of New Zealand. The tour is capped by their first victory over NZ Schools since 2012.



**NOVEMBER:** The Qantas Australian Men's Sevens team qualifies for the 2020 Olympic Games by defeating Samoa in the Final of the Oceania Sevens.



**DECEMBER:** A new-look Qantas Wallabies coaching team is unveiled, with Head Coach Dave Rennie joining Scott Wisemantel (Attack) and Matt Taylor (Defence) amongst key Wallabies and national High Performance appointments for 2020.



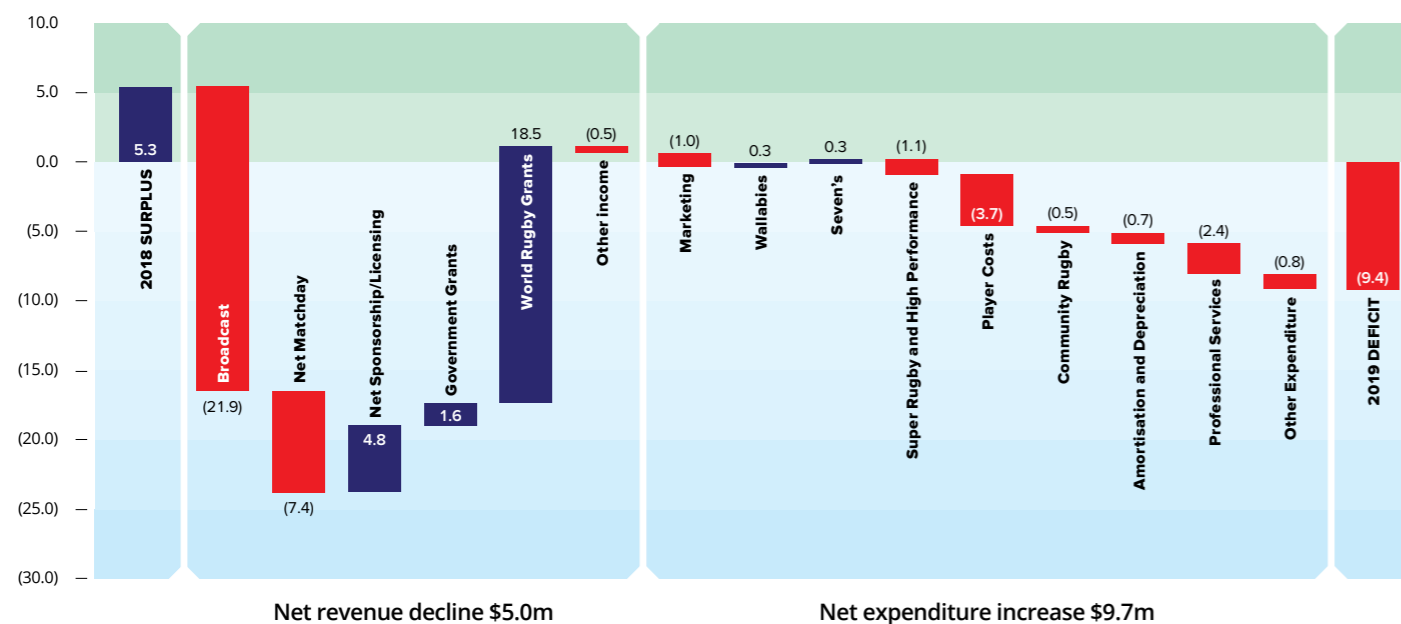
# 2019 in brief

VISION “To inspire all Australians to enjoy our great global game”

## financials

**SURPLUS/(DEFICIT) 2019 v 2018 \$'m**

This graph shows changes in net revenue and expenditure from 2018 to 2019. It does not reflect total revenue or total expenditure.

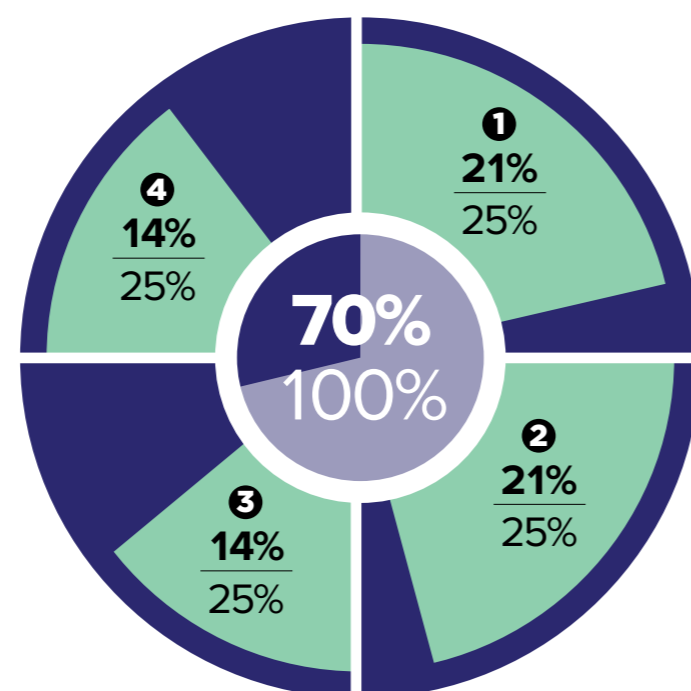


## scorecard

**IN 2019 WE FOCUSED ON:**

- 1 Making Rugby a game for all (**21%** / 25%)
- 2 Igniting Australia's passion for the game (**21%** / 25%)
- 3 Building sustainable success in professional Rugby (**14%** / 25%)
- 4 Creating excellence in how the game is run (**14%** / 25%)

We achieved: (**70%** / 100%)



Make Rugby  
a game for all

**our community**

# objectives

## OBJECTIVE 1 Participation

PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
CLUB XV's	83,000	85,059	102.5%	4%	4.0%
CLUB 7s	43,000	32,119	74.7%	4%	3.0%
TOUCH 7s	17,500	12,067	69.0%	3%	2.0%
SPORTING SCHOOLS PROGRAMS / GET INTO RUGBY	55,000	56,150	102.1%	3%	3.0%
14% of Corporate Scorecard	12% / 14% Completed				

For Rugby to remain a sport of choice in a changing society where there are so many sport, exercise and entertainment options available 24/7, it is important to offer multiple ways for people to engage with the game and pick up a Rugby ball for the first time. It is also important to support community coaches and match officials as they are responsible for creating fun, safe and inclusive environments for players. Thanks to sustained growth in women's Rugby, Club XV's targets were

surpassed in 2019 with more than 85,000 players taking the field – a 3% uplift from 2018. Nationally, male Club XV's numbers remained steady. Rugby AU and the Member Unions will review how these stable participation numbers can be boosted in future seasons through targeted retention strategies and additional support for coaches and match officials. An additional five successful XV's school-based competitions were launched in 2019, involving 465 male



Thanks to sustained growth in women's Rugby, Club XV's targets were surpassed in 2019 with more than 85,000 players taking the field

AU has increased Sporting Schools engagements each year since the program was launched in 2015. This is largely because Rugby AU has continued to innovate by offering tiered and flexible options for schools, and has focused on quality program delivery so that many schools have become repeat customers. Students can either participate in Sevens, Touch 7s or Get Into Rugby - an inclusive and fun skills program introducing children to the basics of Rugby via Touch 7s. In 2019, 45% of Get Into Rugby participants were female. To capitalise on the excitement surrounding the looming Rugby World Cup, Rugby AU piloted a new club-based program called 'Get Into Rugby Club', based on the similar program that has been running successfully in Australian schools since 2015. The innovative five-week program was rolled out in more than 30 clubs, teaching the basics of Rugby to people of all ages and providing a platform for them to then take up either Touch 7s, Sevens or 15-a-side Rugby. To ensure clubs were well-equipped to deliver the 'Get Into Rugby Club' program, specialised coaching workshops were held across the country during the six months before the pilot launch.

students from 17 non-traditional Rugby schools. Supported by the Emerging Schools Foundation in conjunction with the revised National Schools Strategy, the purpose of these competitions is to grow XV's School Rugby across Australia through connecting non-traditional Rugby schools with local clubs. After the program's rapid growth in 2019, there are plans to introduce more competitions. In total, there were almost 60,000 school students who played XV's or Sevens in 2019. While these results are positive, the ongoing challenge for the future will be to support the transition from school participation into club participation. While the target for Sevens growth in clubs wasn't achieved, the format continues to be a significant component of the sport making up nearly 30% of the overall regular club participation total of just over 120,000. Touch 7s participation figures were expected to decline due to staff changes and recruitment delays which resulted in fewer Touch 7s initiatives being driven directly by Rugby AU. However the 18% decline was greater than anticipated. Given this, Rugby AU will review the Touch 7s business model and how to best support clubs to deliver the program. Currently, the program is designed to provide a revenue stream opportunity for the host centre as well as an entry point into Rugby for new players. The review will assess how the model should be refined to reflect changing consumer patterns. A total of 56,150 students took part in Rugby through opportunities offered by the Australian Government's Sporting Schools Program. Rugby

In 2019, Rugby AU invested heavily in a new player registration and competition management system to offer participants more flexible ways of playing and paying. In Rugby AU's 'brand' research which ascertains customer satisfaction with Rugby's systems and products, 44% of those surveyed were satisfied with the Rugby Xplorer registration system. Furthermore, 35% said their registration experience using Xplorer was better in 2019 than their registration experience in 2018. These metrics came from an online quantitative survey conducted by

Nielsen Sport using a random sample of more than 1,000 Rugby fans and was weighted to be nationally representative. The same survey also asked Club Rugby respondents to rate their satisfaction. In both senior and junior Rugby, 82% responded that they were 'satisfied' or 'very satisfied'. Meanwhile 85% of players responded they were enjoying their playing experience. This was the first year Club Rugby satisfaction and enjoyment were measured by Rugby AU after a five year hiatus. These scores will be used to establish a new benchmark for future years.

## OBJECTIVE 2 Community

PRIORITIES INCLUDED	target	% achieved	% weight	% awarded
7+ NET PROMOTER SCORE RUGBY XPLOER REGISTRATION SYSTEM	7	50.0%	2%	1.0%
8+ NET PROMOTER SCORE COMMUNITY/CLUB RUGBY	8	100.0%	2%	2.0%
4% of Corporate Scorecard	3% / 4% Completed			



# objectives



## OBJECTIVE 3 Women's Focus

PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
FEMALE PARTICIPANTS	65,000	64,810	93.8%	2%	2%
FEMALE XV's CLUB PLAYERS	5,000	7,058	141.2%	1%	1%
FEMALE 7s PLAYERS	15,000	19,360	129.1%	1%	1%
FEMALE TOUCH 7s	7,500	6,274	83.7%	1%	0%
5% of Corporate Scorecard	4% / 5% Completed				

Women's Rugby experienced double-digit growth for the third consecutive year, with all formats recording increases. In 2019, 64,810 females played Rugby, from non-contact sevens (Touch 7s) through to the Sevens and XV's formats. Females now make up around 27% of the total playing population in Australia. Underpinning this growth was a new Rugby AU plan for women's Rugby, focusing on five areas: Campaigns, Partnerships,

Supporters, Playing Opportunities and Pathways & Competitions. In conjunction with this, Rugby AU boosted its efforts to highlight the available pathways and playing opportunities for women and girls in 2019. Increased visibility of Rugby AU's women's pathways contributed to greater engagement with women and girls, and a 47% increase in females playing XV's Rugby. The Buildcorp Wallaroos played four Test matches in 2019 with

three on Australian soil - the most ever in a calendar year. After their Series victory over Japan, the Wallaroos rose from seventh to fifth in the World Rugby rankings. A Wallaroos development team (Australia A) also participated in the Oceania Women's XV's Championships to support the wider squad's preparation for the 2021 Women's Rugby World Cup. The Buildcorp Super W included three double headers and the standalone final was watched by over 3,000 spectators with a broadcast reach of 95,000. Women's Sevens coverage also continued to grow in 2019 with the Qantas Australian Women's team gaining qualification for the 2020 Tokyo Olympic Games and the University of Western Australia competing in the Aon Uni 7s for the first time, increasing women's Rugby coverage on the west coast.

There was a renewed focus on coach development in 2019, with more than 300 coaching videos published online for the benefit of the 2,700 registered coaches nationwide. Face-to-face training also remained a priority with 50 coaching seminars delivered Australia-wide, and the new 'Emerging Talent Coach' initiative receiving more than 150 applications. The focus on women's coaching continued as five up-and-coming

women in high performance roles, including Buildcorp Super W coaches Moana Virtue and Alana Thomas, were selected to attend World Rugby's High Performance Academy in South Africa. Inge Visser, Head Coach of the University of New England's Aon Uni 7s team was also selected for the Women's Sport Leadership Academy for High Performance Coaches, which was run in partnership with the International Olympic Committee (IOC).

**MATCH OFFICIALS**  
In 2019, the number of accredited Match Officials remained steady at just under 2,000. Throughout the year there was an increased focus on education and support for this key workforce. This was done by increasing and improving access to ongoing education opportunities through referee and referee coach webinars, the implementation of Community Referee Programs, pilot programs to reduce spectator abuse of Match Officials and Rugby AU delivered a Citing Commissioner course for eight Classic Wallaroos to encourage more female involvement in disciplinary roles. The annual survey showed overall satisfaction rates for Match Officials remained at 77% and there had been a perceived reduction in abuse directed at Match Officials from spectators.

## OBJECTIVE 4 Coaching

PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
DELIVER 100 FREE-TO-ACCESS, WEB-BASED COACHING VIDEOS ACROSS LEARN, PLAY, COMPETE	100	350	350.0%	2%	2.0%
2% of Corporate Scorecard	2% / 2% Completed				



## Diversity and Inclusion



In 2019 Rugby AU continued working to improve diversity and inclusion to ensure Rugby is a game welcoming of all Australians and reflects the communities in which we live. Rugby AU has created a range of innovative programs and works with a variety of community partners to drive gender equality and to advance access and opportunities for First Nations people, culturally and linguistically diverse communities, LGBTQ communities and people living with a disability.

In September, Rugby AU was invited by the Australian Government and the Permanent Mission to the United Nations in New York to present on Rugby's 'sport for development' programs. Rugby AU representatives, including CEO Raelene Castle, presented to ambassadors and ambassadorial staff from dozens of nations on the topics of LGBTQ inclusion, driving gender equality and sport diplomacy activity in the Pacific. The week of activities culminated with a series of Touch 7s games on the North Lawn of the United Nations led by former Wallaby David Campese.

### FIRST NATIONS RUGBY

In mid-2019, Rugby AU and the Lloyd McDermott Rugby Development Team formalised their partnership to increase participation and opportunities for First Nations people through Rugby. A First Nations Rugby Committee was formed, made up of members from Rugby AU, the "Lloydies" Board and an independent chair.

Meanwhile, the annual KARI Ella Sevens Championship returned to Coffs Harbour with a record 38 teams taking centre stage.

2019 saw the launch of the #DreamBigTime Tour – a six month project that took Sevens to regional First Nations communities and which culminated in the selection of two First Nations Sevens squads. The Tour was delivered in partnership with the Member Unions and supported by Australian Rugby stars including Glen Ella, Maurice Longbottom and Mahalia Murphy. In conjunction with the tour, a relationship with Aboriginal Medical Services was formed to help promote the importance of keeping healthy both on and off the field. Rugby AU also offered education and career support to the players.

The long-term goals for this program are to build capability and capacity in regional and remote First Nations communities to deliver sustainable Rugby experiences, provide health and education messages, and potentially identify future First Nations players to represent Australia in Sevens.

### GENDER EQUALITY

Rugby AU continued to implement Our Watch's Sports Engagement Program alongside the National Rugby League (NRL), Football Federation Australia (FFA) and Australian Football League (AFL). This program helps sporting organisations embed gender equality and respectful relationships in their workplace as well as create cultures that help prevent violence against women and their children.

In 2019 Rugby AU educated professional players on the drivers of violence against women via face-to-face training. The wider Rugby community was also encouraged to complete or share the 'Play by the Rules' online module and the 'Rugby Specific Bystander Module' via the online Rugby Learning Centre.

### MODIFIED RUGBY

Rugby AU continued to support the Modified Rugby Program which is a non-contact format of the game for children and young adults with learning and perceptual disabilities. The program began in 2014 and now has more than 300 participants signed up across Queensland and the ACT.

The 2019 GIO Wheelchair Rugby National Championship saw almost one hundred professional athletes from six teams take centre stage at Sydney Olympic Park in June, while Australian Deaf Rugby teams travelled to Cairns for a charity tournament.

### PRIDE IN SPORT

In 2019 Rugby AU began a formal alliance with Australia's four gay and inclusive Rugby clubs and International Gay Rugby (IGR) with the aim of growing Rugby participation amongst the LGBTQ community in Australia.

A new Inclusive Rugby Committee was formed under the agreement, with a charter to identify barriers and propose solutions to promote participation, as well as educate the Rugby community about the impact of homophobia on the safety and wellbeing of LGBTQ participants.

### RUGBY AU'S PACIFIC SPORTS PARTNERSHIP PROGRAM

As part of the Australian Government's Pacific Sports Partnership program, Rugby AU partnered with World Rugby and Oceania Rugby to introduce Rugby to hundreds of young boys and girls across Fiji, Samoa and the Solomon Islands through the Get Into Rugby program. The aim of the program is to encourage players of all ages to 'Try, Play and Stay' in Rugby. Get Into Rugby promotes the values of the game and ensures children are encouraged to try Rugby in a safe and progressive environment. The Get Into Rugby PLUS initiative is designed to shift attitudes and beliefs around gender, power, violence and respectful relationships, to challenge gender stereotypes and to contribute to reducing violence against women and girls.

## Safety and Welfare

### SERIOUS INJURY REVIEW REPORT

In January 2019, Rugby AU released a report from a review of serious injuries sustained by four schoolboy Rugby players in the Queensland Great Public Schools' (GPS) competition. The four serious spinal injuries occurred in four unrelated and dissimilar incidents between July 13 and August 4, 2018.

Following recommendations from the independent review on these four incidents, Rugby AU implemented a Best Practice Safe Rugby Framework that incorporates existing player safety guidelines and introduced trial safety initiatives, such as the 'Front Row Passport' program. Rugby AU also continued to provide support to all those affected by serious Rugby injuries.

### FRONT ROW PASSPORT

In 2019, Rugby AU ran a pilot program with nine schools from the Queensland GPS competition to test the 'Front Row Passport', with expert assistance from Rugby AU's high performance team, university researchers and former Wallabies.

The Front Row Passport, which is

based on a successful model run in France, involves a process whereby players must pass various technical, physical and knowledge-based tests to participate in contested scrums.

The program ran over four weeks with 117 participants. Each participant had an average of five years' experience playing in the front row.

Reviews are now being undertaken to ascertain how the pilot can be rolled out in more schools over the next 24 months.

### BLUE CARD

Rugby AU's Blue Card initiative was introduced in 2017 and continues to ensure player safety through appropriate concussion management.

Referees or medical staff can show the Blue Card at any time during a game to any player who is showing signs of concussion, which triggers an immediate response. After a player receives a Blue Card they cannot participate in the remainder of the match and must undergo a mandatory medical assessment before returning to Rugby.

In 2019 the incidence of

concussion for U18s players was the same (0.41%) across male and female players, whereas for players aged 19 years and over it was three times higher in males (1.08%) compared to females (0.36%).

### SIZE FOR AGE

The Size for Age guidelines were rolled out nationally in 2018 to help ensure maximum safety for all participants. The guidelines allow individual players to be moved into a different age group following an assessment of physical and personal development factors including height, weight, playing experience, fitness and maturity.

More than 1,000 players underwent a voluntary or mandatory assessment in 2019. Of those, more than 900 were moved up or down a grade.

Furthermore, all U10-U15 players deemed to be below or above an accepted height and weight range were subject to a mandatory assessment by a qualified, independent coach to determine which age grade they were suitable for.





More than 18,000  
kids attended the free  
Rugby clinics and events  
on the nationwide  
#GoldBlooded Tour  
that preceded the  
Rugby World Cup



Ignite Australia's  
passion for  
the game

**our fans**

# objectives



## OBJECTIVE 1 Achieve ticket sales and membership targets

PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
125,000 ATTEND DOMESTIC QANTAS WALLABIES TESTS	125,000	108,891	87.1%	3%	2.5%
HSBC SYDNEY 7s THROUGH GATES	50,000	40,956	81.9%	3%	2.5%
TEAM RUGBY SUBSCRIBERS	360,000	377,000	104.7%	2%	2.0%
<b>8% of Corporate Scorecard</b>	<b>7% / 8% Completed</b>				

Due to 2019 being a Rugby World Cup year, there was a condensed domestic Test schedule which included two Rugby Championship matches and one standalone Test match against Samoa. This standalone match was delivered with the support of DFAT and the Australian Government as a “take-off” match before the Qantas Wallabies departed for Japan.

A crowd of 31,559 watched the Qantas Wallabies defeat the Pumas at Suncorp Stadium in Brisbane to set a new domestic record for an Argentina v Australia match. The opening Bledisloe

Cup match at Optus Stadium in Perth proved to be the highlight of the 2019 calendar as a sell-out crowd of 61,241 fans watched the Qantas Wallabies trounce New Zealand, setting a new venue record for a sporting fixture. The final domestic Test saw the Qantas Wallabies venture to Sydney’s new Bankwest Stadium where 16,091 fans cheered on the men in gold against Samoa.

With Allianz Stadium undergoing renovations, in 2019 the HSBC Sydney 7s moved to Spotless Stadium in Western Sydney. The change injected a new

energy into the three-day event, with a dedicated festival tent, live music and kids’ zone complementing the Rugby schedule. More than 45,000 people passed through the gates over three days, with a sell-out crowd packing the stadium for the finals on Sunday. The Friday had the lowest attendance of the three days despite the ‘Free Friday’ promotion, which was targeted at families.

To unite fans of Australian Rugby and bring supporters closer to the national teams than ever before, Rugby AU launched Team Rugby – a fan engagement initiative offering exclusive behind-the-scenes content, VIP offers and the best pre-sale match tickets. Team Rugby went live in July 2019 to engage as many fans as possible during the Rugby World Cup. Through acquisition campaigns, organic sign-ups and database consolidations, the Team Rugby subscriber database grew to 377,000 in just six months.



## OBJECTIVE 2 More fans watching Rugby

PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
YOY INCREASE AVE. BROADCAST AUDIENCE FOR QANTAS WALLABIES’ TESTS	611,000	437,333	71.6%	5%	3.5%
YOY INCREASE VODAFONE SUPER RUGBY VIEWER NUMBERS ON FOX SPORTS/KAYO FOR THE SEASON	4,603,205	3,990,415	86.7%	2%	1.5%
YOY INCREASE HSBC SYDNEY 7s CUMULATIVE VIEWER RATINGS	83,298	49,215	59%	2%	1.0%
<b>9% of Corporate Scorecard</b>	<b>6% / 9% Completed</b>				

The broadcast audiences varied dramatically for the Qantas Wallabies’ three domestic Tests in 2019. Overall there was a 4% uplift in average viewership of the domestic Rugby Championship matches. As expected, the Bledisloe Cup match attracted the most viewers. More than 825,000 viewers tuned in across Fox Sports and Network Ten to watch the Qantas Wallabies beat the All Blacks in Perth – the biggest television audience since 2016. Meanwhile, 268,000 watched the Argentina match at Suncorp Stadium and 219,000 watched the Samoa Test in Sydney.

The television ratings were higher for the Rugby World Cup but varied according to the perceived quality of the opponent. An audience of 585,000 watched the Qantas Wallabies in their World Cup opener against Fiji, while 894,000 tuned in to watch the Wales pool match. Audience figures then dipped for the subsequent

pool matches against Tier 2 Rugby nations Uruguay and Georgia, which drew 472,000 and 530,000 viewers respectively. The Quarter Final match against arch rivals England attracted the most viewers, with almost 900,000 tuning in across Fox Sports and Network Ten.

In the second year of the 14-team conference structure, Vodafone Super Rugby viewership rose by 6% for matches featuring Australian teams, reversing the decline of 2018. These results can be partially attributed to the marketing activity undertaken by Rugby AU to support interest in the competition and teams in 2019. Across all matches, average viewership rose by 2% making it the only Australian winter football code to experience an increase in television audiences (noting Super

Rugby viewership figures started from a lower base).

The television audience for the HSBC Sydney 7s was down 41% from 2018 across the three days of competition. The drop was partially due to the performance of the Australian teams (the men and women both won in 2018, but finished sixth and second respectively in 2019). Competition from other sports also impacted the broadcast results with Test cricket and BBL matches dominating the sports ratings over the weekend of the Sydney 7s. While the television broadcast reach was down, online video viewing was up nearly 200% compared to 2018, reflecting the changing consumer behaviour of Sevens fans who are generally younger than traditional Wallabies and Super Rugby fans.

## #GoldBlooded Tour

Before the 2019 Rugby World Cup kicked off, the spirit of Rugby was amplified across Australia with dozens of Classic Wallabies embarking on the #GoldBlooded Tour. The #GoldBlooded Tour began in June and saw the Classic Wallabies travel across the country hosting free clinics at local schools, clubs and community events. The two-month tour visited more than 60 regional and metropolitan centres across

Australia, including Darwin, Uluru, Rockhampton, Bunbury and Launceston, and culminated at the first Bledisloe Cup Test at the sold-out Optus Stadium in Perth. The #GoldBlooded Tour was supported by an effective content campaign across rugby.com.au and Rugby AU’s social channels. In research from Nielsen Sport, 70% of survey respondents said the Tour increased their interest in Rugby, and 69% said it made them more likely to support the Qantas Wallabies in the 2019 Rugby World Cup.

# objectives

The average customer satisfaction score for the HSBC Sydney 7s was 86% - just shy of the 90% target. With tries scored every 74 seconds on average and 28 national teams competing alongside a festival backdrop of live music and kids' activities, there was an electrifying atmosphere, especially with a sell-out crowd on the Sunday. Friday saw the lowest crowd numbers (despite the 'Free Friday' promotion), which impacted the stadium atmosphere and the overall customer satisfaction scores for the three-day event. The venue change from Allianz Stadium also proved polarising and influenced overall scores.

The average customer satisfaction

## OBJECTIVE 3 Improve the fan experience

PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
HSBC SYDNEY 7S CUSTOMER SATISFACTION IS >90%	90%	86%	96%	1%	1.0%
QANTAS WALLABIES TESTS CUSTOMER SATISFACTION IS >90%	90%	91%	101%	2%	2.0%
3% of Corporate Scorecard	3% / 3% Completed				

score for the local Qantas Wallabies Tests was 91% in 2019, undoubtedly influenced by the Wallabies' victories. Customer satisfaction was highest at the Bledisloe Cup match at the new Optus Stadium where a sell-out crowd watched the Wallabies inflict a record-breaking defeat on the All Blacks. In Brisbane and Perth, innovations from

Rugby AU's partner Great Big Events (GBE) enhanced the atmosphere at matches as the sounds of players, ref-calls and on-field action were broadcast throughout the stadia to create an immersive sideline-like experience for spectators. The distribution of free Qantas Wallabies flags also enhanced the experience for fans.



In an increasingly competitive digital landscape, rugby.com.au continued to cement its reputation as the leading destination for Australian Rugby news and content. To continue to engage a broad range of Rugby fans, rugby.com.au provided Rugby content through a variety of channels, including the Rugby Xplorer app, which registered huge growth in users in its first full year online.

Rugby.com.au recorded more than 11 million views and across the entire network (which includes Rugby Xplorer and the relaunched Rugby AU website) there were more than 34 million views in 2019 – a significant result, considering the reduced domestic Test schedule and the Qantas Wallabies' Quarter Final exit from the World Cup.

In recognition of rugby.com.au's quality content, Stuart Walmsley's Bush Beat Series won the major Sport Australia Media Award for "Best Regional, Rural and Suburban Sports Coverage". Rugby.com.au was also one of four nominees for "Best Contribution to Sport via Digital Media" alongside media stalwarts, the Sydney Morning Herald / the Age, the Herald Sun and Channel Nine's Wide World of Sport.

New innovations for 2019 included a weekly panel show "The Rugby Nation Show", hosted by presenter Sean Maloney, and a documentary podcast about the 1999 Rugby World Cup victory, "Keep Em Nude: The Story of the 99ers". Keep Em Nude ranked in the top 10 sports podcasts on iTunes during the Rugby World Cup.

Rugby.com.au continued to provide exclusive broadcast content in 2019, streaming the Buildcorp Super W, NRC, Aon Uni 7s, Oceania U20s and National Youth 7s competitions and providing live radio coverage of every game of the

There were more than 34 million views across the entire network



## OBJECTIVE 4 Digital and content focus

PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
YOY INCREASE 10% RUGBY.COM.AU USER ACTIVITY					
USERS	2,750,000	2,588,346	94%	1%	1.0%
SESSIONS	6,350,000	6,215,488	98%	0.5%	0.5%
PAGE VIEWS	12,150,000	11,332,188	93%	0.5%	0.5%
INCREASE DIGITAL FOOTPRINT TO ENGAGE WITH FANS					
20% INCREASE IN TOTAL FOLLOWERS ACROSS SOCIAL CHANNELS	1,320,000	1,687,274	128%	3%	3.0%
TOTAL NETWORK VIEWS		34,061,129			
RUGBY XPLOER		15,623,313			
RUGBY AUSTRALIA		3,006,397			
5% of Corporate Scorecard	5% / 5% Completed				

2019 Rugby World Cup. The popular #PartOfMore campaign also continued in 2019. Nine short films were unveiled in February and a further six short films were published in June, each sharing an inspiring story from Australia's Rugby community. Combined, the fifteen videos launched in 2019 reached more than 637,000 people.

Rugby AU made it easier for spectators to engage with Rugby with the introduction of Rugby Xplorer on Amazon's hands-free voice service,

Alexa, and the launch of FOX Clips – a world-first innovation from FOX SPORTS and Rugby AU allowing fans to create and share clips of Rugby highlights with their friends on social media.

