

# 2021 Annual REPORT

Discipline // Respect // Integrity // Passion // Team Work



# RUGBY AU

# Who we are

## RUGBY AUSTRALIA EXECUTIVE & MEMBERS



### **PATRON**

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

### **CHAIRMAN**

Mr Hamish McLennan

### **PRESIDENT**

Mr David Codey

### **RUGBY AU MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER**

Mr Andy Marinos

### **RUGBY AU BOARD**

Mr Hamish McLennan, Chairman  
Mr Brett Godfrey, Director  
Mr Daniel Herbert, Director  
Ms Pip Marlow, Director  
Mr Phil Waugh, Director  
Ms Karen Penrose, Director  
Dr Jane Wilson AO, Director  
Mr Matthew Hanning, Director  
Mr Andy Marinos,  
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  
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

### **LIFE MEMBERS**

Mr John Bain OAM (deceased)  
Mr Norbert Byrne AM (deceased)  
Sir Nicholas Shehadie AC OBE  
(deceased)  
Mr Phil Harry AM  
Mr John Howard OAM  
Mr Peter Crittle AO  
Mr Richard McGruther AM OBE

### **WORLD RUGBY REPRESENTATIVES**

Dr Brett Robinson, World Rugby  
Council, Executive Committee and  
Community Rugby Committee  
Mr Hamish McLennan, World Rugby  
Council and Finance Committee  
Ms Pip Marlow, World Rugby  
Council, Audit & Risk Committee  
and Rugby World Cup Board  
Mr Andy Marinos, Professional Game  
Committee

### **SANZAAR REPRESENTATIVES**

Mr Hamish McLennan, SANZAAR  
Executive Committee  
Mr Andy Marinos, SANZAAR  
Executive Committee

### **AUDITORS**

KPMG

\* The Board acknowledges the service of the  
following in 2021: Former Director Hayden  
Rorke and former interim CEO Rob Clarke





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# The year that was



## Chairman's Report Hamish McLennan

### MUCH LIKE LAST YEAR,

our game's greatest achievements in 2021 were a testament to the Rugby community's strength, resilience, and passion — these traits ensuring not only our survival as a game but also our resurgence. While we were not confronted by the difficult decisions that plagued our game in 2020, we again faced challenges this year. However, I am pleased to confirm our game has again risen to the challenge and tackled it head-on.

Our community game has rebounded, with participation numbers not only returning to their previous heights but exceeding some expectations. This would not be the case were it not for the tireless work of our army of volunteers and players across the country. On behalf of everyone at Rugby Australia (RA), I would like to extend our most sincere thanks to every member of our game.

As you all know, our game is one of rich history and celebration, and I'm proud that our year commenced with a return to a traditional gold for our national teams. Following a nail-biting vote, all our national teams have since anchored their on-field look with a nod to our nation's World Cup-winning heritage.

Voted on by some of the game's

most influential figures, a decision was made to return our Wallabies' jersey to a look with prestigious heritage, the same golden thread worn by the immortal 1991 World Cup-winning side. I'd like to thank all who helped make this happen, particularly our major partner, ASICS.

As we continued to make strides early on in the year, we kicked off a new era for our game, where for the first time in the history of the competition, Super Rugby was available on free-to-air television. Our landmark partnership with Nine and Stan saw our Rugby heroes become more accessible than ever before.

We were also incredibly pleased to be able to welcome another iconic brand to the Rugby family, with the confirmation of Cadbury as principal partner of the Wallabies and major partner of the Wallaroos. This partnership will see the highly regarded Cadbury logo take pride of place on the front of the Wallabies jersey for the next five years as we continue with our mission to build a sustainable game.

It's moments like these we hope will be incorporated into the new Australian Rugby Museum, with plans announced in 2021, in which we hope to house priceless items of Australian

Rugby's history and celebrate iconic moments in the game's past.

In another significant milestone, our bid to host Rugby World Cup 2027 was officially launched during a spectacular event at the Museum of Contemporary Art in Sydney in May, which culminated in the lighting up of the sails of the Sydney Opera House with iconic images of the Rugby community. Images of this spectacular scene were displayed around the world, declaring our intention to return the game's showpiece tournament to Australian soil for the first time since 2003.

As an administration, we believe a home Rugby World Cup will provide an unrivalled opportunity to grow the game by attracting further investment, participants, officials and volunteers, leaving a lasting legacy for Rugby in our country, our region and across the world.

Later in the year, we also welcomed the news from World Rugby that we had been named the preferred candidate for the 2027 event, which means that as a business, we are now working exclusively in partnership with World Rugby to finalise with Australia on our hosting model for the event. We also began initial conversations with World Rugby around the potential to also bid to host RWC 2029.