On social media, the Qantas Wallabies channels grew significantly during the Rugby World Cup, up 33% on Instagram, 31% on YouTube, 6.5% on Facebook and 5.4% on Twitter. Across all channels (corporate and national teams), Rugby AU is now reaching more than 1.6 million followers.

## Integrity Unit

The role of the Integrity Unit at Rugby AU is to protect the image and integrity of Australian Rugby and ensure that the game is safe, fair and inclusive. Its remit is wide and includes setting the standards of on and off-field conduct of all participants; the formulation of integrity Rules, Codes and Policies and ensuring compliance with them; education and training; complaint handling; investigations and dealing with breaches and disciplinary/regulatory proceedings and appeals.

The Integrity Unit works closely with all relevant stakeholders to ensure that risks to the integrity of Rugby are reduced as much as possible.

### ANTI-DOPING TESTING PROGRAM

In 2019, the Integrity Unit worked closely with the Australian Sports Anti-Doping Authority (ASADA) to develop a new anti-doping education strategy that included ASADA providing a significant number of face-to-face anti-doping education sessions to Rugby clubs across the country. The organisations also worked together to deliver Rugby AU's anti-doping program that consisted of testing players in the following teams/competitions:

- Qantas Wallabies;

- Buildcorp Wallaroos;
- Qantas Australian Sevens;
- Vodafone Super Rugby;
- Australian Schoolboys;
- Sydney Shute Shield;
- Brisbane Premier Club; and
- Under 19 National Championship.

Additionally, the Integrity Unit engaged Sports Drug Testing International (SDTI), an independent Australian drug testing agency, to provide anti-doping testing and analysis services in the following competitions in 2019:

- Buildcorp Super W; and
- National Rugby Championship (NRC).

In total, 338 anti-doping tests were conducted in 2019 and three anti-doping rule violations were recorded. These cases are currently under investigation. There were no violations for any professional players. As part of its global testing program, World Rugby also conducted anti-doping testing on a number of Australian players from the Wallabies, Wallaroos, Men's/Women's Sevens and the U20s. No anti-doping rule violations were reported.

In addition to the mandatory online education for all players and staff, 20 face-to-face education sessions took place across a number of teams and competitions nationally in 2019. These sessions (run by ASADA on

behalf of Rugby AU) were designed to inform players and staff about how the anti-doping rules work in practice, the risks associated with certain supplements and to provide an opportunity for the attendees to ask any questions on any aspects of anti-doping. One of the main aims was to seek to prevent inadvertent violations through the use of contaminated supplements and through the use of illegal street drugs that could remain in players' systems on match day and result in very lengthy suspensions from sport. These education sessions proved to be very informative and the Integrity Unit are planning to increase the number of these sessions in 2020.

### ILLICIT DRUG TESTING PROGRAM

In addition to the anti-doping requirements discussed earlier, Rugby AU has had an Illicit Drug Policy and testing program in place since January 2014. SDTI were re-engaged to coordinate the illicit drug (out-of-competition) testing program for 2019.

SDTI conducted 173 illicit drug tests on contracted players and High Performance staff in 2019. This included a number of hair-tests carried out under a pilot scheme agreed between Rugby AU and the Rugby Union Players' Association (RUPA). One participant committed a violation and was dealt with in accordance with the procedure set out in the Illicit Drugs Policy.

### ANTI-CORRUPTION AND BETTING

In 2019, Rugby AU entered into a number of Product Fee & Integrity Agreements with Australian betting operators that offer markets on Rugby. These agreements allow betting operators and Rugby AU to share specific wagering information in order to protect the integrity of Rugby. The agreements also make provision for a percentage of wagering revenue to be given to Rugby AU to fund its integrity initiatives.

Additionally, the Integrity Unit engages Sportradar to provide betting monitoring services in relation to all Qantas Wallabies, Buildcorp Wallaroos, Super Rugby, Super W and National Rugby Championship matches.



# Build sustainable success in the professional game

## our elite teams

# objectives

## OBJECTIVE 1 National teams winning pinnacle events

PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
QANTAS WALLABIES WIN RUGBY WORLD CUP	100%	NO	0%	5%	0.0%
QANTAS WALLABIES WIN BLEDISLOE CUP	100%	NO	0%	3%	0.0%
QANTAS AUSTRALIAN MEN'S SEVENS 2020 OLYMPIC QUALIFICATION	100%	YES	100%	3%	3.0%
QANTAS AUSTRALIAN WOMEN'S SEVENS 2020 OLYMPIC QUALIFICATION	100%	YES	100%	3%	3.0%
BUILDCORP WALLAROOS CLEAN SWEEP JAPAN SERIES AND WIN NZ TEST	100%	NO	50%	2%	1.0%
VODAFONE SUPER RUGBY – INTEGRATED HP AGREEMENTS SIGNED AND IMPLEMENTED	100%	IMPLE- MENTED	75%	3%	2.0%
JUNIOR WALLABIES WIN WORLD CUP	100%	NO	0%	1%	0.0%
20% of Corporate Scorecard	9% / 20% Completed				

### QANTAS WALLABIES

In 2019 the Qantas Wallabies did not reach their targets for the year, recording six wins, four losses and failing to advance past the World Cup Quarter Finals.

The Qantas Wallabies' 2019 Mitsubishi Estate Rugby Championship campaign offered a valuable opportunity for the Wallabies to finesse their playing structures prior to the World Cup, however some polarising results meant they struggled to gain the momentum they had hoped for.

The tournament kicked off with a 17-35 loss to the eventual winners of the Rugby World Cup, South Africa, at Emirates Airline Park in Johannesburg, before the Qantas Wallabies rebounded with a grinding 16-10 victory over Argentina at Suncorp Stadium in Brisbane.

The next match proved the highlight of the Qantas Wallabies' year, as a sell-out crowd lifted the men in gold to an unprecedented 47-26 win against the All Blacks at Optus Stadium in Perth. Records tumbled as the Wallabies piled on six tries – the most ever for the Australians against their Trans Tasman rivals, and the most points ever conceded by the All Blacks against any opponent.

New Zealand retaliated the following

weekend to reclaim the Bledisloe Cup with a 0-36 victory at Eden Park in Auckland, which meant the Qantas Wallabies finished third overall in the 2019 Mitsubishi Estate Rugby Championship.

A bruising 34-15 victory over Manu Samoa at Bankwest Stadium in Parramatta restored the Wallabies' trajectory leading into the World Cup.

### RUGBY WORLD CUP

The Qantas Wallabies kicked off their Rugby World Cup campaign with a 39-21 bonus-point victory over Fiji in Sapporo. The next pool match saw them narrowly defeated by the Welsh, despite a valiant comeback effort that saw them reduce an 18 point deficit to just one point, with 12 minutes to play. Their brave comeback bid fell just short, as they went down 25-29.

The Qantas Wallabies regrouped for a 45-10 defeat of Uruguay at Oita Stadium in Oita, where they ran in seven tries to secure another crucial bonus point. The final pool match saw the Wallabies defeat Georgia 27-8 in Shizuoka, where they were hammered by rain and wind as they locked in a Quarter Finals berth.

The Qantas Wallabies began their

Quarter Final against England pulling ahead in the first 15 minutes, but were ultimately unable to contain their antipodean rivals. England nabbed a pair of tries in each half to advance to the Semi Finals with a 16-40 victory – a disappointing result for retiring Test veterans Will Genia, David Pocock and Sekope Kepu.

Following the Quarter Final loss, Rugby AU commissioned an independent review of the 2019 Wallabies season by a three-person panel consisting of former Wallaby and experienced sports administrator, Pat Howard, four-time Olympian and leading High Performance professional, Bo Hanson and 116-Test former Wallabies captain, Nathan Sharpe.

The review addressed all elements of the Qantas Wallabies program including coaching, planning, athletic performance, campaign preparation, team leadership, cohesion and the selection process. The

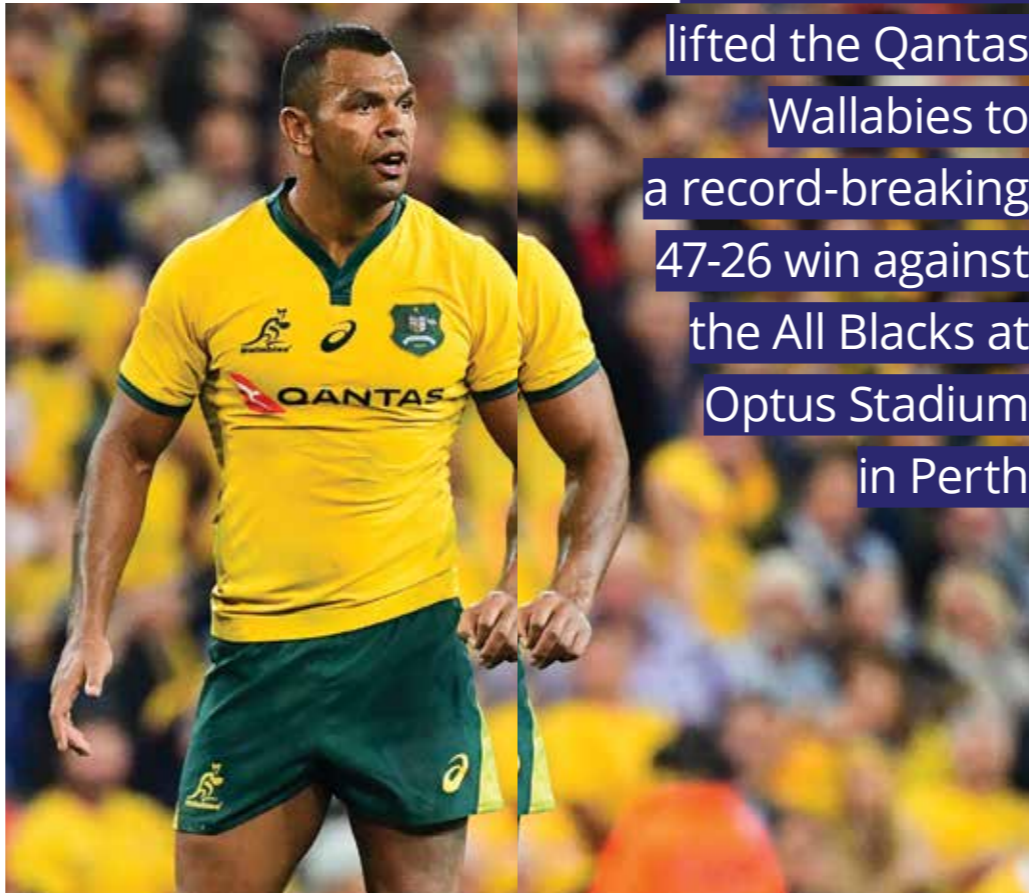
recommendations from the review are already being used to build a framework for success for future international, Rugby World Cup and Olympic campaigns across all national teams.

### OFF FIELD

Off the field, the Qantas Wallabies ranks were bolstered by the re-signings of skipper Michael Hooper, John Eales Medal winner Marika Koroibete, Reece Hodge, Scott Sio, Dane Haylett-Petty and a host of others including up and coming leaders Allan Alaalatoa, Izack Rodda, Taniela Tupou and teenage Test debutant, Jordan Petaia.

There were also a variety of changes to key high performance positions within the Wallabies framework. Scott Johnson commenced his role as Director of Rugby in March and joined former dual

A sell-out crowd  
lifted the Qantas  
Wallabies to  
a record-breaking  
47-26 win against  
the All Blacks at  
Optus Stadium  
in Perth



international Michael O'Connor and then Qantas Wallabies Head Coach, Michael Cheika, to form a three-person National Selection Panel.

In 2019, Shaun Berne joined the Qantas Wallabies staff as Assistant Coach, while Stephen Larkham transitioned to a new role as National High Performance Coach Advisor. After Michel Cheika confirmed he would not seek re-appointment for the Head Coach role beyond 2019, Dave Rennie, who led the Chiefs to back-to-back Super Rugby titles, was appointed as the new Wallabies Head Coach. In other key roles, former Queensland and Scotland Assistant Coach, Matt Taylor, was named as Defence Coach, Scott Wisemantel was appointed Attack Coach, world-renowned elite sports performance specialist Dean Benton was appointed National Head of Athletic Performance and Chris Webb secured the role of General Manager - Wallabies. It was also announced that Nathan Grey would transition to the role of National High Performance Coach Advisor in 2020.

### QANTAS AUSTRALIAN MEN'S SEVENS

The Qantas Australian Men's Sevens team finished seventh in the 2018/2019 HSBC World Rugby Sevens Series earning 104 points across the ten tournaments. The team claimed one podium finish, falling to eventual Series champions, Fiji, in London to earn the silver medal. In other tournaments, the men finished 4th in Dubai (in 2018), 7th in Cape Town (in 2018), 7th in Hamilton, 6th in Sydney, 8th in Las Vegas, 9th in Vancouver, 11th in Hong Kong, 7th in Singapore and 11th in Paris.

With Olympic qualification only guaranteed to the top four finishers in the Series, the men in gold needed to make their mark in November at the Oceania Sevens Championship. They achieved this goal, defeating Samoa 19-12 in the Championship Final in Suva, Fiji, to qualify for the 2020 Tokyo Olympics.

### QANTAS AUSTRALIAN WOMEN'S SEVENS

The Qantas Australian Women's Sevens team finished the 2018/2019 HSBC Sevens World Series in fourth



position behind New Zealand, the USA and Canada. This result secured their automatic qualification for the 2020 Tokyo Olympic Games. The team had mixed results during the year finishing 5th at Glendale and 3rd at Dubai (both in 2018), followed by a silver medal at Sydney, 6th place at Kitakyushu, 2nd place at Langford and 5th at Biarritz. They marked the end of the 2019 season with a comfortable title win at the Oceania Sevens Championship.



### WORLD SCHOOL SEVENS

Commonwealth Games Australia support funding for B2022 projects enabled Rugby Australia to prepare and select teams to compete at the World School Sevens international tournament held in Auckland, New Zealand in December 2019. Australia's young female rugby talent continues to shine on the international stage with the Australian girls' schools sevens team winning the tournament. Led by NSW's Bienne Terita, who was named player of the tournament, the Aussie girls defeated Japan in the Cup final in Hamilton. The Australian boys' schools sevens team were unable to defend their 2018 title and were knocked out of the tournament by the New Zealand Fijian team in the semi-finals.

### BUILDCORP WALLAROOS

Under new captain Grace Hamilton, the Buildcorp Wallaroos had their most successful year ever on home soil, winning two of their three domestic

# objectives

Tests. The Wallaroos began their two-Test series against Japan with a 34-5 triumph at a windblown Newcastle Sportsground No.2, and sealed the Series the following week, defeating Japan 46-3 at North Sydney Oval. Unfortunately the Buildcorp Wallaroos couldn't sustain their match-winning momentum for the annual Tests against New Zealand. At Perth's Optus Stadium, the women in gold scored two tries against the visiting world champions but ultimately went down 10-47, and at Eden Park the following week, the Black Ferns defeated the Australians 8-37.

**VODAFONE SUPER RUGBY**  
2019 saw improved performances across all Australian Super Rugby teams, with the Brumbies topping the Australian conference and advancing to the Semi Finals. The improved performances were underpinned by a commitment from all Australian Super Rugby teams to implement integrated High Performance Plans, aligning high performance, coaching and athletic performance targets across all levels of Rugby, from the U18s to the Qantas Wallabies.

**JUNIOR WALLABIES**  
The Junior Wallabies had an outstanding season, which began with a resounding 64-14 win over Junior Japan in round one of the Oceania U20s Championship

at Bond University on the Gold Coast. Their dominant form continued with a 17-0 triumph over Fiji, before the scintillating final where the Junior Wallabies defeated New Zealand 24-0 to win the Championship for the first time. At the U20 World Championship, the Junior Wallabies had a strong start, defeating Italy 36-12 and Ireland 45-17. The final pool match against England saw the Australians go down 33-56, however the bonus point loss was enough to secure a Semi Final berth against hosts Argentina. The Junior Wallabies then overcame wet conditions and a second red card in as many



matches to storm into the final with a 34-13 win. Against defending champions France, the Australians scored three tries to France's two, but penalty goals proved the difference with France snatching a narrow 23-24 Championship victory. With such formidable talent in the junior ranks, Rugby AU has moved to contract the bulk of the squad to ensure they remain in Australian Rugby. Captain Fraser McReight, flanker Harry Wilson, prop Angus Bell and winger Mark Nawaqanitawase stamped their names as future stars with impressive performances throughout the year.



Player and management satisfaction targets were largely achieved across the major pathways competitions. The second season of Buildcorp Super W culminated in another pulsating NSW v Queensland final. In front of more than 3,000 fans at Leichardt Oval, NSW Waratahs Women managed to snag a thrilling 8-5

## OBJECTIVE 2 Player and management satisfaction

PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
>80% SCORE FOR SUPER W	80%	75%	94%	1%	1.0%
>80% SCORE FOR NRC	80%	92%	100%	1%	1.0%
>80% SCORE FOR AON UNI 7s	80%	91%	100%	1%	1.0%
3% of Corporate Scorecard	3% / 3% Completed				

victory over their arch rivals in the title decider. In the post-season survey, 77% of players rated their Super W experience as excellent or good, and 90% of administrators rated their Super W experience as excellent or good. Furthermore, 100% of administrators and 92% of players also said their experience in 2019 was the same or better than 2018. The 2019 National Rugby Championship saw the Western Force defeat the Canberra Vikings 41-3 in the final at UWA Sports Park in Perth. After a see-sawing battle in the first half which left the Western Force up 7-3 at

the break, they pulled away in the last 40 minutes to charge home with five second-half tries, securing the title for the home crowd of 2,500 fans. In the post-season RUPA survey, 92% of players said their NRC experience was positive. The 2019 Aon University Sevens Series saw the University of Queensland win two gold medals across the four tournaments and take the ultimate crown with 76 competition points. In the post-season survey, 88% of players rated their overall satisfaction with the Series as good or excellent, and 94% of management agreed.

## OBJECTIVE 3 Referees

PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
REFEREE SELECTION FOR RUGBY WORLD CUP		ACHIEVED	100%	1%	1.0%
INCREASE TIER 1 TEST APPOINTMENTS (MALE AND FEMALE) (*compared to 2018)	*	ACHIEVED	100%	1%	1.0%
2% of Corporate Scorecard	2% / 2% Completed				

In 2019, no other nation had as many male and female referees selected to officiate international XVs and Sevens matches. In total, Rugby AU's match official team received 75 appointments for international matches in 2019 including 11 tier one Tests (surpassing 2018's tally of four tier one Tests). Angus Gardner and Nic Berry were selected as referees for the Rugby World Cup in Japan, becoming the first Australian-born refs since 2007 to officiate at the quadrennial

tournament. It also marked the first time since 2003 that more than one Australian had been selected to referee at a Rugby World Cup. On the Sevens World Series, Australia had the highest number of referees selected, with Amy Perrett, Tyler Miller, Maddy Putz, Damon Murphy and Jordan Way all taking the whistle. Australia also had more female officials (Amber McLachlan, Amy Perrett, Maddy Putz and Tyler Miller) at the international level than any other nation.



## Pathways

Australian Rugby's pathways programs continued to provide valuable opportunities for Rugby engagement and talent identification. In the National Rugby Championship (NRC), the Western Force were crowned champions for the first time while Brisbane City took out the U19s Rugby Championship (URC). These competitions continued to deliver high performance outcomes to bolster the depth of Australian Rugby and this will continue to improve with the adoption of nationally integrated High Performance Plans. The second season of the Buildcorp Super W included three double-headers with Super Rugby matches and five matches at regional venues, before NSW took out their second consecutive crown. After NSW I beat QLD in the Australian Schoolboys

Championship, the Australian Schools and Under 18s completed an undefeated tour of New Zealand beating the New Zealand Schoolboys team for the first time since 2012. In Sevens pathways, the University of Queensland won the 2019 Aon University Sevens Series. At the Youth Sevens Championships, Queensland 1 won the 2019 Aon National Youth Girls Sevens Championship title and New South Wales 1 claimed the crown in the National Youth Boys title. To discover the next generation of Sevens talent, Rugby AU relaunched its talent identification program, Search for a Sevens Star, and introduced the #DreamBigTime Tour to unearth Indigenous youth talent. After three legs of the #DreamBigTime Tour, two First Nations Sevens teams made their national debut at the Western Sydney 7s. In female XVs, a new National Schoolgirls & U18s Women's XVs Championship was introduced, with Sydney Juniors taking the inaugural title.

## A message from Sport Australia

Sport and physical activity has enormous influence on our nation's health, education, social, economic and diplomatic outcomes.

It's why Sport Australia and the AIS remain steadfast in our vision: to make Australia the world's most active sporting nation, known for its integrity, sporting success and world-leading sports industry.

Australia's commitment, outlined in the Australian Government's national sport plan, Sport 2030, is to reduce physical inactivity by 15 per cent. It's a huge challenge Sport Australia enthusiastically accepts.

We are making significant progress and Sport Australia's programs are benefitting sport, as well as broader community health and wellbeing, including tackling issues such as obesity. Our partnerships with National Sporting Organisations (NSOs) remain fundamental, but we are also engaging more than ever with other networks to grow our sporting industry. Collaboration with physical activity providers, health, education and various levels of Government can deliver more for sport and all Australians.

This was highlighted in 2018-19 when Sport Australia, on behalf of the Australian Government, delivered \$150million in new participation programs. The \$100million Community Sport Infrastructure grants program is enhancing hundreds of grassroots facilities across Australia. The \$28.9million Participation grants program is encouraging innovative programs that help break the down barriers to physical activity. The new \$22.9million Better Ageing grants program is helping senior Australians 65 and older to get more active and socially connected.

Our national Sporting Schools program remains a key platform to address childhood inactivity and drive generational change. We have funded 7300 schools and recorded more than 5.2million attendances since its launch in mid-2015. We continue to look at ways to maximise the impact of Sporting Schools and link it with our work in physical literacy. By teaching our children to run, throw, jump or kick, we put them on the path to better lives.



There is no success without integrity. We continue to encourage environments that are inclusive and welcoming. Increasing diversity in our industry is critical and we want to make sport the benchmark for a more equitable society.

All this work is emphasised by our national behaviour change campaign, Move It AUS. Our call to action is to 'Find Your 30' minutes of physical activity every day, and enjoy the benefits.

We are continuing to build the capability of the sports industry, addressing governance reform to bring out the very best in our sporting organisations. The One Management project looks at helping sports align their strategy, workforce and financial management.

The AIS, in partnership with the National Institute Network and National Sporting Organisations, is aligning Australia's high performance sport strategy too. The National High Performance Sport Strategy 2024 signals the first time all Federal and State/Territory sports agencies have signed up to a joint high performance strategy.

In November 2018, the AIS announced an updated investment model for high performance sport and through this improved framework, Olympic, Paralympic and Commonwealth Games sports will benefit from a longer term approach to funding. Instead of annual grants to sport, for the first time the AIS

is providing longer-term funding commitments to give sports more stability and certainty to plan ahead.

All of this work is important with the 2020 Tokyo Olympics and Paralympics drawing near, and the 2022 Beijing Winter Games and Paris 2024 beyond that.

Enhancing athlete pathways and athlete wellbeing are primary areas of focus for the AIS, and are keys to creating long-term sustainable success. We have embedded 20 Athlete Wellbeing Managers across National Sporting Organisations, and, working closely with the AIS Wellbeing and Engagement team, are delivering key programs and support from mental health programs, through to career guidance and connection to Australians at the community level.

The AIS is also leading collaborative sports research, applied technology and innovation initiatives including the Gold Medal Ready program, a unique partnership with the Australian Army to help athletes perform under pressure.

From backyards to benchmark international events, we believe unquestionably in the power of sport and physical activity to reflect the very best in our culture and to be a powerful vehicle for change.

Thank you for all you do for Australian sport and best wishes for the year ahead.

**John Wylie AM**  
Chair, Sport Australia



# Create excellence in how the game is run

## our administration

# objectives

## OBJECTIVE 1 Drive the Rugby economy

PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
REVENUE: \$108.7M	\$108.7M	\$111.0M	102%	3%	3.0%
NET SURPLUS/(DEFICIT): (\$4.4M)	-\$4.4M	-\$9.4M	0%	3%	0.0%
NET CASH: \$11.5M	\$11.5M	\$11.5M	100%	3%	3.0%
SECURE IMPROVED VALUE ON THE AUSTRALIAN BROADCAST DEAL		NOT ACHIEVED	0%	5%	0.0%
14% of Corporate Scorecard	6% / 14% Completed				

Rugby AU expected to operate at a deficit in 2019 consistent with other Rugby World Cup years with reduced broadcast revenue and a truncated domestic Test schedule. However, despite the anticipated impacts from it being a Rugby World Cup year, revenue targets were exceeded in 2019. This was mainly due to match revenue targets exceeding forecasts and an uplift in Government event sponsorship, for both the Bledisloe match in Perth and the additional Test match versus Samoa.

Broadcast revenue fell by \$21.9m compared to 2018 and match day revenue fell by \$10m because of the limited domestic Test schedule. Grants from World Rugby totaling \$19.1m alleviated some of this financial burden.

Government grant funding of \$5.2m boosted the organisation's bottom line. The uplift in funding compared to 2018 funding was granted to support specific events and programs, including the Qantas Wallabies match against Samoa, the Buildcorp Wallaroos Series versus Japan, Rugby AU's bid for the 2027 Rugby World Cup and the Pacific Rugby Partnership.

Operating expenditure increased by \$6.7m in 2019 across Community Rugby, marketing, High Performance (player payments) and corporate expenses (including legal costs and the settlement of the Israel Folau matter).

Total Community Rugby expenditure and grants to Affiliates increased from \$7.9m in 2018 to \$8.4m in 2019, largely to support the delivery of community programs.

Marketing spend for 2019 was \$1.0m more than 2018. This was predominately

to promote the Qantas Wallabies' World Cup campaign (through the #GoldBlooded Tour), the additional Wallabies Test match versus Samoa and the Buildcorp Wallaroos' Japan Series. Marketing activity was also conducted in

Japan with international partner Odakyu.

Travel costs for the Qantas Wallabies and Qantas Australian Sevens teams decreased \$0.3m in 2019, but across all high performance and national teams, there was an increased investment of \$0.7m over 2018. The main contributing factor to this variance was an increase in the Buildcorp Wallaroos program.

Across all national teams there was an increase of \$3.7m in player costs. Reasons for this included the increase in national player contracts in a Rugby World Cup and Olympic qualification year, the establishment of an Elite Development Squad fund, additional Buildcorp Wallaroos Test matches and the settlement with former player Israel Folau.

Total expenditure on Super Rugby teams increased by \$0.6m in 2019 due to higher Super Rugby team travel costs. However, the direct funding to Super Rugby and High-Performance teams reduced slightly from \$25.0m in 2018 to \$24.6m in 2019.

In 2019 corporate expenditure (which includes all administration, legal, compliance, information technology and indirect commercial costs of running the business) increased by \$0.3m. Professional Fees and Services increased \$2.4m which included significant unbudgeted legal costs associated with the Israel Folau matter, and consultancy costs in relation to strategic projects, public relations and media rights planning.

Notwithstanding the increased deficit, Rugby AU was able to maintain a sufficient cash balance at year end with forward timing on payments from World Rugby and various categories of operating expenditure not due for payment at 31 December 2019.

### BROADCAST DEAL

In 2019, Rugby AU and SANZAAR commenced the broadcast rights negotiations for the coming five years (2021-2025). In a first for the code, Rugby AU went to market with a package of rights that included content and competitions from Club Rugby through to the national teams. By the end of the year, deals with New Zealand and South African broadcasters were complete with negotiations continuing in the Australian market and with other overseas markets.

Rugby AU had commenced its market process for the 2021-2025 media rights when the COVID-19 pandemic forced it to put an indefinite hold on the process in March 2020. It is expected that the media rights process will be resumed in mid-2020 following agreement at SANZAAR on the future structure of competitions. At the time of publishing the Annual Report, these discussions were ongoing at SANZAAR due to the uncertainty surrounding existing broadcast arrangements and the viability of Super Rugby in its current format as a result of the pandemic.



## OBJECTIVE 2 Achieve key revenue targets

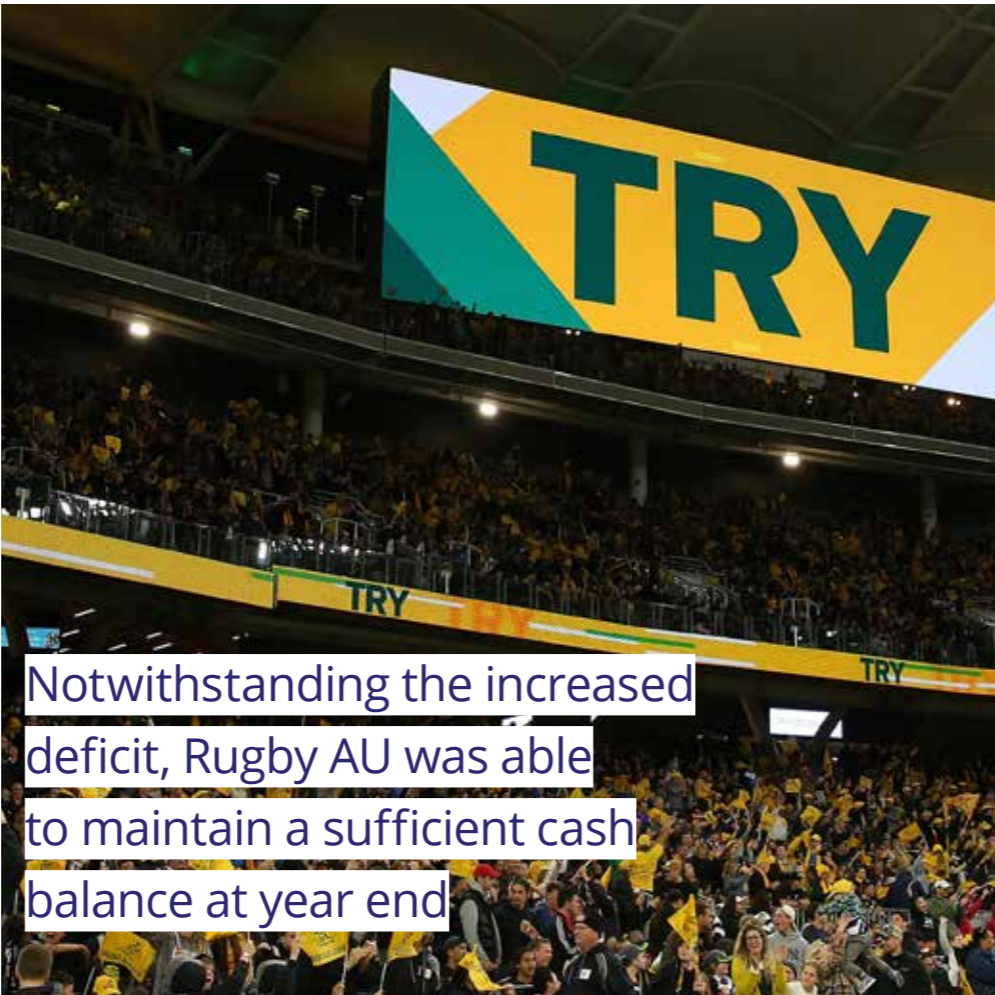
PRIORITIES INCLUDED	target	actual	% achieved	% weight	% awarded
MATCH DAY REVENUE – DELIVER ANNUAL NET MATCH DAY REVENUE OF \$1.45M (across 7s and domestic test matches)	\$1.45M	\$2.175M	150%	2%	2.0%
COMMERCIAL SPONSORSHIP REVENUE – DELIVER BUDGETED SPONSORSHIP REVENUE OF \$23.95M	\$23.95M	\$23.81M	99%	2%	2.0%
DIVERSIFY REVENUE THROUGH INTER-NATIONAL PARTNERSHIPS – TARGET \$500K	\$0.50M	\$1.27M	255%	1%	1.0%
5% of Corporate Scorecard	5% / 5% Completed				

Qantas Wallabies Test matches are the main drivers of match day revenue for the organisation, so with fewer planned for 2019, the net match day revenue targets were correspondingly lower than previous years. The \$1.45m target was exceeded by \$0.7m thanks to the sell-out Bledisloe Cup crowd at Optus Stadium in Perth and the unbudgeted match between the Qantas Wallabies and Samoa.

Net sponsorship revenue (which includes government event sponsorship and servicing costs) was \$30.2m for the year, an increase of \$4.8m from 2018. The increase was predominantly driven by Government event sponsorship for the Qantas Wallabies and Buildcorp Wallaroos Test matches. Rugby AU was also boosted by new partnerships with Land Rover, Santos, the Bose

Corporation, Ola and MJ Bale, alongside partnership renewals from Qantas, IHG, Fitness First, Gilbert, Bet365 and TNT. Gross commercial sponsorship revenue was \$23.81m.

In line with Rugby AU's new international engagement strategy, the organisation sought ways to find alternative sources of revenue through international partnerships. In a positive first step, Rugby AU partnered with Japanese train service company Odakyu Electric Railway to promote the Qantas Wallabies in the Rugby World Cup. During the tournament, a 'Wallabies Go' express train operated during the World Cup, decorated with Wallabies merchandise on all Wallabies' match days. This successful partnership will be used to inform similar ventures in the future.



Notwithstanding the increased deficit, Rugby AU was able to maintain a sufficient cash balance at year end

# objectives

## OBJECTIVE 3 Sentiment and Brand

PRIORITIES INCLUDED	actual	% achieved	% weight	% awarded
>50% OF ALL RUGBY MEDIA COVERAGE – POSITIVE SENTIMENT	22%	0%	1%	0.0%
<20% OF ALL RUGBY MEDIA COVERAGE – NEGATIVE SENTIMENT	39%	0%	1%	0.0%
BRAND RUGBY – AGREED RA COMMUNICATIONS STRATEGY	50%	50%	2%	1.0%
EMPLOYEE SATISFACTION SCORES >90%	91%	100%	1%	1.0%
5% of Corporate Scorecard	2% / 5% Completed			

It was another challenging year with regards to media coverage of the sport, with the Israel Folau matter dominating Rugby’s media coverage for large parts of 2019. The Folau issue ignited views from political and social commentators and dominated

discussion on news and current affairs programming across the broadcast media, as well as becoming a central source of debate across the print media landscape. A large portion of this coverage was categorised as carrying negative sentiment, which significantly

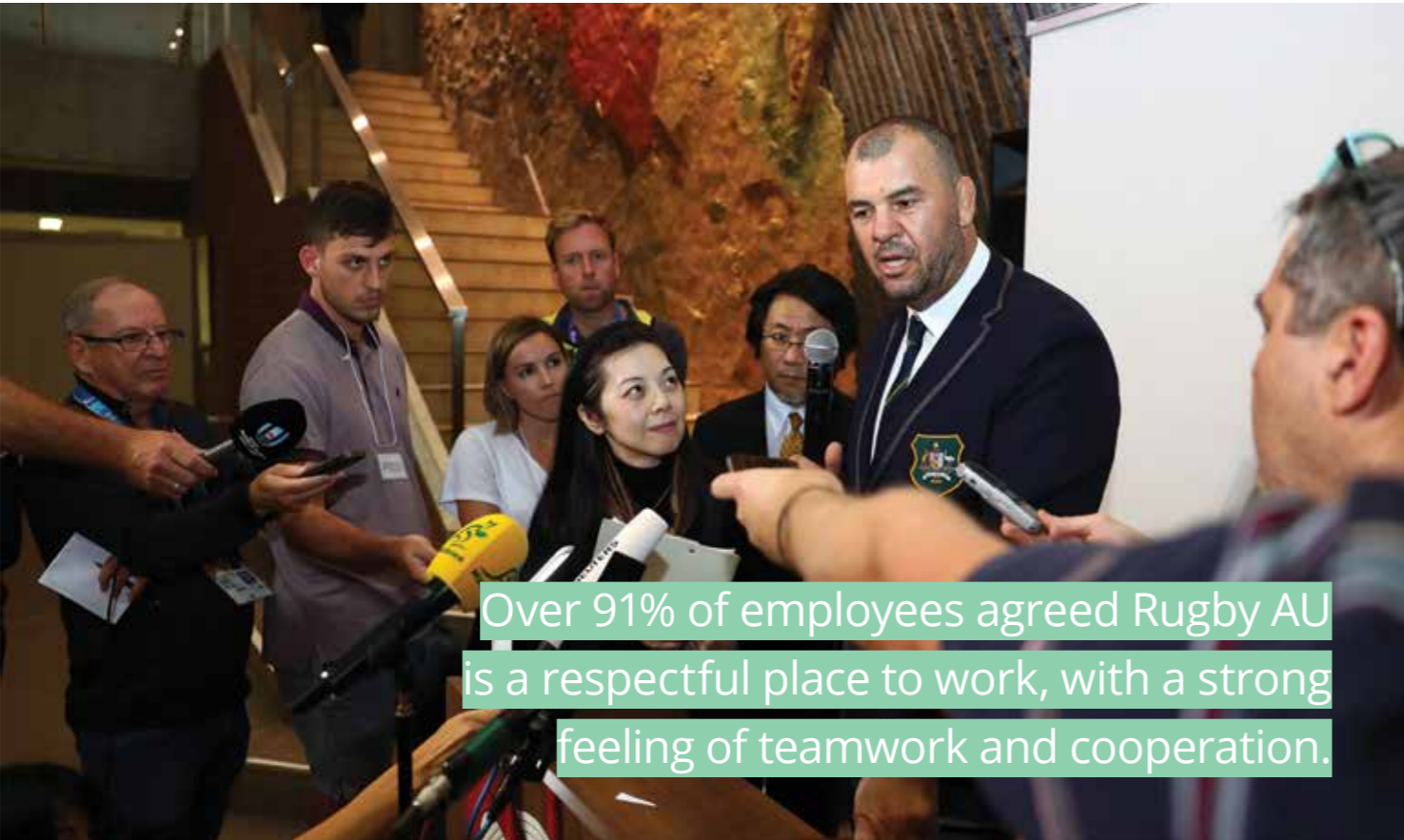
impacted the overall sentiment score for media coverage of the game in 2019. Twenty-two per cent (22%) of all media coverage was deemed ‘positive’ for the game, headlined by the Perth Wallabies-Wallaroos double-header, Qantas Wallabies Coaching appointments, regional coverage of the #GoldBlooded national Rugby World Cup Tour and the #DreamBigTime First Nations Rugby Tour. A higher proportion (39%) of media coverage was reported as having ‘neutral’ sentiment in 2019 compared to the previous year, driven largely by news coverage of the Rugby World Cup. Rugby AU employee satisfaction scores remained strong in 2019, albeit with areas to be worked on. Over 91% agreed Rugby AU is a respectful place to work, with a strong feeling of teamwork and cooperation.



## OBJECTIVE 4 Women’s Rugby coverage

PRIORITIES INCLUDED	actual	% achieved	% weight	% awarded
50% INCREASE IN MEDIA COVERAGE OF WOMEN’S RUGBY	90%	100%	1%	1.0%
1% of Corporate Scorecard	1% / 1% Completed			

Media coverage of women’s Rugby increased by 90% compared to 2018 levels. This was largely due to the significant increase in domestic fixtures. The Buildcorp Wallaroos played three home Tests in 2019 – their most ever in a calendar year. Their Series victory over Japan also prompted more positive coverage. Furthermore, in 2019 the Buildcorp Super W included three double headers with Super Rugby teams. Over 3,000 spectators watched the Super W Grand Final and over 95,000 tuned in to the broadcast. Media coverage of the Qantas Australian Women’s Sevens team centred on their silver medal at the Sydney 7s and their automatic Olympic qualification following their fourth place finish in the 2018/19 HSBC Women’s Sevens World Series.



Over 91% of employees agreed Rugby AU is a respectful place to work, with a strong feeling of teamwork and cooperation.

## Australian Rugby Foundation

2019 was a ground-breaking year for the Australian Rugby Foundation (ARF) with a record \$1.1 million donated during the year. Through these fundraising efforts, the ARF was able to support its five main pillars across the game: Community Rugby, Women’s Rugby, First Nations Rugby, High Performance and Welfare & Wellbeing. The ARF hosted 15 major fundraising events, both domestically and internationally, and ran a host of initiatives to boost Rugby engagement across the country. The ARF’s ‘Try Time’ campaign saw the ARF invest \$155,000 into grassroots Rugby. A portion of this funding was used to run Classic Wallabies coaching clinics across the country, which engaged more than 2,000 children. The funding also supported coach education as 171 community coaches attended exclusive sessions with top national coaches in Sydney, Brisbane, Perth and Hobart and more than 100 free coaching videos were published online. Importantly, the ARF helped launch five successful XVs school-based competitions in 2019 which involved hundreds of male students from non-traditional Rugby schools. Known as the ‘Emerging Schools Foundation’, its purpose is to grow XVs School Rugby across

Australia through connecting non-traditional Rugby schools with local clubs. The ARF also collaborated with Rugby AU on several initiatives in 2019, notably the #GoldBlooded Tour that visited 18,000 children across 100 clubs, schools and venues Australia-wide, the #DreamBigTime Tour to discover and develop Indigenous Rugby talent, and the Townsville Rugby Aid project to support clubs in flood-affected areas. One of the ARF’s main priorities is to help Member Unions and clubs with their own fundraising efforts through the ‘Rugby Fundraising Toolkit’, which offers top tips, strategies and case studies to help execute successful fundraising campaigns. Since this initiative was rolled out, tax-deductible donations into Rugby have increased by 44%. The ARF’s welfare and wellbeing program continued to provide financial support to players and their families through a range of measures including: contributions to wheelchair accessible vehicles, hosting fundraising events, providing exclusive match day opportunities to those affected by Rugby injuries, and hosting the International Rugby Charities’ third ‘Injured Rugby Player Welfare & Prevention Workshop’.

# our partners

## Wallabies & National Sevens Teams' Naming Rights Partner



## Test Naming Rights Partner



## Major Partners



## National Team Playing & Training Apparel Partner



## Wallaroos & Super W Naming Rights Partner



## Super Rugby Naming Rights Partner



## Broadcasting Partners



## Government Partners



## Official Partners



## Official Sponsors & Suppliers



# our community

Australian Rugby would not exist without the ongoing support of its Member & Affiliate Unions who represent the various competitions and clubs around the country.

The respective Annual Reports of each Member & Affiliate Union can be consulted for detailed information on their operations during 2019.

## SOME 2019 HIGHLIGHTS FROM MEMBER & AFFILIATE UNIONS

In 2019, the **Australian Defence Force Rugby Union (ADFRU)** Men's team competed in the premier event of their four-year program with a tour to Japan to participate in the 2019 International Defence Rugby Competition (IDRC), which coincided with the Rugby World Cup. ADFRU secured victories over Georgia and Japan, but were unfortunately defeated in a close match with the New Zealand Defence Force Blacks, cutting their finals hopes short. Messages of support from the Wallabies' Coach and players were much appreciated.

The **ADFRU Women** competed against the NZDF in the Fairweather-Jones Cup – the ADFRU's first curtain raiser for a Wallaroos Test Series. The Pacific Military and Police Cup was hosted in Canberra for the second time, with the ADFRU Women falling agonisingly short to an impressive NZDF team. During the competition a large scale community engagement activity was held at a local primary school, seeing over 50 military Rugby players engage with and coach hundreds of students in basic Rugby skills.

**Rugby Union SA** experienced a small growth in playing numbers for the second consecutive year, while managing to maintain female participation numbers which grew exponentially in 2018. SA had some successes in pathway programs and facilitated the minor states representative program for the second year. SA hosted the NRC match between the Melbourne Rising and NSW Country as part of the Junior Grand Final day. In addition to this, SA hosted the Australian Masters games

in October. As a union, SA had a focus on mental health and wellbeing in 2019, working on improving the experience for all members.

In 2019, NT representative teams took part in the QPR 7s, National Youth 7s Championships and Queensland State Championships (under 12, under 14 and under 16). The **Northern Territory Rugby Union (NTRU)** welcomed two clubs into the Darwin Junior competition in 2019 – MacKillop Saints, a school based club with teams in U14 and U16 grades; and the Jabiru Bushrats U10s who travelled almost three hours (one way) each week to play. The Darwin Dragons took out the Senior Men's A Grade premiership and Kiwi Warriors took out the Alice Springs grand final. Meanwhile, Julie Torres and Bevan Wilson were presented with Life Memberships of Central Australia Rugby Union in recognition of their outstanding contributions. Katherine Rugby Union (KRU) held their first ever Women's matches with a short 7-a-side season at the start of the year however interest was so high that they re-commenced their second season before the end of 2019.

The Hottest 7s were held in November with Miwatj Stallions winning the top prize in the Men's competition, Festerville Industries Stallions taking out the Women's and local side Swampdogs successful in the Youth Boys. U15 and U12 matches were held for the first time during the event with teams from South Australia taking on local invitational and regional Territory sides, including a combined Jabiru and East Arnhem Rugby Union (EARU) team who included players who had driven 11 hours to take part! EARU also took part in the Katherine Summer of Sevens round in October.

2019 saw a change of structure at **Tasmania Rugby Union (TRU)** with the first female president of any Australian Member Union elected. This was shortly followed by the creation of a strategic plan with Rugby AU's assistance and re-engagement of TRU's clubs. The alignment and understanding of the local Rugby community created positive

momentum for Rugby in Tasmania. The junior pathways were re-established and rewarded with success at the Southern States Championships for the U18 boys state team. Locally, the grand final day was the season highlight with Junior, Senior Women, Senior Men and Convicts (Golden Oldies) all taking the field throughout the day, and all games live streamed for the first time.

For **Rugby WA**, 2019 saw another level of consolidation and alignment between all levels of Rugby in the state from Juniors through to Golden Oldies. Get Into Rugby and Rugby Roos provided an immediate entry point to the game. Further work will continue in 2020 to continue to stabilise and rebuild our participation base. A new organisational structure in 2020 will further support coaching development at all levels of the game.

In terms of organisational stability and finances, WA further consolidated its position with a wider array of partners supporting the game. In addition, WA's participation in Global Rapid Rugby, Super W and the NRC added significant value to the pathway opportunities. Success at the NRC level was welcomed and enjoyed by all in the WA community.

In March, **Australian Schools Rugby Union (ASRU)** elected new President Tim Cleary, after Br Bob Wallace stepped aside following 27 years of service. A total of 184 players represented their states at the Australian Schools Rugby Championships in July at St Ignatius College Riverview, where NSW 1 beat QLD to take the title. Some players from this tournament were invited to join the Australian Schools & U18's side which toured New Zealand in September. On this tour, Australian Schools defeated Fiji Schools, NZ Schools Barbarians and NZ Schools. In October, Australian Schools Barbarians (Australia A) defeated Samoan Schools. Finally, ASRU were delighted to note 17 of the 28 Junior Wallabies who were runners-up in at the U20s World Championship were recent ASRU alumni.

# acknowledgements & awards

In 2019, we paid tribute to many within the Rugby community



John Thornett

## WALLABIES HALL OF FAME

The following former Wallabies were inducted into the Wallaby Hall of Fame in 2019 for demonstrating outstanding ability, sportsmanship, commitment, character and personal contribution to their team and the game in their era:  
**George Gregan** Wallaby 717  
**Stephen Larkham** Wallaby 728

## IN MEMORIAM

During 2019, the Australian Rugby community paid tribute to the former Wallabies who passed away during the year. Their achievements will be remembered forever.

**John Thornett** Wallaby 410  
**Ken Yanz** Wallaby 437  
**Peter Dunn** Wallaby 445  
**Lloyd 'Mullenjaiwakka' McDermott** Wallaby 470  
**Terry MacBride** Wallaby 331  
**Thomas Baxter OAM** Wallaby 451  
**Richard Taylor** uncapped  
**Jeffrey Sayle OAM** Wallaby 510  
**Bruce Malouf** Wallaby 628  
**Warwick Arthur Watkins** uncapped  
**John Taylor** Wallaby 539



Terry MacBride



Jeffrey Sayle



Bruce Malouf



Peter Dunn



Thomas Baxter



Warwick Arthur Watkins



Lloyd McDermott



Richard Taylor



John Taylor

## RUGBY AUSTRALIA AWARDS

### HSBC Volunteer of the Year:

Ben and Selina Blyton

### Roger Vanderfield TNT Referee of the Year:

Nic Berry

### Nick Farr-Jones Spirit of Rugby Award:

Peter 'Doubles' Daley

### Joe French Award: Sharron Flahive

### Geoff 'Bunter' Shaw Community Coach of the Year Award:

Vaasa Afa

### Junior Wallabies Player of the Year:

Fraser McReight

### Rugby Australia Rookies of the Year:

Alysia Lefau-Fakaosilea and

Jordan Petaia

### Rugby Australia Try of the Year:

Nic White

### Buildcorp Super W Player of the Year:

Tayla Stanford

### Vodafone Super Rugby Player of the Year:

Samu Kerevi

### Australia's Choice – Qantas Wallaby of the Year:

Michael Hooper

### Buildcorp Wallaroos Player of the Year:

Grace Hamilton

### The Shawn MacKay Award –

### Men's Sevens Player of the Year:

Maurice Longbottom

### The Shawn MacKay Award –

### Women's Sevens Player of the Year:

Charlotte Caslick

### John Eales Medal:

Marika Koroibete

## 2019 DEBUTANTS

### Qantas Wallabies

Isi Naisarani

(v South Africa in Johannesburg)

Harry Johnson-Holmes

(v South Africa in Johannesburg)

Liam Wright (v New Zealand in Auckland)

Rob Valetini (v Samoa in Sydney)

Jordan Petaia (v Uruguay in Oita)

### Qantas Australian Men's Sevens

Josh Coward

(Hamilton 2019: 2018-19 SWS)

Rod Davies

(Vancouver 2019: 2018-19 SWS)

Will Maddocks

(Paris 2019: 2018-19 SWS)

Jack Maddocks

(Fiji 2019: Oceania 2019 Olympic

Qualification)

Josh Turner (Fiji 2019: Oceania 2019

Olympic Qualification)

Trae Williams (Dubai 2019: 2019-20 SWS)



Charlotte Caslick

## Qantas Australian Women's Sevens

Samantha Treherne

(Glendale 2018: 2018-19 SWS)

Sariah Paki (Dubai 2018: 2018-19 SWS)

Lily Dick (Dubai 2018: 2018-19 SWS)

Rhiannon Byers

(Biarritz France 2019: 2018-19 SWS)

Madison Ashby

(Glendale 2019: 2019-20 SWS)

Georgia Hannaway

(Dubai 2019: 2019-20 SWS)

Faith Nathan (Dubai 2019: 2019-20 SWS)

Jakiya Whitfield

(Cape Town 2019: 2019-20 SWS)

## Buildcorp Wallaroos

Averyl Mitchell (v Japan in Newcastle)

Michaela Leonard (v Japan in Newcastle)



Maurice Longbottom



Marika Koroibete won the John Eales Medal



Grace Hamilton

Ariana Hira-Herangi (v Japan in Newcastle)

Alysia Lefau-Fakaosilea (v Japan in

Newcastle)

Eva Karpani (v Japan in Newcastle)

Lori Cramer (v Japan in Newcastle)

Georgia Cormick (v Japan in Newcastle)

Shannon Mato (v Japan in Newcastle)

Arabella McKenzie (v Japan in Newcastle)

Christina Sekona (v Japan in Sydney)

Alana Elisaia (v New Zealand in Auckland)

## PLAYER MILESTONES

### 50 Qantas Wallabies Caps

Matt Toomua

James O'Connor

### 100 Qantas Wallabies Caps

Rob Simmons

# corporate governance

The Board of Rugby Australia (RA) is committed to the highest level of governance and endeavours to foster a culture that promotes ethical standards and corporate integrity.

In 2019, the Board continued to adopt the practice of reporting in compliance with the ASX Best Practice Recommendations in relation to corporate governance. Whilst this is not required by law, the Directors believe this aids transparency and accountability in reporting to its members on the activities and performance of RA.

This statement sets out the extent to which the Directors believe RA satisfies the ASX Corporate Governance Principles and Recommendations (the ASX Recommendations) during the financial year ending 31 December 2019. The Directors believe that the corporate governance practices comply with the ASX Recommendations.

**PRINCIPLE 1: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT**

The Directors are responsible for the strategic direction and performance of RA in both the immediate and longer terms. Their focus is to ensure RA's compliance and its overall business performance.

A summary of matters reserved for the Board are as follows:

- setting objectives, goals and strategic direction for RA;
- monitoring financial performance and integrity of financial reporting including approving business plans, annual budgets and financial statements, and the capital management of the business including its ability to meet debts as and when they fall due;
- establishing, monitoring and evaluating the effectiveness of internal controls and risk management;
- appointing and reviewing the performance of the CEO and senior management;
- monitoring areas of significant business risk and ensuring arrangements are in place to manage those risks;
- ensuring conformance with workplace health and safety requirements; and
- ensuring effective communication with stakeholders including reporting to

members on performance, and regular meetings and forums with RA and its stakeholders.

Beyond those matters, the Board has delegated all authority to achieve the objectives of RA to the CEO and senior management.

The Board, based on recommendations from the Human Resources Committee, sets on an annual basis, financial and non-financial performance hurdles for the CEO and performance is assessed against these performance hurdles.

**Board Committees**

The Board has established a number of Committees to assist in the execution of its duties and to allow detailed consideration of complex issues. Current Committees of the Board are the:

- Human Resources Committee;
- Audit & Risk Committee; and
- Governance & Policy Committee.

Each Committee is comprised entirely of Non-Executive Directors, with senior management attending Committee meetings to report as required. Each Committee has its own written charter setting out its role and responsibilities, composition, structure, membership requirements and the manner in which the Committee is to operate. All matters determined by Committees are submitted to the full Board as recommendations for Board decisions.

In addition, a Nominations Committee was established under the Constitution adopted by the members in December 2012. The Nominations Committee is comprised of three independent persons and chaired by the Chair of the Board. Its roles and responsibilities are described below.

**PRINCIPLE 2: STRUCTURE THE BOARD TO ADD VALUE**

RA has adopted a skills-based Board structure, such that:

- at any point in time, its membership represents an appropriate balance between Directors with experience and knowledge of RA and Directors with an external perspective;
- the size of the Board is conducive to effective discussion and efficient decision-making; and
- the Chair of the Board must not at the same time be the Managing Director.

The Board is also committed to fostering an appointment process that reflects an appropriate level of cultural, geographic, gender and age diversity.

The Constitution provides for up to nine Directors and states that there must be not less than six independent Directors (excluding the Managing Director). The Board is to consist of:

- (i) the Managing Director;
- (ii) six Directors appointed by members by a two thirds majority vote following nomination by the Nominations Committee; and
- (iii) up to two Directors appointed by ordinary resolution of the Directors following nomination by the Nominations Committee.

The Directors may at any time appoint a person to be a Director to fill a casual vacancy. This Director then holds office until the next general meeting and is then eligible for election at that meeting.

**Board Independence**

When considering independence, the Board considers the recommendation made by the ASX Corporate Governance Council. An assessment of each Director's independence is carried out at each Board meeting via the reporting of a register of interests.

**Board Evaluation**

The Nominations Committee is responsible for scheduling regular Board performance reviews. In 2019 an independent consultant was engaged to perform a review of the Board and individual Directors' performance. The consultant produced a report which has been reviewed by the Nominations Committee and used to assist in its own review of the performance of the Board and individual Directors. The review found the Board operated effectively with Directors bringing diverse backgrounds and perspectives to the governance of the organisation.

**Nominations Committee**

The Nominations Committee has the objective of assisting the Board in fulfilling its corporate governance responsibilities including with respect to:

- (i) Board appointments, re-elections and performance; and
- (ii) cultural and diversity obligations.

During 2019, the Committee met on four occasions.

**PRINCIPLE 3: PROMOTE ETHICAL AND RESPONSIBLE DECISION-MAKING**

**Code of Conduct**

RA is committed to promoting and strengthening the positive image of the game of Rugby and its participants in Australia. In light of this commitment, RA has adopted a Code of Conduct, which seeks to establish standards of performance and behaviour to ensure that participants act in a professional and proper manner and to ensure that the game is played and conducted with disciplined and sporting behaviour. The Code of Conduct also seeks to deter all on-field and Rugby-related conduct that could damage the game by impairing public confidence in the honest and orderly conduct of matches and competitions or in the integrity and good character of participants. In addition, RA seeks to ensure that every participant is liable to effective sanctions if they are found to have breached the Code of Conduct.

Each Member Union and each Affiliated Union is obliged:

- to comply with, and to require Rugby Unions, Clubs and other bodies and persons in membership with it or affiliated to it to comply with, the Code of Conduct; and
- to adopt procedures for monitoring and disciplining breaches of the Code of Conduct approved by RA and notified to the Member Union and Affiliated Union from time to time.

**Inclusion Policy**

RA has an inclusion policy which seeks to stamp out all forms of discrimination in Rugby and foster equal opportunity in the workplace, providing a work environment that is inclusive and where all employees are treated with dignity, courtesy and respect. In relation to gender diversity, the table below shows the proportion of women employees in RA as at December 2019:

Position	Number	Percentage
Board	1	14%
Management	2	13%
Other	53	36%
<b>TOTAL</b>	<b>56</b>	<b>33%</b>

**Champions of Change**

Since July 2015, RA has been part of Australia's Male Sport Champions of Change group which involves male CEOs from Australia's most powerful sporting codes.

The group was established under the guidance of Australia's former Sex Discrimination Commissioner Elizabeth Broderick who was an RA Board Director from December 2015 to October 2017.

The Male Champions of Change (MCC) Sports are committed to ensuring their organisations break down unintended gender biases to ensure women and men are on an equal footing at all levels of the organisation. In 2019, the Rugby AU Board also acknowledged the release of the 'Pathway to Pay Equality' report by MCC Sport.

**Governance & Policy Committee**

The Board has established a Governance & Policy Committee which has the objective of assisting the Board in fulfilling its responsibilities in relation to any matters concerning governance and policy issues of RA.

The Committee operates under a Charter adopted by the Board and is comprised of four members, all of whom are Non-Executive independent Directors. The Chair of the Committee is considered independent and is not the Chair of the Board.

The Committee met twice during 2019. Details of these Directors' attendance at Committee meetings are set out in the Directors' Report.

The responsibilities and duties of the Committee as outlined in the Charter are as follows:

- (a) Formulate Corporate Governance Principles, Guidelines and Policies and bring forward to the Board as recommendations for adoption. Periodically review same to ensure that they are being complied with and remain relevant;
- (b) Review and make recommendations to the Board on any new Government regulations in relation to sport;
- (c) Facilitate the orientation and induction of new Directors to the Board;
- (d) Facilitate a continuing education program for the Board as a whole;
- (e) Conduct an annual review of the Directors' Handbook;

- (f) Monitor and periodically review the Company's Constitution and bring forward to the Board any recommendations for change to put before General Meetings for adoption;
- (g) In consultation with the Chair of the Board, monitor the operations of the Board Committees to ensure the Committees operate efficiently;
- (h) In consultation with the Chair of the Board, conduct an annual review of the composition of Board Committees and each of their Charters; and
- (i) Consider any matters of governance and policy referred to it by the Board for deliberation.

**PRINCIPLE 4: SAFEGUARD INTEGRITY IN FINANCIAL REPORTING**

The Board is committed to integrity in financial reporting. This is monitored by the Board Audit & Risk Committee.