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**“Our community game has rebounded, with participation numbers not only returning to their previous heights but exceeding some expectations. This would not be the case were it not for the tireless work of our army of volunteers and players across the country.”**

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This year also saw further changes to RA's Board, where we welcomed Dr Jane Wilson AO, Ms Karen Penrose and Mr Matthew Hanning to the Board. I'd also like to thank outgoing board director Mr Hayden Rorke who retired during the 2021 AGM.

As we look to the year ahead, I'm excited to again see our game prosper, and I know the community is as excited as I am to see their teams run out for their first Test of the 2022 season.

#### **2021 SCORECARD**

Given the instability of the 2021 reporting year, this Annual Report does not include a Corporate Scorecard and the corresponding scores.

Despite this, our strategic vision of 'inspiring all Australians to enjoy our game' remained, and I am pleased that the commentary in this report reflects our progress in achieving this.

As you know, our game has a powerful heartbeat across the country, and the administration will continue to work tirelessly to grow the game.

# The year that was



## CEO's Report Andy Marinos

### AS I REFLECT ON 2021,

despite being a year that presented new challenges for the entire Rugby community, I am pleased to report we have so far managed to navigate our way through these unpredictable times, shown resilience and effective team work to rise above the challenges confronting our industry. The green shoots of recovery are coming through as RA embarks on an exciting future for the game in our country.

I have been encouraged by the overwhelming support and positivity that surrounds our game at all levels despite the setbacks. Our ability to pivot, reset and refocus has been a hallmark of how we have continued to be successful in what has been an unpredictable environment. I remain very positive and excited to continue to lead our game into a more certain future.

There is no doubt our game felt the effects of COVID-19 again in 2021, however it was a year to be celebrated as our game was again full of positive stories that I hope this report conveys. From the successful delivery of our domestic competitions leading into our much-anticipated and successful international windows, the resumption of our Sevens game and securing 'preferred candidate' status for our bid to host RWC 2027 and initial conversations regarding a potential bid for RWC 2029, our game is entering an exciting new chapter with 2022

kicking off a golden decade for Rugby in Australia.

The 2021 season saw the introduction of our new broadcast partner in Nine Entertainment Co. and Stan Sport, with our game available on free-to-air for the first time in Super Rugby history. This unique blend of linear and streaming platform delivery within one media house has given the game exclusive access across multiple mediums and driven both awareness and promotion of the game. In this our first year of our new relationship, viewership across all professional areas of the game was significantly increased year on year. This was evidenced by an increase of our television audience by an average of 244% on a YoY comparison. Our weekly averages in both Super Rugby and across our international windows were all materially up on historical averages. This coupled with the integrated coverage of Shute Shield and Hospital Cup ensured the game from the community to the professional tiers was covered in a more comprehensive manner.

In-game attendance also surged, with the competition seeing the biggest crowd in more than five years before a blockbuster Super Rugby AU Grand Final at Suncorp Stadium saw 41,637 passionate fans fill the stadium to watch the Queensland Reds claim victory over the Brumbies. That same match also saw the television audience

peak nationally at 464,000 during the dramatic final stages, with the average audience up 232% from the 2020 Final, which was also played between the two sides.

Our passionate fan base then continued their Rugby journey as the Wallabies welcomed France to our shores. The first northern hemisphere tour side since the outbreak of the pandemic. A disrupted schedule saw the Wallabies move their opening match to Suncorp Stadium, where they drew first blood before France claimed victory during the second Test in Melbourne. However, Suncorp Stadium remained the fortress our Wallabies know it to be when they defeated France in a 33-30 thriller in the third and final Test, with the team retaining the Trophée Des Bicentennaires.

Your men in gold then continued their campaign in their new-look jersey, inspired by our 1991 World Cup-winning heritage. We again welcomed New Zealand and Argentina while South Africa re-joined The Rugby Championship after missing the tournament due to COVID-19 in 2020.

The Rugby Championship saw Queensland play host to four weekends of historic Test match double-headers, the first of their kind anywhere in the world, with matches on the Gold Coast, Brisbane and Townsville – with the latter the scene of the 100th Test match between New Zealand and South Africa.



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**“I have been encouraged by the overwhelming support and positivity that surrounds our game at all levels despite the setbacks. Our ability to pivot, reset and refocus has been a hallmark of how we have continued to be successful in what has been an unpredictable environment.”**

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The 2021 international season provided an opportunity for us to revisit our eligibility policy, which within the context of a COVID impacted environment, required adaptability and enhancement, all of which were achieved. I believe we have now landed on a fit for purpose policy that promotes the international game while protecting our domestic offering.

The 2021 season also saw the commencement of our Australian Sevens Olympic campaign. Warm-up games in New Zealand and then Townsville against our Oceania neighbours provided valuable game time for both our men's and women's teams as they played their first international opposition since the start of 2020. Both programs then continued to navigate the difficulties of the pandemic, basing themselves in Queensland before departing for Tokyo. It was a tough tournament for both our teams. A disappointing showing in the pool phase saw both our teams fall short of the finals, with our men's and women's teams finishing seventh and fifth, respectively.