As at the date of signing the Directors' Report, the Committee is comprised of three members, all of whom are Non-Executive independent Directors. The Committee may extend an invitation to any person to attend all or part of any meeting of the Committee which it considers appropriate.

The Committee met three times during the year. Details of these Directors' attendance at Committee meetings are set out in the Directors' Report.

The Board has adopted a Charter for the Committee that outlines its main functions as:

**Financial Statements**

- Reviewing the quality and reliability of financial statements and other financial information distributed externally.
- Liaising with external auditors to ensure the annual statutory audit is conducted in an effective manner.
- Monitoring the procedures in place to ensure that the company is in compliance with the Corporations Act and other legislative and reporting requirements specifically including the annual financial statements.
- Reviewing related party transactions and considering the adequacy of disclosure of those transactions in the financial statements.
- Recommend to the Board approval of annual audited financial statements.

# corporate governance

- Conduct regular reviews of financial progress against future year initiatives.

## External Auditors

- Reviewing the performance of external auditors.
- Assess the independence of the external auditor, having regard to the provision of non-audit services.
- Review the reasonableness of the external audit fees.
- Recommending nomination(s) of external auditors for approval of the Board.

## Controls

- Monitoring financial and operating internal controls.
- Monitoring the establishment of an appropriate internal control framework.
- Reviewing external audit reports to ensure that major deficiencies or breakdowns in controls as identified by the auditors are remedied promptly and with the appropriate action.

## Risk

- Monitoring financial and material business operating risks.
  - Regularly review and update RA's risk matrix.
  - Reviewing risk management policies and systems, including RA's use of derivatives and RA's exposure to financial risks.
  - Reviewing policies to avoid conflicts of interest and reviewing past or proposed transactions between RA and members of management and the Board.
  - Review an annual report from management on RA's Superannuation policy to ensure compliance with relevant laws and regulations.
  - Review an annual report from management on the adequacy of insurance coverage.

The Audit & Risk Committee has the authority to seek any information it requires from any officer or employee of RA. Such officers or employees shall be instructed by the Board to respond to such enquiries. The Committee is authorised to take such independent professional advice as it considers necessary.

## Certification of Financial Reports

The Chief Executive Officer and the



Chief Business Officer state in writing to the Board in each reporting period that RA's financial reports present a true and fair view, in all material respects, of RA's financial position and operational results and that they are in accordance with relevant accounting standards.

## External Auditors

The external auditor (KPMG) has declared its independence to the Board through its representations to the Committee and provision of its Statement of Independence to the Board, stating that they have maintained their independence in accordance with the provisions of APES 110 Code of Ethics for Professional Accountants and the applicable provisions of the Corporations Act 2001.

The performance of the external auditor is reviewed annually. An analysis of fees paid to the external auditors, including a breakdown of fees for non-audit services, is provided in the Directors' Report and in the notes to the financial statements. The external auditor is requested to attend the Annual General Meeting and be available to answer questions about the conduct

of the audit and the preparation and content of the audit report.

## PRINCIPLES 5 & 6: MAKE TIMELY AND BALANCED DISCLOSURE, AND RESPECT THE RIGHTS OF MEMBERS

This principle is generally applicable to continuous disclosure obligations of ASX listed companies and their communications policies with shareholders. However, in applying to RA, there are established policies in place for timely and balanced disclosure of material information concerning RA and its activities.

## Media Policy

RA's Media Policy seeks to promote and protect the profile, image and reputation of RA and Rugby in general as a leading mass entertainment and participant sport. All media communications are designed to support and advocate RA's vision, functions, practices, goals, objectives and programs. The policy establishes guidelines for interaction between RA and the media. All media activity must be in the best interests of Australian Rugby and no employee shall make media comment that could

denigrate RA, RA Board, other RA employees, RA sponsors, licensees and suppliers, or as a general rule the squads and teams that compete in tournaments controlled by Rugby bodies in Australia.

## Social Media Policy

RA's Social Media Policy seeks to ensure that items posted through social media appropriately reflect the interests of Australian Rugby and enhance the image and reputation of RA and Rugby in general. Due to the growing impact of social media, guidelines have been established for posting on these sites to prevent harm to the reputation of RA. Social media can only be used to positively promote the ideas and interests of RA.

In relation to communications with members, RA holds an Annual General Meeting, a mid-year member update, and also facilitates regular forums with its members to discuss activities of RA.

## PRINCIPLE 7: RECOGNISE AND MANAGE RISK

The Board, through the Audit & Risk Committee, is responsible for ensuring the adequacy of RA's risk management practices, and its system of internal controls and for regularly reviewing its effectiveness.

RA has implemented risk management practices based on AS/NZS 4360:2004; Risk Management standard and the ASX Recommendations. The framework is based around the following risk activities:

- Risk Identification: identify all significant foreseeable risks associated with business activities in a timely and consistent manner;
- Risk Evaluation: evaluate risks using an agreed risk assessment criteria;
- Risk Treatment/Mitigation: develop mitigation plans for risk areas where the residual risk is greater than tolerable risk levels; and
- Risk Monitoring and Reporting: report risk management activities and risk specific information to appropriate levels of management in a timely manner.

The Board, through the Audit and Risk Committee, reviews reporting on risk management on a regular basis and satisfies itself that management has in place appropriate systems for managing risk and maintaining internal controls.

The CEO and senior management team are responsible for identifying, evaluating and monitoring risk. Senior management are responsible for the accuracy and validity of risk information reported to the Board and also for ensuring clear communication of the Board and senior management's position on risk throughout RA.

The Board has received a written assurance from the Chief Executive Officer and the Chief Business Officer that to the best of their knowledge and belief, the declaration provided by them in accordance with section 295A of the Corporations Act is founded on a sound system of risk management and internal control and the system is operating effectively in relation to financial reporting risks in all material respects.

## PRINCIPLE 8: REMUNERATE FAIRLY AND RESPONSIBLY

The Board has an established Human Resources Committee which is responsible for policies in relation to remuneration and human resources.

As at the date of signing the Directors' Report, the Committee comprises three members all of whom are Non-Executive independent Directors. The Chair of the Committee is considered independent and is not the Chair of the Board.

The Committee met three times during the year. Details of Directors' attendance are set out in the Directors' Report.

The Board has adopted a Charter for this Committee which states that the objectives of the Committee are to:

- Make recommendations to the Board in respect of the employment agreement and remuneration arrangements for the Managing Director (MD) and/or Chief Executive Officer (CEO) and key senior executives;
- Make recommendations to the Board on the remuneration frameworks including incentive arrangements and termination entitlements for senior executives;
- Review and make recommendations to the Board in relation to Company strategies and policies for remunerating Wallabies players;
- Monitor and review the Company's succession planning, including in respect of the MD/CEO and senior executives;
- Review the Company's human

resource plans and policies for consistency with the Company's strategic goals, and,

(f) Review the Company's workplace health and safety arrangements and compliance.

To achieve the Committee's objectives the Committee has the following duties and responsibilities:

- Monitor the Company's management of its human resources, including review of its HR & Diversity policies and procedures to ensure consistency with the overall strategy of the Company;
- Make recommendations to the Board in respect of the employment agreement and remuneration arrangements for the MD/CEO;
- Review and authorise the employment agreements and terms applicable for direct reports to the MD/CEO, including the Head Coach of the Wallabies and the Men's and Women's Sevens;
- Oversee and review strategies and policies in relation to Wallabies player payments, and authorise payments outside of approved policy parameters on behalf of the Board;
- Monitor and review the Company's succession planning, including in respect of the MD/CEO and senior executives;
- Approve the Key Performance Indicators (KPIs) and incentive policies and structure proposed for direct reports to the MD/CEO;
- Annually approve the proposed remuneration increases/variables, KPI performance and incentive awards (if applicable) to the direct reports of the MD/CEO;
- Authorise proposed termination arrangements for direct reports to the MD/CEO in the event that the terms of termination are different to those provided in the executive's employment agreement; and
- Recommend to the Board procedures to ensure appropriate succession planning for the Committee, including the role of Chair.

The Committee has the authority to seek any information it requires from any officer or employee of RA. Such officers or employees shall be instructed by the Board to respond to such enquiries. The Committee is authorised to take such

# corporate governance

independent professional advice as it considers necessary.

The Chair, on behalf of the Committee, keeps the Board informed about matters arising at meetings of the Committee, including in respect of recommendations of the Committee and other material matters arising from the discharge of the Committee's responsibilities.

Non-Executive Directors receive a fixed fee per annum, which is inclusive of statutory superannuation. There are no performance-based components in Non-Executive Directors' fees.

## RA NOMINATIONS COMMITTEE

The objectives of RA Nominations Committee as stated in its Charter are to assist RA Board in fulfilling its corporate governance responsibilities with respect to:

- Board appointments, re-election and performance; and
- Cultural and diversity obligations.

The membership of the Nominations Committee consists of the Chair of RA Board, one person appointed by RA Board and two people elected by a two-thirds majority of RA's members.

In 2019, the Nominations Committee consisted of Mr Cameron Clyne (Chair), Mr Marc L'Huillier, Mr Darryl McDonough and the Hon. Mr John Sharp. Mr Darryl McDonough and the Hon. Mr John Sharp were elected as members of the Nominations Committee at the 2019 AGM, as replacements for Mr John Massey and Ms Josephine Sukkar, respectively. Mr Clyne stood down as Chair of the Nominations Committee in November 2019.



## Mr Marc L'Huillier

Mr L'Huillier is a Senior Partner at Ernst and Young (EY). He is on the executive leadership team for the Management Consulting practice in Oceania and he is the global lead for Customer Insight. He was previously CEO of one of Australia's largest consumer insights practices, Sweeney Research, and transitioned to his current role when Sweeney Research was acquired by EY in 2014. Mr L'Huillier has been involved in Rugby for over four decades. He played junior rugby in Brisbane before moving to Melbourne where he represented Victoria at under-age and senior levels. He was then recruited by Sydney University and went on to play 90 games of first grade. Mr L'Huillier finished his playing career at the 1999 Rugby World Cup, where he represented the US Eagles. He is on the committee at Harlequins in Melbourne where his boys play and he also plays for the Masters team.

## Mr Darryl McDonough

Mr McDonough is an experienced public and listed company director who practises in corporate law with an emphasis on national and international mergers and acquisitions, takeovers and capital raisings, corporate governance and competition law. Mr McDonough also has experience in the areas of company structuring, securities, foreign investment, offshore structures and corporate crime.

Mr McDonough was the Chief Executive Partner of Clayton Utz from 1 July 2010 to 30 June 2014. He was Deputy Chairman and Non-Executive Director of GWA Group Limited in 2009 and has been Chairman since 31 October 2013. He has been Independent Chair of Wiggins Island Coal Export Terminal from May 2017, and is the Chair of QInsure Limited (unlisted public company). Previously he was a director of the University of Queensland Endowment Fund, Margaret Pemberton Foundation, Bank of Queensland Limited and Super Retail Group Limited.

## The Hon. Mr John Sharp

The Hon. Mr Sharp is Deputy Chairman of Regional Express Ltd (REX), Australia's largest regional airline. He was formerly Federal Minister for Transport in the

Howard Government and served in the House of Representatives for 14 years until retiring from politics in 1998.

The Committee met four times during 2019, carrying out the following tasks in fulfilling the duties and responsibilities mandated by its Charter.

## DIRECTOR RE-ELECTIONS

Current Director Ms. Pip Marlow was re-elected in 2019 following nomination by the Nominations Committee.

## NEW DIRECTORS

The Members of RA elected one new Director in 2019 following nomination by the Nominations Committee in consideration of the balance of skills, experience, expertise and diversity on Rugby Australia's Board.

## Mr Phil Waugh

Mr Waugh is a former Wallabies Captain and played 79 Tests for Australia. He currently holds the position of National Manager of Auto Finance for St George Bank, and serves as a Director of the Australian Finance Industry Association (AFIA). He is also a Trustee of the Sydney Cricket Ground Trust and a patron of Sydney Junior Rugby Union.

## BOARD SUCCESSION PLANNING

The Nominations Committee noted RA's agreement with RUPA that it must always have two former Wallabies on the Board who had played in the professional era (i.e. since 1996). In 2019, this requirement was satisfied by Dr Brett Robinson and Mr Phil Waugh.

Further, with a view to succession planning, the Nominations Committee continued to identify several former Wallabies who have the necessary business expertise and experience to make a strong contribution to RA Board, and who would complement the balance of skills, experience, expertise and diversity on RA's Board. The Committee will evolve this list of former Wallabies over time as part of the succession planning process.

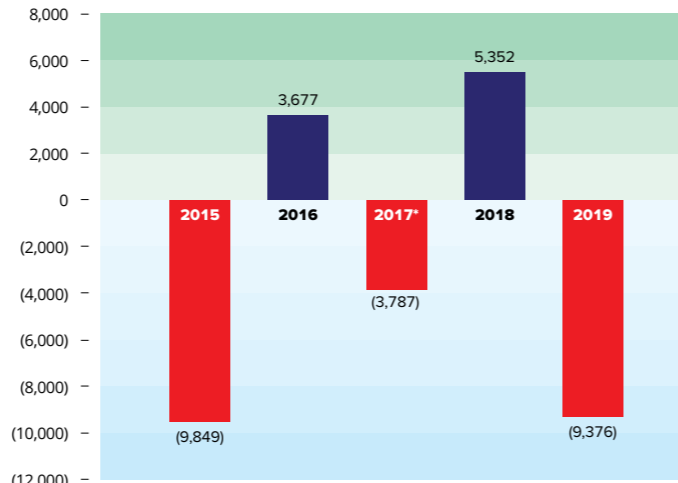
# key financials

## REVENUE (\$m)

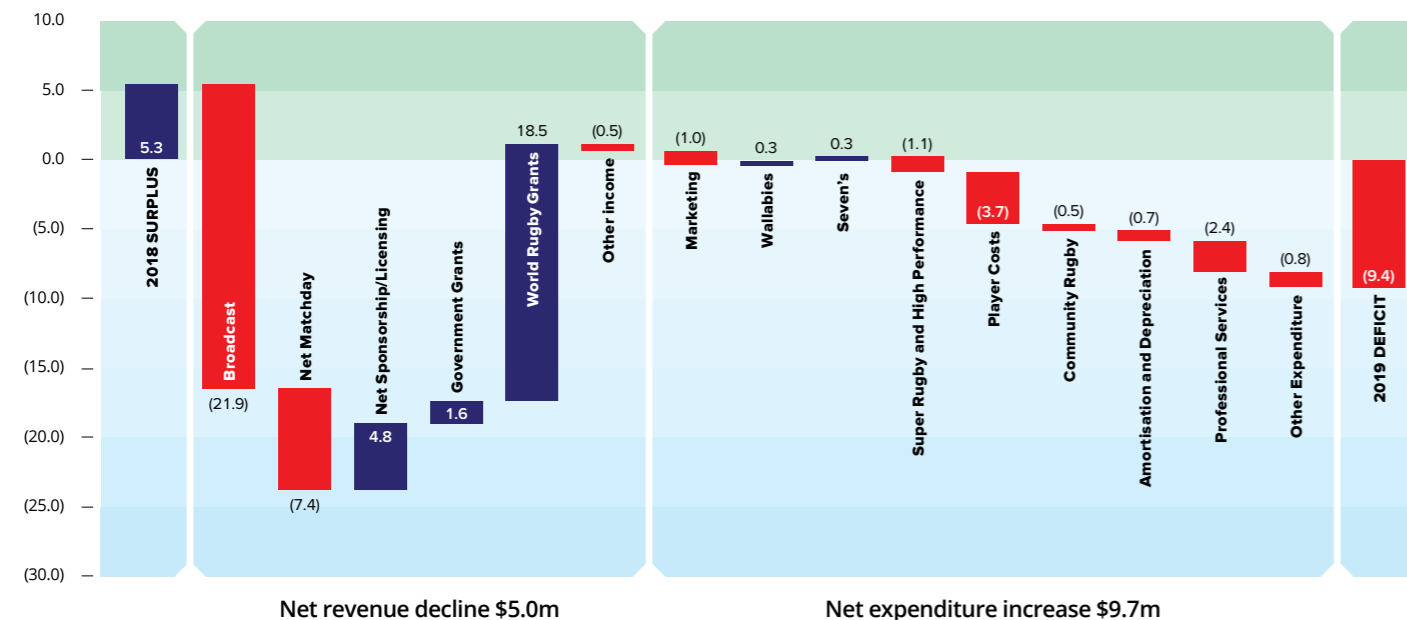


\*2017 excludes one-off Australian Rugby Development Centre Government grant

## OPERATING SURPLUS/(DEFICIT) (\$m)



## OPERATING SURPLUS/(DEFICIT) 2019 v 2018 (\$m)



## REVENUE

### Broadcast

Broadcast revenue recorded for the year was \$38.7m, a decrease of \$21.9m from 2018. This decrease is due to less Test Matches in a Rugby World Cup year with no July InBound series and a truncated The Rugby Championship with only 2 home test matches played. Rugby AU does not hold the rights nor is it entitled to any broadcast revenues in relation to the Rugby World Cup. Rugby AU are in the 4th year of a

broadcast arrangement for the 2016-20 period where revenue recognition is aligned to the delivery of matches played during this period.

### Matchday

Matchday revenues were \$10.2m for the year, a decrease of \$10.0m from 2018. The decrease is a result of no July InBound series and hosting three less Wallabies Rugby Championship Test Matches. The record crowd for the Bledisloe in Perth and an additional match versus Samoa

delivered match day revenues which were 24% ahead of Budget.

### Sponsorship

Sponsorship revenue was \$33m for the year, an increase of \$4.8m from 2018. The increase is predominantly driven by Government Event Sponsorship for Wallabies and Wallaroos test matches played in 2019 and securing International partner Odakyu, a major railway company based in Tokyo, to market and support the Wallabies during the World Cup.

## World Rugby Grants

World Rugby Grants were \$19.1m for the year, an increase of \$18.5m from 2018. The increase is related to funding provided by World Rugby aligned to a Rugby World Cup year.

## Other Revenue

Comprising of:

- Licensing revenue of \$1.6m which shows a slight decline from 2018
- Government grants funding of \$5.2m increased \$1.6m versus 2018. Government grant funding was generally in line with the previous year providing support for Sevens high performance programs and other Community based programs. Included in the funding is \$0.5m of revenue associated with grant funding to Melbourne Rebels Rugby Union Ltd contracted through Visit Victoria. The increase from the previous year was generated through additional funding from the Department of Foreign Affairs and Trade to host Samoa versus the Wallabies and the Pacific Rugby Partnership to support the Wallaroo's series versus Japan. A further \$0.3m was recognised to assist with foundation planning for the Rugby World Cup bid.
- Other revenue of \$3.2m, a decrease of \$0.4m from 2018, includes royalties from betting operators as part of the sports integrity agreements, \$1.3m in revenue received from community programs, rental income and media income through new partnerships with CrocMedia and DAZN.

## EXPENDITURE

Total expenditure increased \$6.7m in 2019. Major factors contributing to this increase were:

### Matchday Operations

In line with reduction in matchday revenue, matchday operations were down \$2.5m with no July inbound series and only 3 home Wallabies tests played. Rugby AU also held an historic International series for the Wallaroos versus Japan.

### Marketing & Media

Marketing spend for 2019 was \$1.0m more than 2018. This increase is predominately due to investment in a Rugby World Cup year including the GoldBlooded tour and activations in Japan with International partner Odakyu to promote the Wallabies.



## Wallabies team costs

Total spend on the Wallabies amounted to \$9.7m being a decrease of \$0.3m from 2018. The decrease was predominately due to less team travel costs in a Rugby World Cup year offset by additional investment for the Rugby World Cup campaign.

## National Sevens teams costs

A decrease in investment in the National sevens program of \$0.3m is the benefit from centralising some High Performance staff costs.

## Super Rugby teams costs

Total expenditure on Super Rugby teams in 2019 of \$6.4m is an increase of \$0.6m from 2018. This increase is related to higher Super Rugby team travel costs.

## Super Rugby and High-Performance funding

In 2019, the funding directly to Super Rugby and High Performance teams reduced from \$25.0m in 2018 to \$24.6m.

Funding for the NSW Waratahs, Brumbies and Queensland Reds was slightly up on 2018 values. Funding for Melbourne Rebels Rugby Union Ltd in 2018 and 2019 includes special funding being a legacy of the sale to Imperium along with funding received from the Victorian State Government paid through by Rugby AU. Funding

continued to be attributed to Rugby Western Australia to develop high performance programs in that state.

## Player costs

Player costs increased by \$3.7m on 2018 due to a variety of factors including increases in national player contracts in a Rugby World Cup year and national Sevens teams for 2020 Tokyo Olympic qualification, the establishment of an Elite Development Squad fund, additional Wallaroos Test match payments and the legal settlement with former player Israel Folau.

## High Performance National Teams

An increase of \$0.7m on 2018 was invested in High Performance National Teams. The main contributing factor to this variance is an increase in high performance programs investment - in particular the Wallaroos program.

## Community Rugby

Total Community Rugby investment and Community Grants increased from \$7.9m in 2018 to \$8.4m in 2019 reflecting a further \$0.5m of funding into the Community. Grants to Member Unions and Affiliates increased a further \$0.1m on top of the \$1.0m uplift distributed to Member Unions in 2018. The remaining increased spend relates to additional program costs.

## Amortisation and Depreciation

Amortisation and Depreciation relates to the amortisation of future lease rights for Rugby AU's head office at Moore Park, rights to the use of underlying assets and lease liabilities and the depreciation of fixed assets owned by Rugby AU. The increase from 2018 reflects the adoption, for the first time in 2019, of new standard AASB 16 Lease.

## Professional Fees and Services

Total professional fees and services increased \$2.4m in 2019 predominately due to the legal costs associated with the legal settlement with a former player. Additional professional costs were incurred in relation to consulting and Public Relations management.

## Corporate

Corporate expenditure encompasses all costs associated with the administration, including administration and business support employees property, compliance, information technology and indirect commercial costs of running the business.

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Rugby Australia Limited

ABN 36 002 898 544

Reduced Disclosure Financial Report  
31 December 2019

Directors' report

The Directors of Rugby Australia Limited ('the Company' or 'Rugby AU') submit herewith their report together with the reduced disclosure consolidated financial report of the Company and its controlled entities ('the Group') for the year ended 31 December 2019 and the Auditor's report thereon.

In order to comply with the provisions of the Corporations Act 2001 the Directors' report is as follows:

1. Directors

Dr Brett Robinson MBBS, Dr. Phil (Oxon) FAICD Deputy Chairman and Non-Executive Director	Brett joined the Rugby AU Board in April 2011 and was appointed Deputy Chairman effective 1 January 2016. He resigned as a Director and as Deputy Chairman on 30 March 2020. During his time on the Board, he also served as the Chair of the Governance & Policy Committee. Brett was the inaugural captain of the ACT Brumbies in the Super 12 competition and played 16 Tests for the Wallabies. From 2002 to 2005 he was the General Manager of Rugby AU's High-Performance Unit. Brett is currently the Chief Executive Officer of RetireAustralia, the largest private owner of retirement villages in Australia. Brett was formerly Chief Executive Officer of BOQ Specialist, a private bank that finances medical professionals and the healthcare sector. Prior to his appointment to BOQ Specialist he held executive management roles which have included Managing Director and CEO of ICON Cancer Care, the Australian Chief Executive Officer of Allianz Global Assistance (formerly Mondial Assistance) and executive leadership roles within Insurance Australia Group (IAG) with responsibility for its key brands of NRMA, CGU and Swann in Queensland. In 2014 Brett was appointed as Chairman of Kings College at the University of Queensland. Brett is registered to practice in Queensland and continues to assist orthopaedic colleagues in advanced joint replacement surgery. Brett remains actively involved in clinical research.
Ann Sherry AO BA, Grad Dip IR, FAICD FIPAA, HonDLitt Macq HonDBus UQ Non-Executive Director	Ann joined the Rugby AU Board in June 2012 and resigned in April 2019. She was the Chair of the Human Resources Committee and a member of the Governance & Policy Committee. Ann is the Executive Chair of Carnival Australia, the largest cruise ship operator in Australasia. She was Chief Executive Officer at Carnival Australia for 9 years, and for 12 years before that Ann was a senior executive in the banking sector, including as Chief Executive Officer, Westpac New Zealand, Chief Executive Officer Bank of Melbourne and Group Executive of People and Performance at Westpac. Ann was the First Assistant Secretary of the Office of the Status of Women in Canberra. She is the Chair of the UNICEF Board and a director of National Australia Bank, Sydney Airport Corporation, the Palladium Group, Cape York Partnerships, The Museum of Contemporary Art and Infrastructure Victoria.
Paul McLean MBE Chairman and Non-Executive Director	Paul joined the Board on 27 August 2013 and is Chair of the Human Resources Committee. In February 2020, Paul was elected Chair of the Board following the resignation as Chair of Cameron Clyne. He concluded his 27-year executive career with the global real estate services provider, Savills, in February 2017, where he was CEO from 2006. He remains a consultant to the company. Paul is a former Wallaby and Queensland captain and was inducted into the Wallaby Hall of Fame in 2011. He was President of Queensland Rugby Union from 1999 – 2005, President of Rugby AU from 2005 – 2009 and was a member of World Rugby's Executive Committee from 2007 – 2009. Paul is also the Chairman of Youngcare, sits on the Advisory Board of Shadforth's, is a Director of Savills (Gold Coast), and is a Trustee of the Ramsay Foundation.
Cameron Clyne Chairman and Non-Executive Director	Cameron joined the Board in October 2013 and was appointed Chairman effective 1 January 2016. Cameron resigned as Chairman in February 2020 and as a Director on 30 March 2020. During his time on the Board, Cameron also served as Chair of the Nominations Committee and a member of the Audit & Risk Committee. Cameron was the Managing Director and Group Chief Executive Officer of the National Australia Bank from January 2009 until August 2014. He joined NAB in 2004 following more than 12 years with PricewaterhouseCoopers, leading the Financial Services Industry practice in the Asia Pacific. Cameron was selected as one of 245 people globally as a Young Global Leader by the World Economic Forum to address global challenges including health, education and the environment. He is a Director and Adjunct Professor at Western Sydney University, and is also the Chairman of Camel Advisors/Foundation and of Whitecoat, is a Director of Camp Quality and the Whitlam Institute, and is a Patron of the Western Sydney Leadership Dialogue.

Directors' report (continued)

Pip Marlow Non-Executive Director	Pip joined the Board in February 2016 and is a member of the Human Resources Committee. She is the CEO of Salesforce ANZ. Prior to this she was the CEO of Strategic Innovation at Suncorp, and prior to that spent 21 years at Microsoft, in roles that included Managing Director of Microsoft Australia, General Manager for US Channel Sales (based at Microsoft's head office in Seattle, US), Director of Small and Medium Business Solutions and Partners, Public Sector Director, and Enterprise and Partner Group Director. She also sits on the Vice-Chancellor's Advisory Board at UTS, is a Director of Service NSW and is a member of Chief Executive Women (CEW), an organisation committed to supporting and growing women in executive positions. Pip was born and raised in Palmerston North, New Zealand where she developed a lifelong passion for rugby.
Raelene Castle Managing Director and CEO	Raelene was appointed Managing Director and Chief Executive of Rugby Australia in January 2018. She resigned as both Managing Director and Chief Executive on 28 April 2020. Before joining Rugby Australia, Raelene was Chief Executive of the Canterbury-Bankstown Bulldogs in the NRL. Raelene joined the Bulldogs from Netball New Zealand where she was the Chief Executive for 6 years. Raelene was also a member of the ANZ Championship Board and played a key role in bringing the competition to market. Raelene has previously worked in the marketing, sales, sponsorship and communications areas for a number of leading New Zealand companies including Telecom, BNZ, Southern Cross Healthcare and Fuji Xerox. Raelene was a Board Member of the International Netball Federation and the Chair of the NRL CEO group. She was recognised with a Sir Peter Blake Emerging Leader Award in 2011 and was made an Officer of the New Zealand Order of Merit (ONZM) in 2015.
John Wilson Non-Executive Director	John joined the Board in April 2018. He also chairs the Audit & Risk Committee. John is a Senior Advisor at Goldman Sachs Asset Management and joined Goldman in 2015 after a career with the investment management firm PIMCO, where he was Chief Executive of PIMCO Australia and led PIMCO's U.S. Institutional Group. He holds a number of non-executive roles including Director and Chairman of the Investment Committee at LGIA Super in Brisbane; Director of the University of New England Foundation; and, Chairman of the Investment Committee at the NSW Aboriginal Lands Council. He is a former Director of Melbourne Stadiums, the owner and operator of Etihad Stadium in Melbourne. John is also the Chairman of the Australian Rugby Foundation.
Hayden Rorke Non-Executive Director	Hayden joined the Board in April 2018. He is also a member of the Governance & Policy Committee. Hayden is Managing Director of South Pacific Paper Pty Ltd and has over 37 years' experience as a leading executive in the pulp and paper industry. He was previously General Manager at Carter Holt Harvey Pulp and Paper. Hayden is the former President of Gordon Rugby Football Club, a position he held from 2016 to 2018, having previously served as Director from 2013 to 2016. Hayden also sits on the Advisory Board of the Lloyd McDermott Rugby Development Team.
Philip Waugh Non-Executive Director	Phil joined the Board in July 2018 and serves as a member of the Human Resources Committee. Phil is a former Wallabies Captain and played 79 Test Matches for Australia. He currently holds the position of General Manager, COVID-19 Response Business Division for Westpac, and serves as a Director of the Australian Finance Industry Association (AFIA). Phil is also a Trustee of the Sydney Sports and Cricket Ground Trust and a patron of Sydney Junior Rugby Union.

Directors' report (*continued*)

Brett Godfrey  
Non-Executive Director

Brett joined the Board on 31 March 2020. He is the former Chief Executive of Virgin Australia. He is a qualified Chartered Accountant and oversees an investment vehicle that takes controlling or 'influencing' positions in predominately tourism related assets and start-ups. He is the founder and lead director in the TB2 Foundation, is Chair of the Premier's (TAS) Taskforce on securing a Tasmanian AFL team and is Chair of Tourism Queensland. He had a 25-year career in the aviation industry including conceptualising, establishing, and leading Virgin Australia, where he served 10 years as Chief Executive. As a Rugby player he represented Victoria Schools, Victoria U21s, Australian Schools Division II, St George NSWRL Colts, Harlequin 1st Grade (VIC) and the Victoria Senior State team and was also a Junior Rugby coach.

Daniel Herbert  
Non-Executive Director

Daniel joined the Board on 31 March 2020. He is the Chief Executive of SSKB, a strata management business with 90 employees and 700 client contracts under management across five distributed offices on the Eastern Seaboard of Australia. He previously served 8 years as a senior executive at Queensland Rugby Union (QRU) in the roles of Executive General Manager of the Queensland Reds, Chief Commercial Officer and Head of Strategy, Commercialisation and Major Projects. Daniel is a former Vice Captain of the Wallabies and Captain of the Queensland Reds, having earned 67 caps for Australia and 124 caps for Queensland. He is also a former Board Member and President of RUPA.

Peter Wiggs  
Non-Executive Director

Peter joined the Board on 30 March 2020. Peter is CEO and Founding Partner of Archer Capital. Established in 1997, Archer Capital is one of Australia's most successful private equity investors with \$2.5 billion invested in 31 countries. Peter is currently Chairman of Supercars. He also serves as a Director of Allity Aged Care and Aspire2 and was previously the Chairman of Brownes Dairy and Aerocare. Prior to founding Archer Capital, Peter held senior positions at Rothschild Australia and Booz Allen. In addition, Peter has an over 50-year connection to Mosman Rugby Club as a Junior and Senior player (19 seasons), Junior Rugby coach, Life Member and financial supporter. Peter resigned as a Director on 6 May 2020.

Patrick Eyers  
Company Secretary

Patrick is the General Counsel of Rugby Australia and has served as Company Secretary since October 2017. He is admitted to practice in New South Wales and New York. Before joining Rugby Australia, Patrick was a senior associate at White & Case LLP.

Directors' report (*continued*)**Directors' meetings**

The number of directors' meetings (including meetings of committees of directors) and number of meetings attended by each of the directors of the Company during the financial year are:

Director	Board Meetings		Audit and Risk Committee Meetings		Human Resources Committee Meetings		Governance & Policy Committee Meetings		Nominations Committee Meetings	
	A	B	A	B	A	B	A	B	A	B
Dr B Robinson	15	18	-	-	-	-	2	2	-	-
Ms A Sherry	2	3	-	-	-	-	1	1	-	-
Mr P McLean	16	18	-	-	3	3	-	-	-	-
Mr C Clyne	18	18	3	3	2	3	2	2	4	4
Ms P Marlow	9	18	1	3	2	3	-	-	-	-
Ms R Castle	18	18	3	3	3	3	2	2	-	-
Mr J Wilson	16	18	3	3	-	-	-	-	-	-
Mr H Rorke	18	18	-	-	-	-	2	2	-	-
Mr P Waugh	17	18	-	-	3	3	-	-	-	-

A = Number of Meetings Attended

B = Reflects the number of meetings held during the time the Director held office during the year

**2. Environmental regulations**

The Group's operations are not subject to any significant environmental regulations under either Commonwealth or State Legislation.

**3. Principal activities**

The Group's principal activities during the course of the financial year were the promotion, development and general governance of the game of rugby union in Australia.

No significant change in the nature of this activity occurred during the year.

**4. Review of operations and results of those operations****Overview of the consolidated entity**

The consolidated entity comprises Rugby Australia Ltd ("Rugby AU") and the Australian Rugby Foundation Ltd ("ARF"). The net deficit of the consolidated entity for the financial year after grants and other payments to Member Unions was \$9,485,000 (2018: surplus of \$5,204,000).

The ARF, established in 2014 to attract greater private investment for the promotion and development of rugby, reported a deficit of \$109,000 (2018 deficit of \$148,000), after allowing for grant activities of \$1,166,000 (2018: \$1,570,000). Those grant activities included support for High Performance, Women's Rugby, First Nations, Welfare & Wellbeing and Grassroots rugby programs.

**5. Significant changes in the state of affairs**

The Directors are not aware of any matter or circumstance not otherwise dealt with in this Directors' Report or the Financial Report that has significantly or may significantly affect the operation of the Group, the results of those operations, or the state of the Group's affairs in future financial years.

Directors' report (*continued*)**6. Events subsequent to reporting date**

In the interval between the end of the financial year and the date of this report, the Directors note on 11 March 2020, the World Health Organization declared the outbreak of a novel coronavirus (COVID-19) as a pandemic which continues to impact throughout the World. Throughout March various Federal, State and Local governments made a series of declarations regarding restrictions around public gatherings, travel conditions and closures to nonessential businesses until further notice. This resulted in the cancelation of all rugby and as such Rugby Australia has reduced the scope of its operations including standing down staff, negotiating reduced payments to players and reducing funding to Member Unions.

While the Company recognises this matter will negatively impact its results of operations, cash flows and financial position, in the opinion of the Directors of the Group, the effect on the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years, is unable to be reasonably quantified at this time.

In March 2020 Rugby AU secured the media and broadcast rights to the Hospital Challenge Cup competition for the term 2020 – 2025 and Shute Shield competition for the term 2020 – 2024 through a series of agreements executed post year end. Rugby AU has exclusive media and broadcast rights to all matches which constitute these competitions in exchange for various rights fees, procuring production of such competitions and obligations to deliver the broadcast of competitions across various forms of distribution including but not limited to television, mobile, internet and IPTV or OTT platforms. These rights were secured through a series of agreements entered into with Queensland Rugby Union, New South Wales Rugby Union, Sydney Rugby Union, Club Rugby TV, Nick Fordham, John Murray, The Fordham Company and Seven West Media

On 28 April 2020 Raelene Castle resigned as both Managing Director and Chief Executive, Rob Clarke was subsequently appointed as Interim CEO on 6 May 2020.

On 14 May 2020, World Rugby, the world governing body for rugby, as part of its Covid19 response, provided written confirmation of a GBP7.5 million (AUD\$14.2) advance to Rugby AU with GBP2.5 million (AUD\$4.7m) being received in May 2020 and the remaining to be received on agreed dates prior to 31st December 2020. The advance is not repayable; however interest will accrue at a rate of 1% above LIBOR repayable no later than 31<sup>st</sup> December 2023.

As a consequence of Covid19 and the uncertainty of whether Rugby content can be delivered under existing Broadcast contracts the company has undertaken a restructure of derivative instruments in place to hedge future USD broadcasting receipts with HSBC. The company has received a credit approved offer, which is subject to documentation, from HSBC for a loan facility of up to \$6.9m that is repayable in June 2022 in respect to this restructure.

The company has enacted several financial measures including standing down staff and contractors, with the successful registration of approx. 200 staff onto the Australian Federal Government JobKeeper scheme, entering into Amendment Deeds to reduce payments to players for the 6 months to 30 September 2020 and reducing funding to Member Unions.

**7. Likely developments**

Further information about likely developments in the operations of the Group and the expected results of those operations in future financial years has not been included in this report because disclosure of the information would be likely to result in unreasonable prejudice to the Group.

**8. Indemnification and insurance of officers**

In accordance with the Group's Constitution, during the financial year the Group has paid premiums for insurance contracts in respect of directors' and officers' liability and legal expenses. Such insurance contracts insure persons who are or have been directors or executive officers of the consolidated entity against certain liability (subject to specific exclusions).

**9. Lead auditor's independence declaration**

The Lead auditor's independence declaration is set out on page 8 and forms part of the Directors' report for the financial year ended 31 December 2019.

Directors' report (*continued*)**10. Rounding off**

The Group is of a kind referred to in ASIC Corporations Instrument 2016/191 and in accordance with that instrument, amounts in the consolidated financial report and directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

This report is made out in accordance with a resolution of the directors:


**P. McLean**

Director


**J. Wilson**

Director

Dated at Sydney this 31<sup>st</sup> day of May 2020



## Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

To the Directors of Rugby Australia Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of Rugby Australia Limited for the financial year ended 31 December 2019 there have been:

- no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

KPMG

Trent Duvall  
Partner  
Sydney  
31 May 2020

Rugby Australia Limited

## Statement of profit or loss For the year ended 31 December 2019

		2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
	Note				
<b>Revenue</b>					
Broadcasting		38,693	38,693	60,592	60,592
Matchday		10,200	10,200	20,165	20,165
Sponsorships		33,006	33,006	28,233	28,233
Licensing		1,553	1,553	1,674	1,674
Government grants	5	5,213	5,213	3,590	3,590
World Rugby grants		19,074	19,074	615	615
Other income		4,003	3,246	4,808	3,630
<b>Total revenue and other income</b>		<b>111,742</b>	<b>110,985</b>	<b>119,677</b>	<b>118,499</b>
<b>Operating expenditure</b>					
Commission & servicing costs		3,210	2,851	3,105	2,860
Matchday operations	25	8,435	8,435	10,962	10,962
Marketing & media	25	7,240	7,240	6,194	6,194
Wallabies team costs		9,670	9,670	9,970	9,970
National Sevens teams costs		5,360	5,360	5,692	5,692
Super Rugby teams costs		6,373	6,373	5,801	5,801
Super Rugby and High Performance funding	17	24,646	24,646	24,962	24,962
Player payments & RUPA costs		20,533	20,533	16,794	16,794
High Performance & National teams		9,287	8,858	9,230	8,171
SANZAR Office	11	1,629	1,629	1,422	1,422
Community Rugby		4,347	4,347	3,970	3,938
Community Grants to Member Unions & Affiliates	17	4,056	4,056	3,940	3,940
Amortization and Depreciation	25	2,714	2,714	1,988	1,988
Professional Fees and Services	25	3,609	3,609	1,237	1,237
Corporate	25	10,011	9,931	9,627	9,634
<b>Total operating expenditure</b>		<b>121,120</b>	<b>120,252</b>	<b>114,894</b>	<b>113,565</b>
<b>Operating surplus before financing income and allocations</b>		<b>(9,378)</b>	<b>(9,267)</b>	<b>4,783</b>	<b>4,934</b>
Finance income		236	233	263	259
Finance costs		(490)	(489)	(75)	(74)
<b>Net finance income</b>	3	<b>(254)</b>	<b>(256)</b>	<b>188</b>	<b>185</b>
<b>Surplus after net finance income</b>		<b>(9,632)</b>	<b>(9,523)</b>	<b>4,971</b>	<b>5,119</b>
Share of profit of jointly controlled entity	11	147	147	233	233
<b>Surplus before tax</b>		<b>(9,485)</b>	<b>(9,376)</b>	<b>5,204</b>	<b>5,352</b>
Income tax expense		-	-	-	-
<b>Operating Surplus/(Deficit) per the period</b>		<b>(9,485)</b>	<b>(9,376)</b>	<b>5,204</b>	<b>5,352</b>
<b>Profit attributable to:</b>					
Members of the Company		(9,376)	(9,376)	5,352	5,352
Non-controlling interests		(109)	-	(148)	-

<sup>(1)</sup> 2018 balances have been reclassified to reflect a change in how the business is monitored and reported. Refer to Note 25.

The statement of profit or loss is to be read in conjunction with the notes to the financial statements set out on pages 15 to 39.

**Statement of comprehensive income**  
**For the year ended 31 December 2019**

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
Note				
Surplus/(Deficit) for the period	(9,485)	(9,376)	5,204	5,352
Other comprehensive income/(loss):				
Items that will never be reclassified to profit or loss				
Total items that will never be reclassified to profit or loss	-	-	-	-
Items that may be reclassified subsequently to profit or loss				
Net change in fair value of realised cash flow hedges transferred to profit and loss	(5,287)	(5,287)	(5,476)	(5,476)
Net change in fair value of cash flow hedges taken to equity	6,329	6,329	(10,073)	(10,073)
Total items that may be reclassified subsequently to profit or loss	1,042	1,042	(15,549)	(15,549)
Other comprehensive income for the period	1,042	1,042	(15,549)	(15,549)
Total comprehensive income for the period	(8,443)	(8,334)	(10,345)	(10,197)
Comprehensive income for the period attributable to:				
Members of the Company	(8,334)	(8,334)	(10,197)	(10,197)
Non-controlling interests	(109)	-	(148)	-

The statement of comprehensive income is to be read in conjunction with the notes to the financial statements set out on pages 15 to 39.

**Statement of financial position**  
**As at 31 December 2019**

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
Note				
<b>Current assets</b>				
Cash and cash equivalents	6	12,283	11,506	18,081
Trade and other receivables	7	8,536	8,461	5,906
Other assets	8	2,268	2,268	13,758
<b>Total current assets</b>		<b>23,087</b>	<b>22,235</b>	<b>37,745</b>
<b>Non-current assets</b>				
Trade and other receivables	7	525	525	712
Property, plant & equipment	9	12,650	12,650	13,471
Intangible assets	10	21,069	21,069	16,294
Investment in Joint Venture	11	1,854	1,854	1,707
<b>Total non-current assets</b>		<b>36,098</b>	<b>36,098</b>	<b>32,184</b>
<b>Total assets</b>		<b>59,185</b>	<b>58,333</b>	<b>69,929</b>
<b>Current liabilities</b>				
Trade and other payables	12	10,455	9,952	9,898
Deferred revenue	13	9,852	9,852	9,628
Other liabilities	14	-	-	248
Employee entitlements	15	1,854	1,854	1,660
Financial liabilities	16	7,612	7,612	6,948
<b>Total current liabilities</b>		<b>29,773</b>	<b>29,270</b>	<b>28,113</b>
<b>Non-current liabilities</b>				
Trade and other payables	12	800	800	-
Deferred revenue	13	5,100	5,100	8,000
Employee entitlements	15	516	516	354
Financial liabilities	16	4,667	4,667	6,421
<b>Total non-current liabilities</b>		<b>11,083</b>	<b>11,083</b>	<b>14,775</b>
<b>Total liabilities</b>		<b>40,856</b>	<b>40,353</b>	<b>42,888</b>
<b>Net assets</b>		<b>18,329</b>	<b>17,980</b>	<b>26,772</b>
<b>Equity</b>				
Retained surplus		17,837	17,837	27,213
Minority interest		349	-	458
Realised cash flow hedge reserve		5,893	5,893	11,180
<b>Total capital position</b>		<b>24,079</b>	<b>23,730</b>	<b>38,851</b>
Asset revaluation reserve		1,290	1,290	1,290
Unrealised cash flow hedge reserve		(7,040)	(7,040)	(13,369)
<b>Total equity</b>		<b>18,329</b>	<b>17,980</b>	<b>26,314</b>

The statement of financial position is to be read in conjunction with the notes to the financial statements set out on pages 15 to 39.

Rugby Australia Limited

Statement of changes in equity  
(Parent company)  
For the year ended 31 December 2019

	Retained earnings		Asset revaluation reserve		Cash flow hedge reserve realised		Cash flow hedge reserve unrealised		Total equity	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Balance at beginning of period	27,213	21,861	1,290	1,290	11,180	16,656	(13,368)	(3,295)	26,314	36,512
Total comprehensive income/(loss) for the period										
Net (deficit)/surplus for the year	(9,376)	5,352	-	-	-	-	-	-	(9,376)	5,352
Other comprehensive income/(loss)										
Net change in fair value of fixed assets transferred to equity	-	-	-	-	-	-	-	-	-	-
Net change in fair value of cash flow hedge transferred to profit and loss	-	-	-	-	(5,287)	(5,476)	-	-	(5,287)	(5,476)
Net change in fair value of cash flow hedge transferred to equity	-	-	-	-	-	-	6,329	(10,073)	6,329	(10,073)
Total comprehensive income/(loss) for the period	(9,376)	5,352	-	-	(5,287)	(5,476)	6,329	(10,073)	(8,334)	(10,198)
Balance at the end of period	17,837	27,213	1,290	1,290	5,893	11,180	(7,040)	(13,368)	17,980	26,314

The statement of changes in equity is to be read in conjunction with the notes to the financial statements set out on pages 15 to 39.

Rugby Australia Limited

Statement of changes in equity  
(Consolidated entity)  
For the year ended 31 December 2019

	Retained earnings		Asset revaluation reserve		Cash flow hedge reserve realised		Cash flow hedge reserve unrealised		Non-controlling interest		Total equity	
	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000	2019 \$'000	2018 \$'000
Balance at beginning of period	27,213	21,861	1,290	1,290	11,180	16,656	(13,369)	(3,295)	458	607	26,771	37,119
Total comprehensive income/(loss) for the period												
Net (deficit)/surplus for the year	(9,376)	5,352	-	-	-	-	-	-	(109)	(148)	(9,485)	5,203
Other comprehensive income/(loss)												
Net change in fair value of fixed assets transferred to equity	-	-	-	-	-	-	-	-	-	-	-	-
Net change in fair value of cash flow hedge transferred to profit and loss	-	-	-	-	(5,287)	(5,476)	-	-	-	-	(5,287)	(5,476)
Net change in fair value of cash flow hedge transferred to equity	-	-	-	-	-	-	6,329	(10,073)	-	-	6,329	(10,073)
Total comprehensive income/(loss) for the period	(9,376)	5,352	-	-	(5,287)	(5,476)	6,329	(10,073)	(109)	(148)	(8,443)	(10,347)
Balance at the end of period	17,837	27,213	1,290	1,290	5,893	11,180	(7,040)	(13,369)	349	458	18,329	26,772

The statement of changes in equity is to be read in conjunction with the notes to the financial statements set out on pages 15 to 39.

**Statements of cashflows**  
**For the year ended 31 December 2019**

		2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
	Note				
<b>Cash flows from operating activities</b>					
Receipts in the course of operations		110,396	109,612	133,929	132,617
Payments in the course of operations		(111,153)	(110,479)	(128,345)	(127,054)
<b>Net cash inflow/(outflow) from operating activities</b>	23(a)	<b>(757)</b>	<b>(867)</b>	<b>5,584</b>	<b>5,562</b>
<b>Cash flows from investing activities</b>					
Interest Received		236	233	188	185
Payments for property, plant & equipment		(117)	(118)	(509)	(509)
Payments for intangibles		(742)	(742)	(743)	(743)
<b>Net cash inflow/(outflow) from investing activities</b>		<b>(623)</b>	<b>(627)</b>	<b>(1,064)</b>	<b>(1,067)</b>
<b>Cash flows from financing activities</b>					
Loans issued to related parties		-	-	(284)	(284)
Proceeds from loan with related party		206	206	-	-
Payment of lease liabilities		(568)	(568)	-	-
Grants to Member Unions & Affiliates		(4,056)	(4,056)	(3,940)	(3,940)
<b>Net cash inflow/(outflow) from financing activities</b>		<b>(4,418)</b>	<b>(4,418)</b>	<b>(4,224)</b>	<b>(4,224)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(5,798)</b>	<b>(5,912)</b>	<b>295</b>	<b>272</b>
Cash and cash equivalents at the beginning of the year		18,081	17,418	17,786	17,146
<b>Cash and cash equivalents at the end of the year</b>	23(b)	<b>12,283</b>	<b>11,506</b>	<b>18,081</b>	<b>17,418</b>

The statements of cashflows are to be read in conjunction with the notes to the financial statements set out on pages 15 to 39.

**Notes to the financial statements**  
**For the year ended 31 December 2019**

**Note 1. Statement of significant accounting policies**

**(a) Reporting entity**

Rugby Australia Limited (the 'Company'), is a not-for-profit company domiciled in Australia. The address of the Company's registered office is Cnr Moore Park Rd and Driver Ave, Moore Park, NSW, 2021.

**(b) Basis of Accounting**

In the opinion of the directors, the Group is not publicly accountable. These consolidated financial statements are Tier 2 general purpose consolidated financial statements that have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements adopted by the Australian Accounting Standards Board and the Corporations Act 2001. These consolidated financial statements comply with Australian Accounting Standards – Reduced Disclosure Requirements.

This is the first set of the Group's financial statements in which AASB 15 Revenue from Contracts with customers, AASB1058 Income of Not-For-Profit Entities and AASB 16 Leases have been applied. Changes to significant accounting policies are described in Note 1.

These consolidated financial statements were authorised for issue by the Board of Directors on 31 May 2020.

**(c) Basis of preparation**

The consolidated financial report is presented in Australian dollars.

The Group is of a kind referred to in ASIC Corporations Instrument 2016/191 and in accordance with that instrument, amounts in the consolidated financial report and Directors' Report have been rounded off to the nearest thousand dollars, unless otherwise stated.

The consolidated financial report is prepared on the historical cost basis except that financial instruments are valued at fair value through other comprehensive income as well as derivative financial instruments and memorabilia which are measured at fair value.

The consolidated financial report shows a net current asset deficiency of \$6.7 million at 31 December 2019 (31 December 2018: net current asset of \$9.4 million), however it is recognised \$7.0m of financial liabilities are in relation to the mark to market forward exchange contracts accounted through equity.

In the interval between the end of the financial year and the date of this report, the Directors note on 11 March 2020, the World Health Organization declared the outbreak of a novel coronavirus (COVID-19) as a pandemic which continues to impact throughout the World. Throughout March various Federal, State and Local governments made a series of declarations regarding restrictions around public gatherings, travel conditions and closures to nonessential businesses until further notice. This resulted in the cancellation of all rugby and consequently means that the majority of Rugby AU's 2020 contracted and forecast revenues may not be received. In response Rugby AU has reduced the scope of its operations including standing down staff, negotiating reduced payments to players, reducing operating costs and reducing funding to Member Unions and other Rugby community grants.

The directors note that the economic downturn caused by the global COVID-19 pandemic may have far reaching and as yet unforeseen consequences that may impact the ability for the Company to return to normal operations.

Notwithstanding the above, the Directors have prepared the financial statements on a going concern basis which contemplates the continuity of normal business activities and the realisation of assets and discharge of liabilities in the ordinary course of business.

The Group reported an operating loss of \$9,485,000 (2018: surplus of \$5,204,000). The Directors note the following in respect of the 2019 financial performance:

- The financial year 2019 was a Rugby World Cup year which resulted in a reduced playing schedule of only 3 home tests for the Wallabies against a normal year of 6-7 home tests. In line with previous cycles this significantly impacted Broadcast and Matchday Revenue.
- The 2019 operating loss includes the Company's share of a one-off settlement with a former player and associated legal costs that will not be repeated in future periods.

The Directors have approved profit and loss and cashflow forecasts over a period of approximately 12 months including related assumptions, which indicate the Group has the ability to continue as a going concern. The

## Notes to the financial statements

For the year ended 31 December 2019

## Note 1. Statement of significant accounting policies

cash flow projections used in the analysis are subject to uncertainty as they are based on the Group's best estimate of the impacts of the COVID19 pandemic using information available at the time of preparation and by its nature, include forward looking assumptions. In forming this view the Directors note the following:

- World Rugby ("WR"), the world governing body for rugby, as part of its Covid19 response, has provided written confirmation of a GBP7.5 million (AUD\$14.2) advance to Rugby AU with GBP2.5 million (AUD\$4.7m) being received in May 2020 and the remaining to be received on agreed dates prior to 31<sup>st</sup> December 2020 provided Rugby AU complies with the criteria for such funding including
  - Demonstrate losses directly due to Covid19
  - Exhausted all reasonable cost saving opportunities including salary costs
  - Exhausted existing sources of funding including existing reserves, government funding and other available loan facilities
  - Demonstrate good financial stewardship and can provide robust supporting data

and continues to provide financial updates to WR over this period

- The company has received a credit approved offer, which is subject to documentation, from HSBC for a loan facility of up to \$6.9m that is repayable in June 2022.
- The ability to play professional rugby commences no later than January 2021. This is supported by the Recovery Roadmap published by the Federal Government on 8 May 2020, and similar plans that followed from various State governments. Reference has also been made to the support provided by Federal and State Government departments for the earlier recommencement of other National Sporting Competitions.
- Cashflow forecasts have been prepared on a conservative basis assuming no professional rugby is played in 2020. Should the ability to play professional rugby prior to January 2021 occur Rugby AU, via SANZAAR, has already contracted Broadcast arrangements in place subject to delivery of the contracted content, therefore allowing Rugby AU to recognise Broadcast and Sponsorship revenues. These matches will only be approved to proceed where the forecast (after player payments, match costs and other expenses) clearly generates positive net cash flows.
- A number of Broadcast arrangements are already in place for the next financial year with SANZAAR Broadcast partners. The directors believe that management are well positioned to leverage these arrangements, as well as the long-standing relationships with domestic broadcasters, to deliver reasonable broadcast revenue based on existing and new competition structures.
- Certain contracted income streams from various State government departments will continue to be received in 2020 on the basis that the anticipated 2021 rugby event will occur as scheduled.
- A range of scenario analyses has been performed over the forecast period to assess 2021 domestic broadcasting arrangements that are not yet contracted and other contracted and uncontracted 2021 commercial income streams, and management are in current negotiations to secure the quantum and conditions of these, the best estimate of which is included in the forecasts.
- Rugby AU has enacted several financial measures including standing down employees and contractors, with the successful registration of approx. 200 employees onto the Australian Federal Government JobKeeper scheme to offset the employment costs of remaining full and part time employees, entering into Amendment Deeds to reduce payments to players for the 6 months to 30 September 2020, reducing funding to Member Unions and entering into repayment plans with a significant number of trade creditors.
- Rugby AU is undertaking a complete review of the operations of the business in order to refocus the business on the core objectives and reduce unnecessary expenditure. The cash flow forecast incorporates the cost of anticipated redundancy payments that are anticipated to achieve these cost savings. All significant contractual arrangements have been reviewed and, where negotiated, cost reductions or deferrals are included in the forecasts.
- In the event that a return of professional rugby is not possible in the forecast period, further cost saving measures would be initiated with employees, players, and key stakeholders. Other contractual and non-contractual arrangements such as Member Union and community rugby grants can be altered or

## Notes to the financial statements

For the year ended 31 December 2019

## Note 1. Statement of significant accounting policies

are discretionary at the control of Rugby Australia and can be altered to suit the cash reserves of the Company.

- If impact of COVID is more prolonged than anticipated by government and other sporting organisation consensus, the company may need to make further changes to its business model which may involve further cost saving measures or impact the carrying value of its assets.

The accounting policies set out below have been applied consistently by the Group to all periods presented in the consolidated financial report.

The Group has reported a "total capital position" on the statement of financial position. This measure captures realised equity positions of the organisation and excludes unrealised changes in net asset values that are recorded in equity including cash flow hedge reserve and asset revaluation reserve. This is the measure the Board and management uses to assess the net asset backing of the organisation.

## (d) Use of judgements and estimates

The preparation of a consolidated financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

## Notes to the financial statements

For the year ended 31 December 2019

**(e) New standards and interpretations**

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 January 2019, and have been applied in preparing these consolidated financial statements. These include AASB 15 Revenue from Contracts with customers; AASB1058 Income of Not-For-Profit Entities; and AASB 16 Leases, which became mandatory for the 2019 consolidated financial statements. The Group has determined no material impact on the financial statements from implementation of AASB15 and AASB1058; the application of AASB16 Leases accounted for additions of \$5.4m in intangible assets reflecting the rights to future use lease arrangements in respect of the Australian Rugby Development Centre ("ARDC") and associated financial liabilities of \$5.4m.

**(f) Foreign currency transactions**

Transactions in foreign currencies are translated at the foreign exchange rate prevailing at the date of the transaction or applicable foreign exchange contract rate. Monetary assets and liabilities denominated in foreign currencies at the statement of financial position date are translated to Australian dollars at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the statement of profit or loss. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are recognised in the statement of profit or loss except for differences arising on qualifying cash flow hedges, which are recognised in other comprehensive income. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated to Australian dollars at foreign exchange rates ruling at the dates the fair value was determined.

**(g) Financial instruments and Risk Management****i Derivative financial instruments**

The Group uses derivative financial instruments to hedge its exposure to foreign exchange arising from operational activities. The Group does not hold or issue derivative financial instruments for trading purposes.

Derivative financial instruments are recognised at fair value. The gain or loss on re-measurement to fair value is recognised immediately in profit or loss. However, where derivatives qualify for hedge accounting, recognition of any resultant gain or loss depends on the nature of the item being hedged (see accounting policy (g) iii).

The fair value of forward exchange contracts is their quoted market price at the statement of financial position date, being the present value of the quoted forward price.

**ii Currency Risk**

At any point in time, the Group hedges 100% of its foreign currency exposure in respect of contracted broadcasting and other revenues denominated in a foreign currency. These contracted revenues are predominantly in United States Dollars (USD), Great British Pounds (GBP) and Euro (EUR).

The Group uses forward exchange contracts to hedge its currency risk, with maturity dates aligned to contracted payment terms. These contracts are designated as cash flow hedges.

In respect of other monetary assets and liabilities denominated in foreign currencies, the Group's policy is to ensure that its net exposure is kept to an acceptable level by utilising small value operational foreign currency receipts to settle foreign currency payments. The Group will buy or sell foreign currency at spot rate when necessary to address short-term imbalances.

## Notes to the financial statements

For the year ended 31 December 2019

**(g) Financial instruments and Risk Management (continued)****iii Foreign Exchange Policy**

On entering into a hedging relationship, the Group formally designates and documents the hedge relationship and the risk management objective and strategy for undertaking the hedge. The documentation includes identification of the hedging instrument, the hedged item or transaction, the nature of the risk being hedged and how the entity will assess the hedging instrument's effectiveness in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they are designated.

Where a derivative financial instrument is designated as a hedge of the variability in cash flows of a recognised asset or liability, or a highly probable forecasted transaction, the effective part of any gain or loss on the derivative financial instrument is recognised directly in equity.

When the forecasted transaction subsequently results in the recognition of a non-financial asset or non-financial liability, or the forecast transaction for a non-financial asset or non-financial liability, the associated cumulative gain or loss is removed from equity and included in the initial cost or other carrying amount of the non-financial asset or liability. If a hedge of a forecasted transaction subsequently results in the recognition of a financial asset or a financial liability, the associated gains and losses that were recognised directly in equity are reclassified into profit or loss in the same period or periods during which the asset acquired or liability assumed affects profit or loss (i.e. when broadcasting or match fee revenue is recognised).

For cash flow hedges other than those covered by the preceding two policy statements, the associated cumulative gain or loss is removed from equity and recognised in the statement of profit or loss in the same period or periods during which the hedged forecast transaction affects profit or loss. The ineffective part of any gain or loss is recognised immediately in the statement of profit or loss.

When a hedging instrument expires or is sold, terminated or exercised, or the entity revokes designation of the hedge relationship, but the hedged forecast transaction is still expected to occur, the cumulative gain or loss at that point remains in equity and is recognised when the forecast transaction is ultimately recognised in the statement of profit or loss. If the hedged transaction is no longer expected to take place, the cumulative unrealised gain or loss recognised in equity is recognised immediately in the statement of profit or loss.

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges are recognised in equity. The gain or loss relating to the ineffective portion is recognised immediately in the statement of profit or loss within 'increase/ (decrease) in fair value of financial instruments'.

The gain or loss relating to the effective portion of forward foreign exchange contracts hedging receipts is recognised in the statement of profit or loss within 'revenue'.

**iv Loans, trade and other receivables**

These assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, they are measured at amortised cost using the effective interest rate method less impairment losses (see accounting policy (k)).

For trade receivables, the Group applies the simplified approach permitted by AASB 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

**v Trade and other payables**

Trade and other payables are stated at their amortised cost.

Trade payables are non-interest bearing and are normally settled on 45-day terms or less.

## Notes to the financial statements

For the year ended 31 December 2019

**(h) Property, plant and equipment****i Owned assets**

Items of plant and equipment are measured at cost or deemed cost less accumulated depreciation (see below) and impairment losses (see accounting policy (k)).

Items of memorabilia are measured at fair value less accumulated depreciation (see below) and impairment losses (see accounting policy (k)).

Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

**ii Subsequent costs**

The Group recognises in the carrying amount of an item of property, plant and equipment the cost of replacing part of such an item when that cost is incurred if it is probable that the future economic benefits embodied within the item will flow to the Group and the cost of the item can be measured reliably. All other costs are recognised in the statement of profit or loss as an expense as incurred.

**iii Depreciation**

Depreciation is charged to the statement of profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment, the depreciable amount being cost less residual value.

The estimated useful lives in the current and comparative periods are as follows:

- Plant and equipment 2 - 20 years
- Memorabilia 40 years
- Leasehold improvements 25 years

The residual value, the useful life and the depreciation method applied to an asset are reassessed at least annually. The Group undertook an independent valuation of Memorabilia in the FY15 reporting period (refer Note 10). Rugby AU's policy is to have Memorabilia revalued at least every 5 years.

**(i) Intangible assets**

Intangible assets include the cost of intellectual property and software. Amortisation is charged to the statement of profit or loss on a straight-line basis over the estimated useful lives of software assets. Intangible assets are amortised from the date they are available for use.

The estimated useful life in the current and comparative period is as follows:

- Intellectual Property Indefinite
- Software 4 years
- Lease assets 25 years

These are stated at cost less accumulated amortisation. The carrying amount of expenditure on intangibles is reviewed at the end of each financial year and where the balance exceeds the value of the expected future benefits, the difference is charged to the statement of profit or loss.

## Notes to the financial statements

For the year ended 31 December 2019

**(j) Cash and cash equivalents**

Cash and cash equivalents comprise cash at call balances and term deposits with differing maturity dates.

**(k) Impairment**

The carrying amount of the Group's assets, are reviewed at each statement of financial position date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated (see accounting policy (k)(i)).

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised in the statement of profit or loss, unless an asset has previously been re-valued, in which case the impairment loss is recognised as a reversal to the extent of that previous revaluation with any excess recognised through profit or loss.

**i Calculation of recoverable amount**

The Group measures loss allowances for trade receivables and contract assets using lifetime ECLs. When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both qualitative and quantitative information and analysis, based on the Group's historical experience and informed credit assessment and including forward-looking information.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Groups is exposed to credit risk.

**Measurement of ECLs**

ECLs are probability-weighted estimates of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive).

**Credit-impaired financial assets**

At each reporting date, the Group assesses whether financial assets are credit-impaired. A financial asset is "credit-impaired" when one or more events that have detrimental impact on the estimated future cash flows of the financial asset have occurred.

**Presentation of impairment**

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

The recoverable amount of other assets is the greater of their fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

**ii Reversals of impairment**

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

## Notes to the financial statements

For the year ended 31 December 2019

**(l) Employee entitlements****i Defined contribution superannuation funds**

Obligations for contributions to defined contribution superannuation funds are recognised as an expense in the statement of profit or loss as incurred.

**ii Long-term service benefits**

The Group's net obligation in respect of long-term service benefits, other than pension plans is the amount of future benefit that employees have earned in return for their service in the current and prior periods plus related on-costs.

**iii Wages, salaries, annual leave, long service leave and non-monetary benefits**

The provisions for employee benefits to wages, salaries, annual leave and long service leave represent the amount that the Group has a present obligation to pay resulting from employees' services provided up to reporting date. The provisions have been calculated at undiscounted amounts based on remuneration wage and salary rates that the Group expects to pay as at reporting date including related on-costs, such as workers compensation insurance and payroll tax.

During the year, the Company reached settlement with a former player. The Company's share of the settlement has been provided for in full during the year and is recorded in player payment expenses.

**(m) Provisions**

A provision is recognised in the statement of financial position when the Group has a present legal or constructive obligation as a result of a past event which can be reliably measured, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

**(n) Revenue****i Goods sold and services rendered**

Revenue is recognised in the statement of profit or loss when persuasive evidence exists, usually in the form of an executed sales agreement, that the significant control has been transferred to the buyer. The primary sources of the Group's revenue relate to broadcasting rights, sponsorship properties and match ticket sales.

Broadcast revenue is recognised using a percentage of completion method determined for each broadcast right (The Rugby Championship, Super Rugby, National Rugby Championship, inbound test matches) based on the number of matches scheduled to be played each year as a proportion of total scheduled matches for each right.

Sponsorship revenue is recognised over time as the services are provided.

Revenue from ticket sales is recognised at the time the match is played.

No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due, the costs incurred or to be incurred cannot be measured reliably, there is a risk of return of goods or there is continuing management involvement with the goods or service.

**ii Grants**

Grants are considered non-reciprocal transfers to the Group. Grants that compensate the Group for expenses incurred or which contribute to the cost of a capital expenditure are recognised immediately as revenue when there is reasonable assurance that the Group has obtained control of the grant or the right to receive it. Grants expected to be received on a multi-year public policy agreement are recognised as revenue when the Group has met the conditions or provided the services that make it eligible to receive the grant. Grants from the World Rugby are recorded when the Group has met the conditions or provided services associated with the grant. In respect of Rugby World Cup grants, such conditions and/or services are not considered to be met until the Group's representative team participates in the World Cup.

## Notes to the financial statements

For the year ended 31 December 2019

**(o) Net financing costs**

Net financing costs comprise interest payable on borrowings calculated using the effective interest method, interest receivable on funds invested, foreign exchange gains and losses, and gains and losses on hedging instruments that are recognised in the statement of profit or loss (see accounting policy (g)).

Interest income is recognised in the statement of profit or loss as it accrues, using the effective interest method.

**(p) Equity****i Capital**

There is no issued capital in Rugby AU. The Company is an entity limited by guarantee (\$100) and has voting members from state based rugby governing bodies and Super Rugby franchises.

**ii Asset revaluation reserve**

The revaluation reserve relates solely to the adjustment for the revaluation of Memorabilia assessed by an independent valuer.

**iii Unrealised cashflow hedge reserve**

The unrealised cashflow hedge reserve comprises the effective portion of the cumulative net change in the fair value of hedging instruments used in cash flow hedges.

**iv Realised cashflow hedge reserve**

The realised cashflow hedge reserve comprises the proceeds of sale of foreign currency hedge contracts that were sold during the year. The sold contracts covered foreign currency revenues contracted to be received over 2019-2020 years. These values will be released to the statement of profit or loss in the future periods in which those revenues were originally covered.

**v Retained surplus/(deficit)**

The retained surplus/(deficit) reserve comprised the transfer of net earnings or loss for the year and characterises surplus funds available for use by the Group in future years.

**(q) Income tax**

The Group is exempt from income tax in Australia under the terms of Division 50 of the Income Tax Assessment Act 1997. The Group did not have any Tax Expense from revenue earned from overseas activities.

Australian Rugby Foundation Ltd ("ARF") is exempt from income tax in Australia under the terms of Division 50 of the Income Tax Assessment Act 1997. The ARF did not have any Tax Expense from revenue earned from overseas activities.

**(r) Goods and services tax**

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the taxation authority. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the Australian Taxation Office (ATO) is included as a current asset or liability in the statement of financial position.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

## Notes to the financial statements

For the year ended 31 December 2019

## (s) Basis of consolidation

## i Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the financial statements from the date on which control commences until the date on which control ceases.

## ii Interest in equity-accounted investees

Interest in associates and the joint venture are accounted for using the equity method. They are recognised initially at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and of equity accounted investees, until the date on which significant influence or joint control ceases.

## (t) Lease Accounting

The Group adopted AASB16 Leases from 1 January 2019. AASB16 introduced a single on-balance sheet accounting model for leases. As a result, the Group, as a lessee, has recognised right of use assets representing its rights to the use of the underlying assets and lease liabilities representing the obligation to make lease payments. Lessor accounting remains similar to previous accounting policies.

The Group has applied AASB16 using the modified retrospective approach. Accordingly, the comparative information for 2018 has not been restated.

## Definition of lease

At the inception of a contract, the Group assesses whether a contract is, or contains, a lease based on whether it conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Upon transition, the standard allows companies to use a number of practical expedients. The Group has chosen to utilise the following:

- All contracts which have been previously classified as a lease will continue to be treated as a lease.

In addition, AASB16 has been applied to all contracts entered into or changed on or after 1 January 2019.

As a lessee, the Group recognises a right of use asset and lease liability at the lease commencement date for most leases.

At transition, for leases classified as operating leases under AASB117, lease liabilities were measured at the present value of the remaining lease payments, discounted at the Group's incremental borrowing rate as at 1 January 2019. Right of use assets were measured at either:

- their carrying amount as if AASB 16 had always been applied since the commencement date, discounted using the Group's incremental borrowing rate at the date of initial application: the Group applied this approach to its largest lease; or
- the amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments: the Group applied this approach to all other leases.

The Group presents right of use assets within its own line in non current assets and presents lease liabilities as interest bearing lease liabilities in the Statement of financial position.

Operating lease commitments at 31 December as disclosed in the 2018 financial statements: \$11.386m  
Discounted using the incremental borrowing rate at 1 January 2019: (\$5.982m)  
Lease liabilities recognised at 1 January 2019 \$5.386m

Right of use assets are depreciated over the lease term using the straight line method.

## Notes to the financial statements

For the year ended 31 December 2019

## (t) Lease Accounting (continued)

The lease liability is initially measured at the present value of the lease payments at the commencement date, discounted using the Group's incremental borrowing rate. The lease liability is subsequently increased by the interest cost on the lease liability (recognised in finance costs in the Statement of profit and loss) and decreased by the lease payments made. It is remeasured when there is a change in the future lease payments arising from a change in an index or rate, a change in the estimate of the amount expected to be payable under a residual value guarantee, or changes in the assessment of whether a purchase or extension option is reasonably certain to be exercised or a termination option is reasonably certain not to be exercised. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying value of the right of use asset or is recorded in profit and loss if the carrying amount of the right of use asset has been reduced to zero. The Group has applied judgement to determine whether it is reasonably certain to exercise an extension option.

The lease terms range from 3 to 25 years. The weighted average incremental borrowing rate applied was 7.69%.

## Note 2. Other expenses

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
<b>Employee benefits</b>				
Wages and salaries	21,047	21,047	18,660	18,660
Wages and salaries - Western Force	-	-	975	975
Superannuation	1,842	1,842	1,615	1,615
Superannuation - Western Force	-	-	64	64
<b>Total employee benefits</b>	<b>22,889</b>	<b>22,889</b>	<b>21,314</b>	<b>21,314</b>
Amortisation	1,774	1,774	1,003	1,003
Depreciation of plant and equipment	940	940	985	985
<b>Total amortisation and depreciation</b>	<b>2,714</b>	<b>2,714</b>	<b>1,988</b>	<b>1,988</b>
Net expense/(benefit) from movements in provision for employee entitlements	355	355	(14)	(14)

## Note 3. Finance income and finance costs

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
Foreign exchange gain	-	-	-	-
Interest income	236	233	263	259
<b>Finance income</b>	<b>236</b>	<b>233</b>	<b>263</b>	<b>259</b>
Foreign exchange loss	(489)	(487)	(75)	(74)
Interest expense	(1)	(1)	-	-
<b>Finance costs</b>	<b>(490)</b>	<b>(488)</b>	<b>(75)</b>	<b>(74)</b>
<b>Net finance income</b>	<b>(254)</b>	<b>(256)</b>	<b>188</b>	<b>185</b>

## Notes to the financial statements

For the year ended 31 December 2019

## Note 4. Auditor's remuneration

	2019 Consolidated Entity \$	2019 Parent Entity \$	2018 Consolidated Entity \$	2018 Parent Entity \$
<b>Audit services</b>				
Auditors of the Company - KPMG				
Audit of the financial report - current	82,950	74,450	82,000	72,300
<b>Other services</b>				
Auditors of the Company - KPMG				
Other assurance services	2,600	2,600	2,530	2,530
<b>Total Auditor's remuneration</b>	<b>85,550</b>	<b>77,050</b>	<b>84,530</b>	<b>74,830</b>

## Note 5. Government Grants

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
High performance	3,372	3,372	2,234	2,234
Community rugby	655	655	856	856
Super Rugby	500	500	500	500
Others	686	686	-	-
<b>Total government grants</b>	<b>5,213</b>	<b>5,213</b>	<b>3,590</b>	<b>3,590</b>

## Note 6. Cash and cash equivalents

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
<b>Cash and cash equivalents</b>				
Cash at bank and on hand	7,916	7,506	9,712	9,413
Cash equivalents	4,367	4,000	8,369	8,005
<b>Cash and cash equivalents in the statement of cash flows</b>	<b>12,283</b>	<b>11,506</b>	<b>18,081</b>	<b>17,418</b>

## Notes to the financial statements

For the year ended 31 December 2019

## Note 7. Trade and other receivables

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
<b>Current</b>				
Trade receivables	3,156	3,117	5,299	5,292
Other receivables	5,381	5,344	607	588
	<b>8,536</b>	<b>8,461</b>	<b>5,906</b>	<b>5,880</b>
<b>Non-current</b>				
Other receivables	525	525	712	712
	<b>525</b>	<b>525</b>	<b>712</b>	<b>712</b>
<b>Total trade and other receivables</b>	<b>9,061</b>	<b>8,986</b>	<b>6,618</b>	<b>6,592</b>

## Note 8. Other assets

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
<b>Current</b>				
Prepayments	2,117	2,117	1,334	1,296
Accrued revenue	151	151	12,424	12,424
	<b>2,268</b>	<b>2,268</b>	<b>13,758</b>	<b>13,720</b>
<b>Total other assets</b>	<b>2,268</b>	<b>2,268</b>	<b>13,758</b>	<b>13,720</b>

Notes to the financial statements  
For the year ended 31 December 2019

Note 9. Property, plant and equipment

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
<b>Memorabilia</b>				
At fair value	1,198	1,198	1,196	1,196
Accumulated depreciation	(152)	(152)	(119)	(119)
<b>Total memorabilia</b>	<b>1,046</b>	<b>1,046</b>	<b>1,077</b>	<b>1,077</b>
<b>Plant and equipment</b>				
At cost	13,941	13,941	13,824	13,824
Accumulated depreciation	(2,337)	(2,337)	(1,430)	(1,430)
<b>Total plant and equipment</b>	<b>11,604</b>	<b>11,604</b>	<b>12,394</b>	<b>12,394</b>
<b>Total property, plant &amp; equipment</b>	<b>12,650</b>	<b>12,650</b>	<b>13,471</b>	<b>13,471</b>

Reconciliations of the carrying amounts for each class of property, plant and equipment are set out below:

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000
<b>Memorabilia</b>		
Fair value		
Balance at 1 January	1,196	1,196
Additions	1	1
<b>Balance at 31 December</b>	<b>1,197</b>	<b>1,197</b>
Accumulated depreciation		
Balance at 1 January	(119)	(119)
Depreciation	(33)	(33)
<b>Balance at 31 December</b>	<b>(152)</b>	<b>(152)</b>
Carrying amounts		
At 1 January	1,077	1,077
<b>At 31 December</b>	<b>1,045</b>	<b>1,045</b>

Notes to the financial statements  
For the year ended 31 December 2019

Note 9. Property, plant and equipment (*continued*)

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000
<b>Plant and equipment</b>		
Cost		
Balance at 1 January	13,824	13,824
Additions	117	117
Transfers	-	-
Disposals	-	-
<b>Balance at 31 December</b>	<b>13,941</b>	<b>13,941</b>
Accumulated depreciation		
Balance at 1 January	(1,430)	(1,430)
Depreciation	(907)	(907)
Disposals	-	-
<b>Balance at 31 December</b>	<b>(2,337)</b>	<b>(2,337)</b>
Carrying amounts		
At 1 January	12,394	12,394
<b>At 31 December</b>	<b>11,604</b>	<b>11,604</b>

Note 10. Intangible Assets

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
<b>Trademarks</b>				
At cost	2,100	2,100	2,100	2,100
Accumulated amortisation	(800)	(800)	(800)	(800)
<b>Total trademarks</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
<b>Software</b>				
At cost	3,588	3,588	2,839	2,839
Accumulated amortisation	(2,037)	(2,037)	(1,394)	(1,394)
<b>Total software</b>	<b>1,552</b>	<b>1,552</b>	<b>1,445</b>	<b>1,445</b>
<b>Rights to future lease arrangement</b>				
At cost	20,061	20,061	14,262	14,262
Accumulated amortisation	(1,845)	(1,845)	(713)	(713)
<b>Total rights to future lease arrangements</b>	<b>18,217</b>	<b>18,217</b>	<b>13,549</b>	<b>13,549</b>
<b>Total intangible assets</b>	<b>21,069</b>	<b>21,069</b>	<b>16,294</b>	<b>16,294</b>

Reconciliations of the carrying amounts for each class of intangible are set out on the following page:

# Notes to the financial statements

## For the year ended 31 December 2019

### Note 10. Intangible Assets (continued)

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000
<b>Trademarks</b>		
Cost		
Balance at 1 January	2,100	2,100
<b>Balance at 31 December</b>	<b>2,100</b>	<b>2,100</b>
Accumulated amortisation		
Balance at 1 January	(800)	(800)
Amortisation	-	-
<b>Balance at 31 December</b>	<b>(800)</b>	<b>(800)</b>
Carrying amounts		
At 1 January	1,300	1,300
<b>At 31 December</b>	<b>1,300</b>	<b>1,300</b>
	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000
<b>Software</b>		
Cost		
Balance at 1 January	2,839	2,839
Additions	749	749
Disposals	-	-
<b>Balance at 31 December</b>	<b>3,588</b>	<b>3,588</b>
Accumulated amortisation		
Balance at 1 January	(1,394)	(1,394)
Amortisation	(642)	(642)
Disposals	-	-
<b>Balance at 31 December</b>	<b>(2,036)</b>	<b>(2,036)</b>
Carrying amounts		
At 1 January	1,445	1,445
<b>At 31 December</b>	<b>1,552</b>	<b>1,552</b>
	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000
<b>Rights to future lease arrangement</b>		
Cost		
Balance at 1 January	14,262	14,262
Additions	5,800	5,800
Disposals	-	-
<b>Balance at 31 December</b>	<b>20,061</b>	<b>20,061</b>
Accumulated amortisation		
Balance at 1 January	(713)	(713)
Amortisation	(1,132)	(1,132)
Disposals	-	-
<b>Balance at 31 December</b>	<b>(1,845)</b>	<b>(1,845)</b>
Carrying amounts		
At 1 January	13,549	13,549
<b>At 31 December</b>	<b>18,217</b>	<b>18,217</b>

# Notes to the financial statements

## For the year ended 31 December 2019

### Note 11. Transactions with joint venture

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
Investment in SANZAR Europe S.a.r.l.	1,389	1,389	1,216	1,216
Share of profit/(loss) for the current period	107	107	173	173
	<b>1,496</b>	<b>1,496</b>	<b>1,389</b>	<b>1,389</b>
Investment in SANZAR Pty Ltd	317	317	257	257
Share of profit/(loss) for the current period	40	40	60	60
	<b>357</b>	<b>357</b>	<b>317</b>	<b>317</b>
<b>Total investment in joint ventures</b>	<b>1,854</b>	<b>1,854</b>	<b>1,707</b>	<b>1,707</b>
Management Fee paid to SANZAR Pty Ltd	1,629	1,629	1,422	1,422
<b>Total management fee paid to joint ventures</b>	<b>1,629</b>	<b>1,629</b>	<b>1,422</b>	<b>1,422</b>

### Note 12. Trade and other payables

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
<b>Current</b>				
Trade creditors	3,608	3,600	3,672	3,673
Member Union creditors and accruals	112	112	828	828
Other creditors and accruals	6,735	6,240	5,398	5,128
<b>Total current trade and other payables</b>	<b>10,455</b>	<b>9,952</b>	<b>9,898</b>	<b>9,629</b>
<b>Non Current</b>				
Other creditors and accruals	800	800	-	-
<b>Total non-current trade and other payables</b>	<b>800</b>	<b>800</b>	<b>-</b>	<b>-</b>

### Note 13. Deferred revenue

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
<b>Current</b>				
Sponsorships	3,033	3,033	4,364	4,364
Government grants	1,572	1,572	-	-
Broadcasting Rights	3,788	3,788	-	-
World Rugby grants	937	937	4,055	4,055
Super Rugby government funding	500	500	500	500
Ticketing	-	-	99	99
Other	22	22	610	610
	<b>9,852</b>	<b>9,852</b>	<b>9,628</b>	<b>9,628</b>
<b>Non-current</b>				
Super Rugby government funding	2,500	2,500	3,000	3,000
Sponsorships	2,600	2,600	5,000	5,000
	<b>5,100</b>	<b>5,100</b>	<b>8,000</b>	<b>8,000</b>
<b>Total deferred revenue</b>	<b>14,952</b>	<b>14,952</b>	<b>17,628</b>	<b>17,628</b>

## Notes to the financial statements

For the year ended 31 December 2019

## Note 14. Other liabilities

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
<b>Current</b>				
Provision for WF player payments	-	-	248	248
<b>Total other liabilities</b>	<b>-</b>	<b>-</b>	<b>248</b>	<b>248</b>

## Note 15. Employee entitlements

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
<b>Current</b>				
Annual leave	1,377	1,377	1,174	1,174
Long service leave	477	477	486	486
	<b>1,854</b>	<b>1,854</b>	<b>1,660</b>	<b>1,660</b>
<b>Non-current</b>				
Long service leave	516	516	354	354
	<b>516</b>	<b>516</b>	<b>354</b>	<b>354</b>
<b>Total employee entitlements</b>	<b>2,370</b>	<b>2,370</b>	<b>2,014</b>	<b>2,014</b>

## Superannuation

The Group contributes on behalf of employees to externally managed defined contribution superannuation plans. Benefits are based upon the accumulation of assets in these plans. The value of contributions remitted by the Group and the Company during the period was \$1,841,000 (2018: \$1,679,000).

## Note 16. Financial liabilities

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
<b>Current</b>				
Lease Liabilities	628	628	-	-
Foreign exchange forward contracts	6,984	6,984	6,948	6,948
	<b>7,612</b>	<b>7,612</b>	<b>6,948</b>	<b>6,948</b>
<b>Non-current</b>				
Lease Liabilities	4,611	4,611	-	-
Foreign exchange forward contracts	56	56	6,421	6,421
	<b>4,667</b>	<b>4,667</b>	<b>6,421</b>	<b>6,421</b>
<b>Total financial liabilities</b>	<b>12,279</b>	<b>12,279</b>	<b>13,369</b>	<b>13,369</b>

## Notes to the financial statements

For the year ended 31 December 2019

## Note 17. Transactions with Member Unions

The Group entered into various transactions with its member unions during the course of the year.

## i Super Rugby and High Performance funding

Super Rugby participation funding and high-performance funding supplied in accordance with agreements:

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
Queensland Rugby Union Ltd	5,935	5,935	5,902	5,902
Waratahs Rugby Pty Ltd	5,935	5,935	5,855	5,855
Melbourne Rebels Rugby Union Ltd	6,815	6,815	7,550	7,550
ACT & Southern NSW Rugby Union Ltd	5,730	5,730	5,655	5,655
Western Australia Rugby Union Inc	231	231	-	-
<b>Total Super Rugby and High Performance funding</b>	<b>24,646</b>	<b>24,646</b>	<b>24,962</b>	<b>24,962</b>

Super Rugby funding to Melbourne Rebels Rugby Union Ltd ("MRRU") in both 2018 and 2019 include special funding being a legacy of the sale to Imperium along with funding received from the Victorian State Government paid through by Rugby AU.

## ii Grants to member unions and affiliates

Community Funding supplied in accordance with memorandums of understanding or similar agreement:

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
Queensland Rugby Union Ltd	1,151	1,151	1,126	1,126
New South Wales Rugby Union Ltd	1,508	1,508	1,490	1,490
Victoria Rugby Union Inc	383	383	362	362
ACT & Southern NSW Rugby Union Ltd	305	305	280	280
Western Australia Rugby Union Inc	220	220	205	205
Northern Territory Rugby Union Inc	120	120	120	120
South Australian Rugby Union Ltd	233	233	227	227
Tasmanian Rugby Union Inc	95	95	90	90
Other	40	40	40	40
<b>Total grants to member unions and affiliates</b>	<b>4,056</b>	<b>4,056</b>	<b>3,940</b>	<b>3,940</b>

## Note 18. Financial Instruments – Fair Values and Risk Management

Derivative assets and liabilities designated as cash flow hedges.

All derivative financial instruments are carried at notional value, by valuation method. The different levels have been defined as follows:

- Level 1: quoted price (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: inputs for the asset or liability that are not based on observable market data.

All of the Company's financial assets and liabilities fall into Level 2 of the fair value hierarchy.

The following table indicates the periods in which the cash flows associated with cash flow hedges are expected to occur and the fair values of the related hedging instruments.

## Notes to the financial statements

For the year ended 31 December 2019

**Note 18. Financial Instruments – Fair Values and Risk Management (continued)**

At 31 December 2019, Forward contracts with a carrying amount of \$7,040,000 (31 December 2018: \$13,368,000) were subject to a General Security Deed that forms a first ranking security for bank on all present and after-acquired property in relation to which the Company can be a grantor of a security interest under the PPSA, whether or not the Company has title to the property, including all PPS retention of title property (as defined in s 51F of the Corporations Act).

A further security deed, being a mortgage over lease of Rugby Australia's premises at Moore Park, will be entered into as part of the restructure of financial derivatives with HSBC, subject to final documentation and required approvals.

	Notional amount	2019 Net expected cash flows			Nominal Amount	2018 Net expected cash flows		
		Total	12 months or less	More than 12 months		Total	12 months or less	More than 12 months
Forward exchange contracts	60,965	7,040	6,984	56	126,036	13,368	6,947	6,421

**Note 19. Commitments****a) Broadcasting Agreements**

The Company, together with New Zealand Rugby Union, South African Rugby Football Union and Unión Argentina de Rugby has entered into agreements for the period 2016 to 2020 inclusive. These initial broadcasting agreements committed the Company to provide five teams for the Super Rugby Competition (this was adjusted in 2017 to four with the removal of the Western Force), to provide for Test matches as part of The Rugby Championship competition and the June test match window, and provide the National Rugby Championship for the period of the agreement.

**b) SANZAAR Joint Venture**

The Company has given certain undertakings in respect to its participation in the SANZAAR joint venture. These undertakings are consistent with its undertakings in the broadcasting agreements and continue under the broadcasting agreements for the 2016 to 2020 period. A renewed joint venture agreement, including Unión Argentina de Rugby as a joint venture partner and Japan Rugby Union as a Super Rugby participant, aligned to the new 2016 to 2020 broadcast arrangements was concluded in 2017.

**c) Collective Bargaining Agreement**

A Collective Bargaining Agreement has been negotiated between the Company, New South Wales Rugby Union Ltd, Queensland Rugby Union Ltd, Australian Capital Territory and Southern New South Wales Rugby Union Ltd, Western Australian Rugby Union Inc, Melbourne Rebels Rugby Union Ltd and Rugby Union Players Association Inc. The term of which expires on the 31<sup>st</sup> Dec 2020.

Under this agreement the Company, along with the other rugby bodies is required to make minimum player payments. Due to the contract terms varying considerably amongst players, it is not practical to reliably measure the future commitments under player contracts. During the period, as set out in Note 26, player payments have been reduced for a 6 month period up to 30<sup>th</sup> September 2020

## Notes to the financial statements

For the year ended 31 December 2019

**Note 19. Commitments (continued)****d) Participation Agreements, Professional Rugby Agreements and Community Rugby Grants**

The Company has entered into Participation Agreements and High-Performance Agreements with the entities responsible for the four teams competing in the Super Rugby competition for 2020. Super Rugby Participation Agreements are in place for the 2016 to 2020 period. Super Rugby High Performance Agreements and National Participation Funding Agreements are negotiated on a yearly basis. These agreements have been revised due to the impacted on Covid19 for the period 1st April 2020 to 30th September 2020.

The total revised amounts payable by the Company for 2020 would be as follows:

	\$'000
<b>Professional Rugby</b>	
Participation Agreements	11,245
High Performance Agreements	3,582
	<b>14,827</b>

Further, the Company has entered into contractual funding arrangements with all member unions in relation to Community Rugby as follows:

	\$'000
National Participation Funding	2,763

**e) Super Rugby Government Funding**

During 2017, Rugby AU entered into a funding arrangement with the Victorian State Government which included the provision of financial support to Melbourne Rebels Rugby Union Ltd ("MRRU"). Rugby AU have received all of the contractual instalments and fully paid through to MRRU by 31 December 2019.

**f) Media and Rights Agreements**

The company entered into Memorandum of Understandings ("MOUs") with (i) Queensland Rugby Union ("QRU") for the period 2020 to 2025 inclusive, and (ii) New South Wales Rugby Union ("NSWRU") and Sydney Rugby Union ("SRU") for the period 2020 to 2024 inclusive, to acquire the media and broadcast rights for the Hospital Challenge Cup and Shute Shield competitions respectively. These MOUs committed the company to pay rights fees to QRU and NSWRU/SRU over the period/(s) of the respective contracts for the Broadcast of the competitions, procure production for all matches and to deliver the broadcast of those competitions across various forms of distribution including but not limited to television, mobile, internet and IPTV or OTT platforms.

Further the company acquired the business assets, including broadcast and selling and delivering sponsorship arrangements from Club Rugby TV and entered into consultancy agreements with Nick Fordham, The Fordham Company and John Murray as consultants to the company for the period ending 30th September 2024. In conjunction with acquiring the business assets of Club Rugby TV the company entered into a Novation and Termination Deed with Seven West Media and Club Rugby TV and conditionally agreed to pay Seven West Media fees including Ad spend for the period 2020 to 2024 inclusive.

Due to the impact of Covid19 and various Government restrictions the competitions are not able to be delivered at this time

**Note 20. Contingent liabilities**

The Group is not aware of any contingent liabilities.

## Notes to the financial statements

For the year ended 31 December 2019

**Note 21. Investment in jointly controlled entities****i SANZAR Pty Limited**

The Company has a 33% interest in SANZAR Pty Limited (ACN 069 272 304). The primary purpose of SANZAR Pty Limited is to manage the Super Rugby and Rugby Championship rugby competitions in the Southern Hemisphere as well as the associated broadcasting agreements.

Based on an evaluation of the risks and rewards of the investee it is not consolidated by the Company. The Company's share of the profit of its equity accounted investee for the year was \$40,000 (2018: \$60,000). See Note 11.

All of the obligations of the venturers arising from or attributable to the entity are several only and not joint and several.

**ii SANZAR Europe S.a.r.l**

The Company has a 33% interest in SANZAR Europe. This investee was established in conjunction with New Zealand Rugby Union and South African Rugby Union, to develop a European operation to facilitate sales in the European broadcasting market. Based on an evaluation of the risks and rewards of the investee it is not consolidated by the Company. The Company's share of the profit of its equity accounted investee for the year was \$107,000 (2018: \$173,000). See Note 11.

**iii Rugby Australia House Pty Ltd**

In 2015, the Company, in equal shareholding with the University of Technology Sydney ("UTS"), established Rugby Australia House Pty Ltd to manage the funding and construction of the Australian Rugby Development Centre, and UTS Sports Faculty Centre on lands controlled by the Sydney Cricket & Sports Ground Trust at Moore Park, Sydney. The building was completed in late 2017, at which time, the Company and UTS began to occupy the premises as tenants.

**iv Rugby Shared Services Pty Ltd**

The Company has a 50% interest in Rugby Shared Services Pty Ltd (ACN 139 655 413) (RSS) which was established on 24 September 2009. The primary purpose of Rugby Shared Services Pty Ltd was to facilitate and develop efficiencies across various rugby operations. The operations of RSS ceased in 2014.

This entity remained dormant during the reporting period, with the assets and liabilities not material, and the Company's interests were therefore not consolidated in the Company's financial statements.

**Note 22. Other controlled entities****i Australian Rugby Foundation Ltd**

The Australian Rugby Foundation (ARF) was established in 2014 to attract greater private investment for the promotion and development of rugby. The Company has board control and ownership which is limited by guarantee.

During the year, ARF reported a deficit of \$109,000 (2018 deficit of \$148,000). The reserves of ARF include \$364,000 sourced from the Australian Rugby Welfare Fund. Management of the Welfare Fund was assigned to ARF in 2015. The use of Welfare Fund monies is strictly limited to the welfare of rugby union players injured in the course of participating in the game of rugby.

During the reporting period, the Company funded all employment costs totalling \$365,318 (2018: \$339,212) and provided office infrastructure to the ARF. The Board of the ARF are made up of a Director and staff of the Company who provide their time as an unpaid contribution to ARF.

Within the ARF 'Cash at bank and on hand' balance \$223,000 represents the funds in hand solely for the purpose of delivering rugby programs in high schools and therefore do not form part of the ordinary cash available for operations.

The ARF 'Cash on deposit – welfare fund' balance of \$366,911 represents the funds in hand solely for the purpose of providing welfare support to injured players and therefore do not form part of the ordinary cash available for operations.

## Notes to the financial statements

For the year ended 31 December 2019

**Note 23. Notes to the Statement of Cashflows****(a) Reconciliation of surplus to net cash inflow from operating activities**

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidate d Entity \$'000	2018 Parent Entity \$'000
<b>Net surplus/(deficit) for the period</b>	<b>(9,485)</b>	<b>(9,376)</b>	<b>5,204</b>	<b>5,352</b>
<b>Add/(less) items classified as investing/financing</b>				
Grants to Member Unions	4,056	4,056	3,940	3,940
Financial income	(236)	(233)	(263)	(259)
Financial costs	-	-	75	74
<b>Add/(less) non-cash items</b>				
Share of profit from jointly controlled entities	(147)	(146)	(233)	(233)
Amortisation & depreciation	2,713	2,714	1,988	1,988
Release from realised cashflow hedge reserve	(5,287)	(5,287)	(5,476)	(5,476)
<b>Before change in assets and liabilities</b>	<b>(8,385)</b>	<b>(8,272)</b>	<b>5,235</b>	<b>5,386</b>
<b>Change in assets and liabilities during the financial period</b>				
(Increase)/decrease in receivables	(2,650)	(2,601)	832	831
(Increase)/decrease in prepayments and consumables	11,490	11,452	(4,088)	(4,050)
Increase/(decrease) in payables and provisions	1,465	1,231	(3,150)	(3,358)
Increase/(decrease) in deferred revenue	(2,676)	(2,676)	6,754	6,754
<b>Net cash (used in)/provided by operating activities</b>	<b>(757)</b>	<b>(867)</b>	<b>5,584</b>	<b>5,562</b>

**(b) Reconciliation of Cash**

For the purposes of the Statement of Cashflows, cash includes cash on hand, at bank and short-term deposits at call. Cash as at the end of the financial period as shown in the Statement of Cashflows is reconciled to the related items in the statement of financial position as follows:

	2019 Consolidated Entity \$'000	2019 Parent Entity \$'000	2018 Consolidated Entity \$'000	2018 Parent Entity \$'000
Cash at bank and on hand	7,916	7,506	9,712	9,413
Cash equivalents	4,367	4,000	8,369	8,005
<b>Total cash</b>	<b>12,283</b>	<b>11,506</b>	<b>18,081</b>	<b>17,418</b>

## Notes to the financial statements

For the year ended 31 December 2019

## Note 24. Key management personnel disclosures

## (i) Directors' Income

The following information on the Directors' remuneration is voluntarily disclosed by the Group notwithstanding that the Group is under no obligation under Reduced Disclosure Tier 2 General Purpose Reporting to disclose this information.

Income paid or payable to Directors of the Group from the Group in connection with the management of the affairs of the Group:

	2019 \$ Salary (incl Super)	2019 \$ Incentives	2018 \$ Salary (incl Super)	2018 \$ Incentives
Non-executive Directors	181,173	-	183,058	-
Executive Directors	775,000	114,000	815,255	-
<b>Total Directors' income</b>	<b>956,173</b>	<b>114,000</b>	<b>998,314</b>	<b>-</b>

All Directors directly or indirectly donate their Directors income to support Rugby in Australia with \$65,455 donated to the ARF.

## Note 25. Change in Classification

During 2019, the Group modified the classification of various expenditure items in the statement of profit and loss. The reclassification relates to more specific allocation of certain staff and operating costs from Corporate to the specific line items to which they relate as part of activity costing models. This reflects how the business is now monitored and reported to the Executive team and those charged with governance (being the Board). There is no change to net profit, the balance sheet or statement of cash flows as a result of this reclassification.

	2018 Consolidated Entity as reported in the 2018 Financial Report	2018 Comparative Adjustment	2018 Consolidated Entity as reported in the 2019 Financial	2018 Parent Entity as reported in the 2018 Financial	2018 Comparative Adjustment	2018 Parent Entity as reported in the 2019 Financial
	\$'000		\$'000	\$'000		\$'000
<b>Operating expenditure</b>						
Commission & servicing costs	3,105	-	3,105	2,860	-	2,860
Matchday operations	10,456	506	10,962	10,456	506	10,962
Marketing & media	4,255	1,939	6,194	4,255	1,939	6,194
Wallabies team costs	9,970	-	9,970	9,970	-	9,970
National Sevens teams costs	5,692	-	5,692	5,692	-	5,692
Super Rugby teams costs	5,801	-	5,801	5,801	-	5,801
Super Rugby and High Performance funding	24,962	-	24,962	24,962	-	24,962
Player payments & RUPA costs	16,794	-	16,794	16,794	-	16,794
High Performance & National teams	9,230	-	9,230	8,171	-	8,171
SANZAR Office	1,422	-	1,422	1,422	-	1,422
Community Rugby	3,970	-	3,970	3,938	-	3,938
Community Grants to Member Unions & Affiliates	3,940	-	3,940	3,940	-	3,940
Amortization and Depreciation	-	1,989	1,989	-	1,989	1,989
Professional Fees and Services	-	1,237	1,237	-	1,237	1,237
Corporate	15,297	(5,671)	9,626	15,304	(5,671)	9,633
<b>Total operating expenditure</b>	<b>114,894</b>	<b>-</b>	<b>114,894</b>	<b>113,565</b>	<b>-</b>	<b>113,565</b>

## Notes to the financial statements

For the year ended 31 December 2019

## Note 26. Subsequent Events

In the interval between the end of the financial year and the date of this report, the Directors note on 11 March 2020, the World Health Organization declared the outbreak of a novel coronavirus (COVID-19) as a pandemic which continues to impact throughout the World. Throughout March various Federal, State and Local governments made a series of declarations regarding restrictions around public gatherings, travel conditions and closures to nonessential businesses until further notice. This resulted in the cancelation of all rugby and as such Rugby Australia has reduced the scope of its operations including standing down staff, negotiating reduced payments to players and reducing funding to Member Unions.

While the Company recognises this matter will negatively impact its results of operations, cash flows and financial position, in the opinion of the Directors of the Group, the effect on the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years, is unable to be reasonably quantified at this time.

In March 2020 Rugby AU secured the media and broadcast rights to the Hospital Challenge Cup competition for the term 2020 – 2025 and Shute Shield competition for the term 2020 – 2024 through a series of agreements executed post year end. Rugby AU has exclusive media and broadcast rights to all matches which constitute these competitions in exchange for various rights fees, procuring production of such competitions and obligations to deliver the broadcast of competitions across various forms of distribution including but not limited to television, mobile, internet and IPTV or OTT platforms. These rights were secured through a series of agreements entered into with Queensland Rugby Union, New South Wales Rugby Union, Sydney Rugby Union, Club Rugby TV, Nick Fordham, John Murray, The Fordham Company and Seven West Media

On 28 April 2020 Raelene Castle resigned as both Managing Director and Chief Executive, Rob Clarke was subsequently appointed as Interim CEO on 6 May 2020.

On 14 May 2020, World Rugby, the world governing body for rugby, as part of its Covid19 response, provided written confirmation of a GBP7.5 million (AUD\$14.2) advance to Rugby AU with GBP2.5 million (AUD\$4.7m) being received in May 2020 and the remaining to be received on agreed dates prior to 31st December 2020. The advance is not repayable; however interest will accrue at a rate of 1% above LIBOR repayable no later than 31st December 2023.

As a consequence of Covid19 and the uncertainty of whether Rugby content can be delivered under existing Broadcast contracts the company has undertaken a restructure of derivative instruments in place to hedge future USD broadcasting receipts with HSBC. The company has received a credit approved offer, which is subject to documentation, from HSBC for a loan facility of up to \$6.9m that is repayable in June 2022 in respect to this restructure.

The company has enacted several financial measures including standing down staff and contractors, with the successful registration of approx. 200 employees onto the Australian Federal Government JobKeeper scheme, entering into Amendment Deeds to reduce payments to players for the 6 months to 30 September 2020 and reducing funding to Member Unions.

There has been no subsequent change to asset or liability carrying values as a result of COVID19 at the date of this report.

## Directors' declaration

In the opinion of the directors of Rugby Australia Limited ('the Company') and its controlled entity ('the Group'):

- a) the Group is not a reporting entity;
- b) the consolidated financial statements and notes, set out on pages 9 to 39, are in accordance with the Corporations Act 2001, including:
  - i. giving a true and fair view of the financial position of the Company and the Group as at 31 December 2019 and of their performance, as represented by the results of their operations and its cash flows, for the financial year ended on that date in accordance with the statement of compliance and basis of preparation described in Note 1; and
  - ii. complying with Australian Accounting Standards – Reduced Disclosure Reports (including Australian Accounting Interpretations) to the extent described in Note 1 and the Corporations Regulations 2001; and
- c) there are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.

Dated at Sydney this 31<sup>st</sup> day of May 2020

Signed in accordance with a resolution of the directors:



P. McLean  
Director



J. Wilson  
Director



## Independent Auditor's Report

To the members of Rugby Australia Limited

### Opinion

We have audited the **Financial Report** of Rugby Australia Limited (the Company).

In our opinion, the accompanying Financial Report of the Company is in accordance with the *Corporations Act 2001*, including:

- giving a true and fair view of the **Group** and Company's financial position as at 31 December 2019 and of their financial performance for the year ended on that date; and
- complying with *Australian Accounting Standards - Reduced Disclosure Requirements* and the *Corporations Regulations 2001*.

The **Financial Report** comprises:

- Statements of financial position as at 31 December 2019
- Statements of Profit or loss, Statements of comprehensive income, Statements of changes in equity, and Statements of cash flows for the year then ended
- Notes including a summary of significant accounting policies
- Directors' Declaration.

The **Group** consists of the Company and the entities it controlled at the year-end or from time to time during the financial year.

### Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Company and Group in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

### Emphasis of Matter

We draw attention to Note 26 in the Financial Report which describes the effects of the COVID-19 outbreak on the Rugby Australia Limited business and the arrangements that the Group has entered into subsequent to year end in response. Our opinion is not modified in respect of this matter.



#### Other Information

Other Information is financial and non-financial information in Rugby Australia Limited's annual reporting which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

We obtained all other information prior to the date of this Auditor's Report.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

#### Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report that gives a true and fair view in accordance with *Australian Accounting Standards - Reduced Disclosure Requirements* and the *Corporations Act 2001*
- implementing necessary internal control to enable the preparation of a Financial Report that gives a true and fair view and is free from material misstatement, whether due to fraud or error
- assessing the Company and Group's ability to continue as a going concern. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Company and Group or to cease operations, or have no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.



Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: [https://www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). This description forms part of our Auditor's Report.

KPMG

Trent Duvall

Partner

Sydney

31 May 2020

# match results



## QANTAS WALLABIES

### RUGBY CHAMPIONSHIP

Australia 17 v 35 South Africa  
20 July, Emirates Airlines Park,  
Johannesburg, South Africa  
Australia 16 v 10 Argentina  
27 July, Suncorp Stadium, Brisbane  
Australia 47 v 26 New Zealand  
10 August, Optus Stadium, Perth

### BLDISLOE CUP

Australia 0 v 36 New Zealand  
17 August, Eden Park, Auckland,  
New Zealand

### 2019 MEN'S INTERNATIONAL

Australia 34 v 15 Samoa  
7 September, Bankwest Stadium, Sydney

### 2019 RUGBY WORLD CUP

Australia 39 v 21 Fiji  
21 September, Sapporo Dome,  
Sapporo, Japan  
Australia 25 v 29 Wales

29 September, Tokyo Stadium,  
Tokyo, Japan  
Australia 45 v 10 Uruguay  
5 October, Oita Stadium, Oita, Japan  
Australia 27 v 8 Georgia  
11 October, Shizuoka Stadium,  
Ecopa, Japan  
Australia 16 v 40 England 16 October,  
Oita Stadium, Oita, Japan (Semi Final)

## BUILDCORP WALLAROOS

### 2019 WOMEN'S INTERNATIONALS

Australia 34 v 5 Japan  
13 July, No.2 Sportsground, Newcastle  
Australia 46 v 3 Japan  
19 July, North Sydney Stadium, Sydney

### LAURIE O'REILLY CUP

Australia 10 v 47 New Zealand  
10 August, Optus Stadium, Perth  
Australia 8 v 37 New Zealand  
17 August, Eden Park, Auckland,  
New Zealand

### OCEANIA RUGBY WOMEN'S CHAMPIONSHIP 2019

Australia A 0 v 50 New Zealand  
22 November, Churchill Park, Lautoka, Fiji  
Australia A 27 v 5 Samoa  
26 November, Churchill Park, Lautoka, Fiji

## QANTAS AUSTRALIAN MEN'S SEVENS

### MEN'S SEVENS WORLD SERIES

**Dubai (2018-19 Series),  
30 October – 1 November 2018**

Australia 43 v 0 Japan  
Australia 39 v 19 Canada  
Australia 22 v 19 England  
Australia 38 v 0 Argentina  
(Cup Quarter Final)  
Australia 17 v 22 USA (Cup Semi Final)  
Australia 14 v 15 England (Bronze Final)

**Cape Town (2018-19 Series),  
8-9 December 2018**

Australia 21 v 14 Wales  
Australia 29 v 15 Canada  
Australia 26 v 14 Scotland  
Australia 17 v 26 New Zealand  
(Cup Quarter Final)  
Australia 21 v 24 England  
(5th Place Semi Final)

**Hamilton (2018-19 Series),  
26-27 January 2019**

Australia 17 v 12 Argentina  
Australia 26 v 5 Wales  
Australia 19 v 26 Fiji  
Australia 17 v 24 New Zealand  
(Cup Quarter Final)  
Australia 14 v 24 Scotland  
(5th Place Semi Final)

**Sydney (2018-19 Series),  
1-3 February 2019**

Australia 14 v 29 Argentina  
Australia 32 v 0 Tonga  
Australia 29 v 21 South Africa  
Australia 17 v 22 Fiji (Cup Quarter Final)  
Australia 17 v 14 France  
(5th Place Semi Final)  
Australia 10 v 12 South Africa  
(5th Place Play-Off)

**Las Vegas (2019 Series)  
1-3 March 2019**

Australia 26 v 0 Wales  
Australia 24 v 12 Scotland  
Australia 26 v 15 Fiji  
Australia 20 v 21 Samoa  
(Cup Quarter Final)

Australia 14 v 33 England  
(5th Place Semi Final)  
**Vancouver (2018-19 Series) 9-10  
March 2019**  
Australia 17 v 14 Spain  
Australia 17 v 21 France  
Australia 12 v 36 New Zealand  
Australia 47 v 7 Kenya (Challenge  
Trophy Quarter Final)  
Australia 33 v 22 Wales (Challenge  
Trophy Semi Final)  
Australia 35 v 21 Canada (Challenge  
Trophy Final)

**Hong Kong (2018-19 Series)  
5-7 April 2019**

Australia 19 v 40 New Zealand  
Australia 12 v 31 Fiji  
Australia 28 v 12 Kenya  
Australia 26 v 21 Portugal (Challenge  
Trophy Quarter Final)  
Australia 17 v 19 Scotland (Challenge  
Trophy Semi Final)

**Singapore (2018-19 Series)  
13-14 April 2019**

Australia 22 v 17 Argentina  
Australia 24 v 12 France  
Australia 47 v 0 Hong Kong  
Australia 19 v 31 England  
(Cup Quarter Final)  
Australia 22 v 27 New Zealand

(5th Place Semi Final)  
**London (2018-19 Series)  
25-26 May 2019**

Australia 28 v 10 Wales  
Australia 42 v 12 Spain  
Australia 17 v 19 USA  
Australia 29 v 22 South Africa  
(Cup Quarter Final)  
Australia 31 v 24 France (Cup Semi Final)  
Australia 7 – 43 Fiji (Cup Final)  
**Paris (2018-19 Series)  
1-2 June 2019**

Australia 19 v 19 Kenya  
Australia 7 v 24 Wales  
Australia 17 v 19 South Africa  
Australia 54 v 0 Spain  
(Challenge Trophy Quarter Final)  
Australia 17 v 24 Ireland  
(Challenge Trophy Semi Final)

## QANTAS AUSTRALIAN WOMEN'S SEVENS

### WOMEN'S SEVENS WORLD SERIES

**Glendale (2018-19 Series),  
20-21 October 2018**

Australia 52 v 0 Mexico  
Australia 40 v 0 Spain

Australia 21 v 15 Russia  
Australia 5 v 26 USA (Cup Quarter Final)  
Australia 26 v 12 England  
(5th Place Semi Final)  
Australia 21 v 19 Ireland  
(5th Place Play-Off)

**Dubai (2018-19 Series),  
29-30 November 2018**

Australia 12 v 26 England  
Australia 33 v 5 China  
Australia 17 v 22 USA  
Australia 27 v England 12  
(Cup Quarter Final)  
Australia 10 v 15 Canada  
(Cup Semi Final)  
Australia 26 v 21 USA (Bronze Final)

**Sydney (2018-19 Series),  
1-3 February 2019**

Australia 19 v 0 Spain  
Australia 24 v 7 China  
Australia 12 v 19 USA  
Australia 21 v 17 France  
(Cup Quarter Final)  
Australia 24 v 12 Ireland (Cup Semi Final)  
Australia 10 v 34 New Zealand  
(Cup Final)

**Kitakyushu (2018-19 Series),  
20-22 April 2019**

Australia 47 v 0 China  
Australia 36 v 5 Spain  
Australia 14 v 17 Canada  
Australia 7 v 21 England  
(Cup Quarter Final)  
Australia 29 v 7 Ireland  
(5th Place Semi Final)  
Australia 26 v 34 New Zealand  
(5th Place Play-off)

**Langford (2018-19 Series),  
11-12 May 2019**

Australia 33 v 5 Ireland  
Australia 43 v 7 Brazil  
Australia 29 v 14 Canada  
Australia 31 v 12 Russia  
(Cup Quarter Final)  
Australia 26 v 19 France (Cup Semi Final)  
Australia 17 v 21 New Zealand (Cup Final)

**Biarritz (2018-19 Series)  
15-16 June 2019**

Australia 27 v 5 Ireland  
Australia 31 v 14 Spain  
Australia 27 v 14 Canada  
Australia 14 v 15 Spain  
(Cup Quarter Final)  
Australia 31 v 21 Russia  
(5th Place Semi Final)  
Australia 24 v 10 France  
(5th Place Play-Off)



# match results

## JUNIOR WALLABIES

### OCEANIA RUGBY U20S CHAMPIONSHIP

Australia 64 v 14 Japan  
26 April, Bond University, Gold Coast  
Australia 16 v 0 Fiji  
30 April, Bond University, Gold Coast  
Australia 24 v 0 New Zealand  
4 May, Bond University, Gold Coast  
World Rugby U20s Championship 2019  
Australia 36 v 12 Italy  
4 June, Club de Rugby Ateneo  
Inmaculada, Santa Fe, New Mexico  
Australia 45 v 17 Ireland  
8 June, Club de Rugby Ateneo  
Inmaculada, Santa Fe, New Mexico  
Australia 33 v 56 England  
13 June, Club de Rugby Ateneo  
Inmaculada, Santa Fe, New Mexico  
Australia 34 v 13 Argentina (Semi Final)  
18 June, Racecourse Stadium,  
Rosario, New Mexico  
Australia 23 v 24 France (Final)  
23 June, Racecourse Stadium,  
Rosario, New Mexico

## BUILDCORP SUPER W

### Round 1: 23-24 March

Brumbies Women 0 v 26 NSW Waratah Women  
GIO Stadium, Canberra, ACT  
Melbourne Rebels Women 0 v 112  
Queensland Reds Women  
Box Hill Rugby Club, Box Hill, VIC

### Round 2: 2-3 March

Queensland Reds Women 28 v 3 Rugby WA Women  
Suncorp Stadium, Brisbane, QLD  
Brumbies Women 69 v 0 Melbourne Rebels Women  
Seiffert Oval, Queanbeyan East, NSW

### Round 3: 8-10 March

Melbourne Rebels Women 10 v 38  
Rugby WA Women  
AAMI Park, Melbourne, VIC  
NSW Waratahs Women 15 v 12  
Queensland Red Women  
Leichhardt Oval, Sydney, NSW

### Round 4: 16-17 March

Queensland Reds Women 12 v 0  
Brumbies Women  
Ballymore Stadium, Herston, QLD

Rugby WA Women 0 v 31 NSW Waratahs Women  
Curtin University, Perth, WA

### Round 5: 24 March

NSW Waratahs Women 66 v 12  
Melbourne Rebels Women  
Anne Ashwood Park, Bathurst, NSW  
Rugby WA Women 12 v 17 Brumbies Women  
Kingsway Reserve, Madeley, WA

### Play-Offs: 31 March

Queensland Reds Women 39 v 10  
Brumbies Women  
Ballymore Stadium, Herston, QLD

### Grand Final: 7 April

NSW Waratahs Women 8 v 5  
Queensland Reds Women  
Leichhardt Oval, Sydney, NSW

## VODAFONE SUPER RUGBY

### Round 1: 15-17 February

Brumbies 27 v 34 Rebels  
GIO Stadium, Bruce, ACT  
Waratahs 19 v 20 Hurricanes  
Brookvale Oval, Manly,  
New South Wales

### Round 2: 22-24 February

Highlanders 36 v 31 Reds  
Forsyth Barr Stadium, Dunedin,  
New Zealand  
Sunwolves 30 v 31 Waratahs  
Prince Chichibu Memorial Ground,  
Tokyo, Japan

Brumbies 54 v 17 Chiefs

GIO Stadium, Bruce, ACT

### Round 3: 1-3 March

Hurricanes 43 v 13 Brumbies  
Central Energy Trust Arena, Palmerston  
North, New Zealand  
Rebels 24 v 19 Highlanders  
AAMI Park, Melbourne, Victoria  
Reds 12 v 22 Crusaders  
Suncorp Stadium, Brisbane, Queensland

### Round 4: 8-10 March

Rebels 29 v 26 Brumbies  
AAMI Park, Melbourne, Victoria  
Waratahs 28 v 17 Reds  
Sydney Cricket Ground, Sydney, New  
South Wales

### Round 5: 15-17 March

Brumbies 19 v 13 Waratahs  
GIO Stadium, Bruce, ACT  
Sunwolves 31 v 34 Reds



Prince Chichibu Memorial Ground,  
Tokyo, Japan  
Lions 36 v 33 Rebels  
Forsyth Barr Stadium, Dunedin,  
New Zealand

### Round 6: 22-24 March

Waratahs 20 v 12 Crusaders  
Sydney Cricket Ground, Sydney,  
New South Wales  
Sharks 28 v 14 Rebels  
Kings Park Stadium, Durban, South Africa  
Reds 36 v 14 Brumbies  
Suncorp Stadium, Brisbane, Queensland

### Round 7: 29-31 March

Waratahs 29 v 31 Sunwolves  
McDonald Jones Stadium, Newcastle,  
New South Wales  
Reds 13 v 32 Rebels  
Suncorp Stadium, Brisbane, Queensland

### Round 8: 5-7 April

Reds 24 v 12 Stormers  
Suncorp Stadium, Brisbane, Queensland  
Crusaders 39 v 14 Brumbies  
Orangetheory Stadium, Christchurch,  
New Zealand  
Blues 32 v 29 Waratahs  
Eden Park, Auckland, New Zealand  
Rebels 42 v 15 Sunwolves  
AAMI Park, Melbourne, Victoria

### Round 9: 12-14 April

Rebels 24 v 41 Stormers

AAMI Park, Melbourne, Victoria  
Brumbies 31 v 20 Lions  
GIO Stadium, Bruce, ACT  
Bulls 32 v 17 Reds  
Loftus Versfeld, Gauteng, South Africa

### Round 10: 19-20 April

Sharks 14 v 21 Reds  
Kings Park Stadium, Durban,  
South Africa  
Waratahs 23 v 20 Rebels  
Sydney Cricket Ground, Sydney,  
New South Wales  
Stormers 17 v 19 Brumbies  
DHL Newlands, Cape Town, South Africa

### Round 11: 26-28 April

Waratahs 15 v 23 Sharks  
Bankwest Stadium, Parramatta,  
New South Wales  
Jaguars 20 v 15 Brumbies  
Estadio Jose Amalfitani, Buenos Aires,  
Argentina

### Round 12: 3-5 May

Reds 32 v 26 Sunwolves  
Suncorp Stadium, Brisbane, Queensland  
Hurricanes 29 v 19 Rebels  
Sky Stadium, Wellington, New Zealand  
Brumbies 26 v 21 Blues  
GIO Stadium, Bruce, ACT  
Bulls 28 v 21 Waratahs  
Loftus Versfeld, Gauteng, South Africa

### Round 13: 10-12 May

Rebels 30 v 24 Reds  
AAMI Park, Melbourne, Victoria  
Lions 29 v 28 Waratahs  
Ellis Park, Johannesburg, South Africa  
Brumbies 33 v 0 Sunwolves  
GIO Stadium, Bruce, ACT

### Round 14: 17-19 May

Rebels 17 v 32 Bulls  
AAMI Park, Melbourne, Victoria  
Reds 32 v 40 Waratahs  
Suncorp Stadium, Brisbane, Queensland

### Round 15: 24-26 May

Chiefs 19 v 13 Reds  
Waikato Stadium, Hamilton, New  
Zealand  
Brumbies 22 v 10 Bulls  
GIO Stadium, Bruce, ACT  
Sunwolves 7 v 52 Rebels  
Prince Chichibu Memorial Ground,  
Tokyo, Japan

Waratahs 15 v 23 Jaguares

Bankwest Stadium, Parramatta,  
New South Wales

### Round 16: 31 May-2 June

Rebels 15 v 20 Waratahs  
AAMI Park, Melbourne, Victoria

Sunwolves 19 v 42 Brumbies  
Prince Chichibu Memorial Ground,  
Tokyo, Japan  
Reds 23 v 34 Jaguares  
Suncorp Stadium, Brisbane, Queensland

### Round 17: 7-9 June

Reds 29 v 28 Blues  
Suncorp Stadium, Brisbane, Queensland  
Crusaders 66 v 0 Rebels  
Orangetheory Stadium, Christchurch,  
New Zealand  
Waratahs 24 v 35 Brumbies  
Bankwest Stadium, Parramatta,  
New South Wales

### Round 18: 14-16 June

Highlanders 49 v 12 Waratahs  
Rugby Park Stadium, Invercargill,  
New Zealand  
Rebels 8 v 59 Chiefs  
AAMI Park, Melbourne, Victoria  
Brumbies 40 v 27 Reds  
GIO Stadium, Bruce, ACT

### Quarter Finals: 21-22 June

Crusaders 38 v 14 Highlanders  
Orangetheory Stadium, Christchurch,  
New Zealand  
Jaguars 21 v 16 Chiefs  
Estadio Jose Amalfitani, Buenos Aires,  
Argentina  
Hurricanes 35 v 28 Bulls  
Sky Stadium, Wellington, New Zealand  
Brumbies 38 v 13 Sharks  
GIO Stadium, Bruce, ACT

### Semi Finals: 29 June

Jaguars 39 v 7 Brumbies  
Estadio Jose Amalfitani, Buenos Aires,  
Argentina  
Crusaders 30 v 26 Hurricanes  
Orangetheory Stadium, Christchurch,  
New Zealand

### Grand Final: 6 June

Crusaders 19 v 3 Jaguares  
Orangetheory Stadium, Christchurch,  
New Zealand

## AON UNI 7s SERIES

### TOURNAMENT 1: UNIVERSITY OF QUEENSLAND, 14-15 SEPTEMBER

#### Round 1: 14 September

Griffith University 22 v 5 Bond University  
University of Adelaide 28 v 5 University  
of Melbourne  
University of Queensland 24 v 7  
University of New England  
University of Canberra 12 v 17 University  
of Western Australia

#### Round 2: 14 September

Griffith University 24 v 5 University  
of Melbourne  
University of Sydney 29 v 0 University  
of Adelaide  
University Queensland 28 v 7 University  
of Western Australia



# match results

University of Technology Sydney 22 v 10 University of Canberra

**Round 3: 14 September**

University of Sydney 43 v 5 University of Melbourne  
Bond University 14 v 31 University of Adelaide

University of Technology Sydney 24 v 5 University of Western Australia  
University of New England 7 v 19 University of Canberra

**Round 4: 14 September**

University of Sydney 21 v 12 Bond University  
Griffith University 24 v 19 University of Adelaide  
University of Technology Sydney 31 v 14 University of New England  
University of Queensland 36 v 0 University of Canberra

**Round 5: 15 September**

Bond University 17 v 20 University of Melbourne  
Griffith University 19 v 10 University of Sydney  
University of New England 33 v 5 University of Western Australia  
University of Queensland 24 v 5 University of Technology Sydney  
Semi Finals: 15 September  
University of Adelaide 20 v 12 University of Canberra  
University of New England 15 v 27 University of Melbourne  
Griffith University 17 v 22 University of Technology Sydney  
University of Queensland 10 v 5 University of Sydney

**Finals: 15 September**

Bond University 34 v 12 University of Western Australia (9th Place Play-off)  
University of Canberra 34 v 7 University of New England (7th Place Play-off)  
The University of Adelaide 31 v 0 University of Melbourne (5th Place Play-off)  
Griffith University 0 v 24 University of Sydney (Bronze Medal Match)  
University of Technology 17 v 21 University of Queensland (Gold Medal Match)

**TOURNAMENT 2: BOND UNIVERSITY, 28-29 SEPTEMBER**

**Round 1: 28 September**

University of Queensland 26 v 21 University of Adelaide

Bond University 17 v 12 Griffith University

University of Technology Sydney 5 v 29 University of Canberra  
University of Melbourne 7 v 31 University of Sydney

**Round 2: University of Queensland**

University of Queensland 24 v 12 Bond University  
Griffith Adelaide 22 v 19 University of New England  
University of Canberra 0 v 24 University of Sydney  
University of Technology Sydney 26 v 24 University of Western Australia

**Round 3: 28 September**

The University of Adelaide 26 v 12 University of New England  
Griffith University 14 v 7 University of Queensland  
University of Sydney 17 v 14 University of Western Australia  
University of Canberra 29 v 5 Melbourne

**Round 4: 28 September**

University of Adelaide 12 v 12 Bond University  
University of Queensland 28 v 24 University of New England  
University of Western Australia 14 v 10 University of Melbourne  
University of Sydney 15 v 19 University of Technology Sydney

**Round 5: 29 September**

University of New England 14 v 19 Bond University  
University of Griffith 17 v 17 University of Adelaide  
University of Melbourne 7 v 40 University of Technology Sydney  
University of Western Australia 5 v 17 University of Canberra

**Semi Finals: 29 September**

Bond University 26 v 5 University of Western Australia  
University of Technology Sydney 19 v 21 University of Adelaide  
University of Queensland 15 v 0 University of Canberra  
University of Sydney 12 v 14 Griffith University

**Finals: 29 September**

University of New England 14 v 29 University of Melbourne (9th Place Play-off)  
University Western Australia 10 v 21 University of Technology Sydney (7th Place Play-off)

Bond University 14 v 26 University of Adelaide (5th Place Play-off)  
University of Canberra 12 v 10 University of Sydney (Bronze Medal Match)  
University of Queensland 7 v 21 Griffith University (Gold Medal Match)

**TOURNAMENT 3: UNIVERSITY OF ADELAIDE, 12-13 OCTOBER**

**Round 1: 12 October**

Griffith University 24 v 5 University of Melbourne  
University of Adelaide 0 v 24 University of Sydney  
University of Technology Sydney 12 v 27 University of Queensland  
University of Canberra 32 v 0 Bond University

**Round 2: 12 October**

Griffith University 28 v 19 University of Adelaide  
University of Western Australia 12 v 36 University of Sydney  
Bond University 28 v 17 University of Technology Sydney  
University of New England 0 v 38 University of Canberra

**Round 3: 12 October**

Griffith University 22 v 14 University of Western Australia  
University of Adelaide 33 v 0 University of Melbourne  
University of Technology Sydney 33 v 21 University of New England  
The University of Queensland 17 v 12 Bond University

**Round 4: 12 October**

University of Western Australia 19 v 27 University of Melbourne  
Griffith University 19 v 29 University of Sydney  
University of New England 0 v 38 University of Queensland  
University of Canberra 7 v 31 University of Technology Sydney

**Round 5: 13 October**

University of Western Australia 26 v 19 University of Adelaide  
University of Melbourne 0 v 42 University of Sydney  
Bond University 24 v 5 University of New England  
University of Queensland 25 v 5 University of Canberra

**Semi Finals: 13 October**

University of Adelaide 17 v 10 Bond University



University of Technology Sydney 27 v 0 University of Western Australia  
University of Sydney 24 v 17 University of Canberra  
University of Queensland 22 v 12 Griffith University

**Finals: 13 October**

University of Melbourne 17 v 12 University of New England (9th Place Play-off)  
Bond University 24 v 19 University of Western Australia (7th Place Play-off)  
University of Adelaide 24 v 21 University of Technology Sydney (5th Place Play-off)  
University of Canberra 14 v 17 Griffith University (Bronze Medal Match)  
University of Sydney 19 v 5 University of Queensland (Gold Medal Match)

**TOURNAMENT 4: UNIVERSITY OF CANBERRA, 26-27 OCTOBER**

**Round 1: 26 October**

University of Adelaide 26 v 7 University of Canberra  
University of Melbourne 0 v 5 University of Sydney  
University of New England 17 v 26 Bond University  
University of Queensland 14 v 12 University of Technology Sydney  
**Round 2: 26 October**

University of Western Australia 29 v 10 University of Melbourne  
University of Sydney 5 v 28 University of Adelaide

University 17 v 17 Griffith University  
Bond University 12 v 21 University of Queensland

**Round 3: 26 October**

University of Sydney 19 v 10 University of Western Australia  
University of Canberra 29 v 7 University of Melbourne  
University of Queensland 17 v 10 University of New England  
Griffith University 31 v 12 Bond University

**Round 4: 26 October**

University of Melbourne 7 v 42 University of Adelaide  
University of Western Australia 12 v 31 University of Canberra  
Bond University 19 v 45 University of Technology Sydney  
University of New England 12 v 22 Griffith University

**Round 5: 27 October**

University of Canberra 19 v 17 University of Sydney  
University of Adelaide 24 v 14 University of Western Australia  
Griffith University 22 v 0 University of Queensland

University of Technology Sydney 29 v 5 University of New England

**Semi Finals: 27 October**

University of Sydney 20 v 12 Bond University  
University of Technology Sydney 28 v 19 University of Western Australia  
University of Adelaide 19 v 22 University of Queensland  
Griffith University 26 v 12 University of Canberra

**Finals: 27 October**

University of Melbourne 12 v 52 University of New England (9th Place Play-off)  
Bond University 21 v 32 University of Western Australia (7th Place Play-off)  
University of Sydney 21 v 17 University of Technology Sydney (5th Place Play-off)  
University of Adelaide 26 v 31 University of Canberra (Bronze Medal Match)  
University of Queensland 21 v 14 Griffith University (Gold Medal Match)

## NATIONAL RUGBY CHAMPIONSHIPS

**Round 1: 31 August**

NSW Country Eagles 38 v 33 Sydney Apex Oval, Dubbo, NSW  
Melbourne Rising 22 v 47 Canberra Vikings  
Box Hill Rugby Club, Box Hill, QLD  
Brisbane City 22 v 22 Fijian Drua GSP Oval, Ashgrove, QLD  
Western Force 50 v 49 Queensland Country  
UWA Sports Park, Mt Claremont, WA

**Round 2: 7-8 September**

Fijian Drua 15 v 38 Western Force ANZ Stadium, Suva, Fiji  
Melbourne Rising 19 v 29 NSW Country Eagles  
AA Bailey Recreation Ground, Clarence Gardens, SA  
Brisbane City 52 v 26 Sydney  
Bond University, Varsity Lakes, QLD  
Queensland 36 v 23 Canberra Vikings  
Bond University, Varsity Lakes, QLD

**Round 3: 14-15 September**

Sydney 47 v 26 Queensland Country Woollarah Oval, Woollarah, NSW  
Canberra Vikings 36 v 35 Brisbane City Viking Park, Wanniasa, ACT  
NSW Country Eagles 24 v 24 Fijian Drua

# match results

WIN Stadium, Wollongong, NSW  
Western Force 38 v 19 Melbourne Rising  
UWA Sports Park, Mt Claremont, WA  
**Round 4: 21-22 September**  
Fijian Drua 76 v 29 Sydney  
Churchill Park, Lautoka, Fiji  
Western Force 45 v 28 Canberra Vikings  
UWA Sports Park, Mt Claremont, WA  
Melbourne Rising 49 v 7 Queensland Country  
Mars Stadium, Ballarat, VIC  
Brisbane City 24 v 19 NSW Country Eagles  
Ballymore Stadium, Herston, QLD  
**Round 5: 28-29 September**  
Canberra Vikings 41 v 28 Fijian Drua  
Viking Park, Wanniasa, ACT  
Queensland Country 42 v 26 Brisbane City  
Marley Brown Oval, Gladstone, QLD  
Sydney 26 v 40 Melbourne Rising  
Forshaw Rugby Park, Sylvania Waters, NSW  
NSW Country Eagles 38 v 24 Western Force  
Port Macquarie Regional Stadium  
**Round 6: 5-6 October**  
Canberra Vikings 36 v 26 Sydney  
Viking Park, Wanniasa, ACT  
Melbourne Rising 36 v 40 Fijian Drua  
Casey Fields, Cranbourne East, VIC  
Queensland Country 21 v 14 NSW Country Eagles

Bond University, Varsity Lakes, QLD  
Western Force 33 v 31 Brisbane City  
UWA Sports Park, Mt Claremont, WA  
**Round 7: 11-12 October**  
Canberra Vikings 27 v 19 NSW Country Eagles  
Viking Park, Wanniasa, ACT  
Sydney 33 v 57 Western Force  
Woollahra Oval, Woollahra, NSW  
Fijian Drua 26 v 24 Queensland Lawaqa Park, Sigatoka, Fiji  
Brisbane City 24 v 21 Melbourne Rising  
East's Rugby Club, Norman Park, QLD  
**Semi Finals: 19-20 October**  
Western Force 42 v 38 Brisbane City  
UWA Sports Park, Mt Claremont, WA  
Canberra Vikings 28 v 27 Fijian Drua  
Viking Park, Wanniasa, ACT  
**Grand Final: 26 October**  
Western Force 41 v 3 Canberra Vikings  
UWA Sports Park, Mt Claremont, WA

## U19 NATIONAL RUGBY CHAMPIONSHIP

AUSTRALIAN INSTITUTE OF SPORT, CANBERRA, ACT  
**Round 1: 28 September – 4 October**  
Brumbies 45 v 14 Melbourne Rebels  
Brisbane City 32 v 20 QLD Country  
Sydney 39 v 26 NSW Country

Rugby WA 19 v 29 Barbarians  
**Round 2: 6 October**  
Melbourne Rebels 6 v 59 NSW Country  
QLD Country 31 v 14 Rugby WA  
Brisbane City 36 v 0 Barbarians  
Brumbies 14 v 43 Sydney  
**Round 3: 9 October**  
QLD Country 28 v 24 Barbarians  
NSW Country 35 v 26 Brumbies  
Melbourne Rebels 7 v 45 Sydney  
Rugby WA 29 v 36 Brisbane City  
**Final: 12 October**  
Melbourne Rebels 24 v 47 Rugby WA  
(7th Place Play-off)  
Brumbies 43 v 10 Barbarians  
(5th Place Play-off)  
NSW Country 26 v 31 QLD Country  
(Bronze Medal Match)  
Sydney 19 v 43 Brisbane City  
(Championship Match)

## JUNIOR RUGBY CHAMPIONSHIP

AUSTRALIAN INSTITUTE OF SPORT, CANBERRA, ACT  
**Round 1: 29 September**  
NSW II 33 v 17 Barbarians  
Queensland Maroon 50 v 10 Victoria  
NSW I 47 v 5 ACT  
QLD White 14 v 22 Western Australia  
**Round 2: 1 October**  
Western Australia 24 v 66 NSW I  
QLD Maroon 24 v 12 Barbarians  
QLD White 10 v 13 ACT  
Victoria 17 v 17 NSW II JRC  
**Round 3: 3 October**  
ACT 31 v 29 Western Australia  
Barbarians 19 v 17 Victoria  
NSW II 12 v 51 QLD Maroons  
NSW I 59 v 19 QLD White  
**Final: 5 October**  
Victoria 31 v 14 QLD Whites  
(7th Place Play-off)  
Western Australia 19 v 33 Barbarians  
(5th Place Play-off)  
ACT 0 v 41 NSW II (Bronze Match)  
NSW I 20 v 31 QLD Maroon  
(Championship Match)

## U18s ACADEMY

**Round 1: 30 June – 6 July**  
Rebels 14 v 46 Reds  
30 June, Arthur Beachley Reserve,  
Sunshine, VIC

Rugby WA 41 v 0 Waratahs  
6 July McGillivray Oval, UWA Sports  
Park, Mt Claremont, WA  
**Round 2: 19-21 July**  
Rebels 32 v 33 Rugby WA  
19 July, Arthur Beachley Reserve,  
Sunshine, VIC  
Brumbies 32 v 29 Rugby WA  
21 July, Murrayfield Oval  
**Round 3: 15-22 September**  
Waratahs 0 v 19 Brumbies  
15 September, NSW Rugby Club,  
Daceyville, NSW  
Reds II 0 v 21 Brumbies  
22 September, Ballymore Stadium,  
Herston, QLD  
Reds 0 v 17 Waratahs  
22 September, Ballymore Stadium,  
Herston, QLD

## NATIONAL 7s CHAMPIONSHIP – YOUTH GIRLS

SUNSHINE COAST STADIUM, BOKARINA, QLD  
**Round 1: 30 November**  
Queensland I 68 v 0 Northern Territory  
Western Australia 56 v 0 South Australia  
New South Wales 36 v 14 National  
Indigenous  
Queensland II 24 v 10 Barbarians  
Australia Capital Territory 19 v 10  
Victoria  
**Round 2: 30 November**  
Queensland I 64 v 0 South Australia  
Western Australia 39 v 0 Northern  
Territory  
NSW II 27 v 5 Barbarians  
Queensland II 29 v 0 National  
Indigenous  
New South Wales I 36 v 0 Victoria  
**Round 3: 30 November**  
Queensland I 36 v 0 Western Australia  
Northern Territory 29 v 5 South Australia  
New South Wales II 27 v 10 Queensland  
National Indigenous 10 v 20 Barbarians  
New South Wales I 32 v 5 Australian  
Capital Territory  
**Round 4: 1 December**  
South Australia 0 v 50 National  
Indigenous  
Queensland I 34 v 0 Barbarians  
Western Australia 29 v 7 Queensland II  
New South Wales Girls 24 v 10  
Australian Capital Territory

Northern Territory 5 v 19 National  
Indigenous  
South Australia 0 v 31 Northern Territory  
**Semi Final: 1 December**  
Barbarians 10 v 14 Queensland  
Victoria 5 v 33 Australian Capital  
Territory  
Queensland I 37 v 5 Western Australia  
New South Wales I 27 v 5 New South  
Wales II  
**Final: 1 December**  
Barbarians 15 v 12 Victoria  
(7th Place Play-off)  
Queensland II 10 v 5 Australian Capital  
Territory (5th Place Play-off)  
Western Australia 17 v 12 NSW II  
(Bronze Medal Match)  
Queensland I 19 v 15 New South Wales  
(Gold Medal Match)

## NATIONAL 7s CHAMPIONSHIP – YOUTH BOYS

SUNSHINE COAST STADIUM, BOKARINA, QLD  
**Round 1: 30 November**  
NSW II 44 v 0 South Australia  
Queensland II 36 v 17 National  
Indigenous  
NSW I 45 v 0 Victoria  
ACT 45 v 5 Tasmania  
Western Australia 22 v 25 Northern  
Territory  
**Round 2: 30 November**  
NSW II 17 v 7 National Indigenous  
Queensland II 55 v 0 South Australia  
NSW I 55 v 0 Tasmania  
ACT 34 v 12 Victoria  
Queensland I 47 v 0 Northern Territory  
**Round 3: 30 November**  
NSW II 24 v 24 QLD II  
South Australia 22 v 14 National  
Indigenous  
NSW I 38 v 0 ACT  
Victoria 55 v 0 Tasmania  
Queensland I 41 v 0 Western Australia  
**Round 4: 1 December**  
South Australia 0 v 24 Tasmania  
NSW I 24 v 0 Western Australia  
NSW II 7 v 15 ACT  
Queensland I 36 v 5 Victoria  
Queensland II 33 v 5 Northern Territory  
National Indigenous 32 v 5 Tasmania  
**Semi Final: 1 December**  
Western Australia 0 v 29 NSW II

Victoria 41 v 10 Northern Territory  
NSW I 29 v 17 ACT  
QLD I 31 v 12 QLD II  
South Australia 0 v 36 Northern Territory  
**Final: 1 December**  
Western Australia 19 v 15 Northern  
Territory (7th Place Play-off)  
NSW II 24 v 19 Victoria (5th Play Play-off)  
ACT 24 v 0 QLD II (Bronze Medal Match)  
NSW I 17 v 14 QLD I (Gold Medal Match)

## NATIONAL SCHOOLGIRLS & U18s XVS CHAMPIONSHIPS

SYDNEY ACADEMY OF SPORT AND RECREATION, NORTH NARRABEEN, NSW, 11 – 13 JULY  
**Round 1: 11 July**  
U18 Brisbane QLD 34 v 0 ACT  
Schoolgirls White  
Sydney Junior Schoolgirls 7 v 0 Rugby  
WA U18  
NSW Country U17 29 v 0 Rugby SA U18  
ACT Schoolgirls Blue 5 v 15 Melbourne  
Rebels U18  
**Round 2: 11 July**  
U18 Brisbane QLD 10 v 0 Rugby WA U18  
Sydney Junior Schoolgirls 12 v 0 ACT  
Schoolgirls White  
NSW Country U17 5 v 19 Melbourne  
Rebels U18 Schoolgirls  
ACT Schoolgirls Blue 19 v 0 Rugby SA  
U18  
**Round 3: 12 July**  
U18 Brisbane 3 v 0 Sydney Junior  
Schoolgirls  
Rugby WA U18 14 v 7 ACT  
Schoolgirls White  
NSW Country U17 5 v 5 ACT  
Schoolgirls White  
Melbourne Rebels U18s Schoolgirls  
33 v 0 Rugby SA U18s  
**Final: 13 July**  
U18 Brisbane QLD 5 v 7 NSW Country  
U17 (7th Place Play-off)  
Sydney Junior Schoolgirls 15 v 5  
Melbourne Rebels U18s Schoolgirls  
(5th Place Play-off)  
Rugby WA U18 33 v 0 Rugby SA U18s  
(Bronze Medal Match)  
ACT Schoolgirls White 0 v 14 ACT  
Schoolgirls Blue (Gold Medal Match)



# Qantas Wallabies

MATCH	South Africa	Argentina	New Zealand	New Zealand	Samoa	Fiji	Wales	Uruguay	Georgia	England
Date	20/7/19	27/7/19	10/8/19	17/8/19	7/9/19	21/9/19	29/9/19	5/10/19	11/10/19	19/10/19
Kick Off (Local Time)	17:05	7:45	17:45	19:35	7:30	1:45	16:45	2:15	7:15	4:15
City	Johannesburg	Brisbane	Perth	Auckland	Parramatta	Sapporo	Tokyo	Oita	Shizuoka	Oita
Venue	Ellis Park	Suncorp Stadium	Optus Stadium	Eden Park	Bankwest Stadium	Sapporo Dome	Tokyo Stadium	Oita Stadium	Shizuoka Stadium Ecopa	Oita Stadium
Full Time Score	L 35-17	W 16-10	W 47-26	L 36-0	W 34-15	W 39-21	L 25-29	W 45-10	W 27-8	L 16-40
Half Time Score	14-10	10-3	16-12	17-0	22-3	12-14	8-23	19-3	10-3	9-17
Yellow/Red Cards	Taniela Tupou						Coleman, Salakala-Loto	Naisarani		
Cittings (suspensions)						Reece Hodge (citing)				
Referee	Paul Williams	Ben O'Keefe	Jerome Garces	Jaco Peyper	Paul Williams	Ben O'Keefe	Romain Poite	Mathieu Raynal	Pascal Guazere	Jerome Garces
Asst referees						Luke Pearce, Karl Dickson	Jerome Garces, Shuhei Kubo	Jerome Garces, Mathieu Raynal	Romain Poite, Mathieu Raynal	
Crowd	51,206	31,559	61,241	48,378	16,091	36,482	47,885	33,781	39,802	36,954
Tournament/Trophy	Rugby Championship	Rugby Championship	Bledisloe Cup	Bledisloe Cup		Rugby World Cup	Rugby World Cup	Rugby World Cup	Rugby World Cup	Rugby World Cup

Player	Wal caps	Wal pts	Pos	Cap	T	C	P	DG	pre 2019	Pos	Cap	T	C	P	DG	pre 2019	Pos	Cap	T	C	P	DG	pre 2019	Pos	Cap	T	C	P	DG	pre 2019	Pos	Cap	T	C	P	DG	pre 2019	Pos	Cap	T	C	P	DG	pre 2019	Pos	Cap	T	C	P	DG	pre 2019																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
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MILESTONES	Debut for Harry Johnson-Holmes and Isi Naisarani	Retain Puma Trophy	First ever Bledisloe Cup Test in Perth	Liam Wright Test debut. Wallaby #928	Rob Valetini Test debut. Wallaby #929	Wales first win over Australia in RWC match since 1987	Jordan Petaia becomes Wallaby #930	Rob Simmons becomes 11th Wallaby centurion	Australia conceded their most points in a RWC match (40). Previously 34 - on two occasions
	Return to Test arena for Nic White and James Slipper after hiatus	Return to Test arena for Christian Lealiifano after leukaemia battle	New ground record for sporting event at Optus Stadium (61,241)		First Australia v Manu Samoa Test match since 2011	29 points is most ever conceded by Australia in the Pool stage	Jordan Petaia becomes second youngest player to ever score at a RWC, at 19 years 204 days	Australia maintain perfect record (19-0) against Tier 2 Opposition at RWCs	Jordan Petaia became the fourth teenager and the second-youngest player to feature in an RWC elimination match
			Highest Test score v New Zealand (47)			At 35 years and 185 days old, Adam Ashley-Cooper is now the oldest RWC try-scorer for Australia.	James Slipper made his 94th test appearance and he scored his first test try.	Australia's first-ever game against Georgia in their Test history	Jordan Petaia became the first player born after 1 January, 2000, to score an RWC try.
			equal highest margin of victory against New Zealand (21)			Ashley-Cooper became the second Wallaby to play in four RWCs after George Gregan. His 18th RWC match	Petaia became the first player off the bench to make his 19th RWC appearance. That leaves him just one shy of George Gregan's Australia record.		Adam Ashley-Cooper came off the bench to make his 19th RWC appearance. That leaves him just one shy of George Gregan's Australia record.
			Most tries scored by Australia v New Zealand				It has taken Will Genia 15 RWC appearances to register his first try in the tournament.		
			First Test ever that Australia has defeated NZ when NZ have scored four or more tries.						

- Qantas Wallabies captain
- Qantas Wallabies debut



2019 Wal caps	2019 Wal tries	2019 Cons	2019 Pens	2019 DGs	2019 Points	Career Wal caps	Career Wal pts	Career Wal pts	Career Wal caps	
6	0	0	0	0	0	6	0	0	37	Alaalatoa, Allan
7	0	0	0	0	0	7	0	5	26	Arnold, Rory
4	2	0	0	0	10	4	10	100	121	Ashley-Cooper, Adam
3	0	0	0	0	0	3	0	0	6	Banks, Tom
9	1	0	0	0	5	9	5	156	92	Beale, Kurtley
7	1	0	0	0	5	7	5	20	38	Coleman, Adam
4	1	0	0	0	5			5	14	Dempsey, Jack
5	0	0	0	0	0	5	0	0	12	Fainga'a, Folau
3	1	4	2	0	19	3	19	622	71	Foley, Bernard
10	2	0	0	0	10	10	10	100	110	Genia, Will
6	5	0	0	0	25	6	25	60	37	Haylett-Petty, Dane
6	4	0	1	0	23	6	23	100	39	Hodge, Reece
8	2	0	0	0	10	8	10	95	99	Hooper, Michael
1	0	0	0	0	0			0	1	Johnson-Holmes, Harry
3	0	0	0	0	0			0	6	Jones, Luke
7	0	0	0	0	0	7	0	20	110	Kepu, Sekope
8	1	0	0	0	5	8	5	30	33	Kerevi, Samu
8	5	0	0	0	25	8	25	60	28	Koroibete, Marika
3	2	0	0	0	10	3	10	110	61	Kuridrani, Tevita
7	2	0	0	0	10			10	19	Latu, Silatolu
7	0	10	9	0	47	7	47	171	26	Leall'ifano, Christian
8	0	0	0	0	0	8	0	0	8	Naisarani, Isi
8	0	0	0	0	0	8	0	223	52	O'Connor, James
3	1	0	0	0	5	3	5	5	3	Petalaia, Jordan
1	0	0	0	0	0	4	0	40	72	Phipps, Nick
6	0	0	0	0	0	4	0	45	83	Pocock, David
1	0	0	0	0	0	4	0	125	90	Polota-Nau, Tatafu
8	0	0	0	0	0	4	0	5	25	Rodda, Izack
10	2	0	0	0	10	4	10	10	21	Salakaia-Loto, Lukhan
6	0	0	0	0	0	4	0	15	100	Simmons, Rob
8	0	0	0	0	0	4	0	5	63	Sio, Scott
10	1	0	0	0	5	4	5	5	96	Slipper, James
10	1	8	2	0	27	10	27	85	52	Toomua, Matt
8	0	0	0	0	0	4		10	19	Tupou, Taniela
7	0	0	0	0	0	4	0	5	9	Uelese, Jordan
1	0	0	0	0	0	4		0	1	Valetini, Rob
9	2	0	0	0	10	4	10	28	31	White, Nic
2	0	0	0	0	0	2	0	0	2	Wright, Liam



# RUGBY AU

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