Following a comprehensive review of the program, and a change of leadership for both the men's and women's programs I'm excited by the prospect of a blockbuster 2022 with the Commonwealth Games in Birmingham and a Rugby World Cup in South Africa. Our teams end of year results in Dubai, with the women

winning back-to-back titles and our men finishing second, highlights the progress being made as we build into the new year and keep one eye on the 2024 Olympics.

Arguably one of the biggest disappointments was the cancellation of the Wallaroos' international program. Using this time effectively we have assembled a new coaching and management team, that we believe will continue to build on the Wallaroos program as we look ahead to Rugby World Cup 2022. The Buildcorp Super W, played in a unique competition construct on the Central Coast, ensured we were able to successfully deliver an action-packed competition in the height of a COVID-impacted season. This competition again provided our ladies with an avenue to further refine their skills and test themselves against their teammates.

In our game's community heartland, I'm pleased to report that overall player participation grew substantially to reach pre-COVID levels in 2021, with junior club XV's registrations up 13% and senior club XV's registrations up 14% compared to 2020. Meanwhile female registrations continued their growth with an overall increase of 28% across club XV's, which is underpinned by increased development programs and the implementation of new competitions.

Looking to 2022, it promises to be a momentous year on several fronts,

with the inaugural season of Harvey Norman Super Rugby Pacific and an expanded Buildcorp Super W, a much-anticipated inbound Test series against England and the Buildcorp Wallaroos entering the Pacific Four competition and heading to New Zealand for the Rugby World Cup. It is also a huge year for our Sevens players, with the Commonwealth Games and World Cup Sevens on the horizon.

We also hope to see our confirmation as host of Rugby World Cup 2027 and 2029, with a decision from World Rugby Council expected in May 2022.

Hosting the Rugby World Cup is a once-in-a-generation opportunity for Australia, which would bring enormous benefits for our nation's economy and create a lasting legacy for the game in our country and our region.

I would like to acknowledge and thank our Member Unions, RUPA and the Super Rugby Clubs for their hard work and support during a difficult 2021. Through our shared values of trust, integrity, transparency, accountability and working in Union, together we were able to deliver Rugby in 2021

These next few years will be crucial as we re-establish our game, and I encourage the broader Rugby family to join us on the journey.

# 2021 milestones

HOW THE YEAR PANNED OUT . . .



01 JAN

RA confirms the new Gold Jersey to be worn by all national teams. Teams will wear the identical colour as the 1991 Rugby World Cup winning jersey.

Community Rugby kicks off across the country, with RA later seeing an 8% increase in registrations nationally.

Super Rugby AU celebrates its first ever competition wide First Nations round.

03 MAR



Cadbury



RA announces bid to host the 2027 Rugby World Cup.

Cadbury sign five-year deal as Principal Partner of the Wallabies and major partner of the Wallaroos.

The Australian Sevens play their first international games in nearly 500 days.

Bond University win their first Aon University 7s Series crown.

05 MAY

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE



Harvey Norman Super Rugby AU kicks off a new-era for Super Rugby with Channel Nine broadcasting the first ever Super Rugby match on free-to-air TV.

02 FEB



The Queensland Reds win their first Super Rugby title in 10 years. The match sets both record attendance (41,637) and broadcast viewership (464,000)\*



\*Audience figure does not include those who watched on Stan Sport or 9Now

04 APR



The Wallabies face France for a three-Test series, defeating them 33-30 in the third and final match to retain the Trophée Des Bicentennaires.

06 JUN





The Australian Sevens kicked off their long awaited Olympic campaign in Tokyo, Japan.

NSW Waratahs win their fourth straight Buildcorp Super W title at Coffs Harbour.

Damon Murphy takes control of the Olympic Gold Medal final between Fiji and New Zealand.

07 JUL



09 SEP

Rugby Australia and New Zealand Rugby confirm Super Rugby Pacific as the new provincial competition.

Super Rugby Pacific welcomes the Fijian Drua and Moana Pasifika to the competition.

Australia is announced as the preferred candidate for the 2027 Rugby World Cup.



11 NOV



JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

The 2021 eToro Rugby Championship kicks-off in Australia.

Rugby Australia announces plans to build an Australian Rugby Museum.

08 AUG



10 OCT

The Wallabies' Spring Tour commences with Australia defeating Japan to claim their longest winning streak (five matches) in six years.

Nic Berry, Angus Gardner and Damon Murphy appointed to officiate at the Six Nations marking Australia's largest ever representation at the tournament.

12 DEC

Australian Women's Sevens win back-to-back titles in Dubai as the World Sevens Series resumes.



# 2021 in brief

THE YEAR THAT WAS . . .

## Our Vision

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

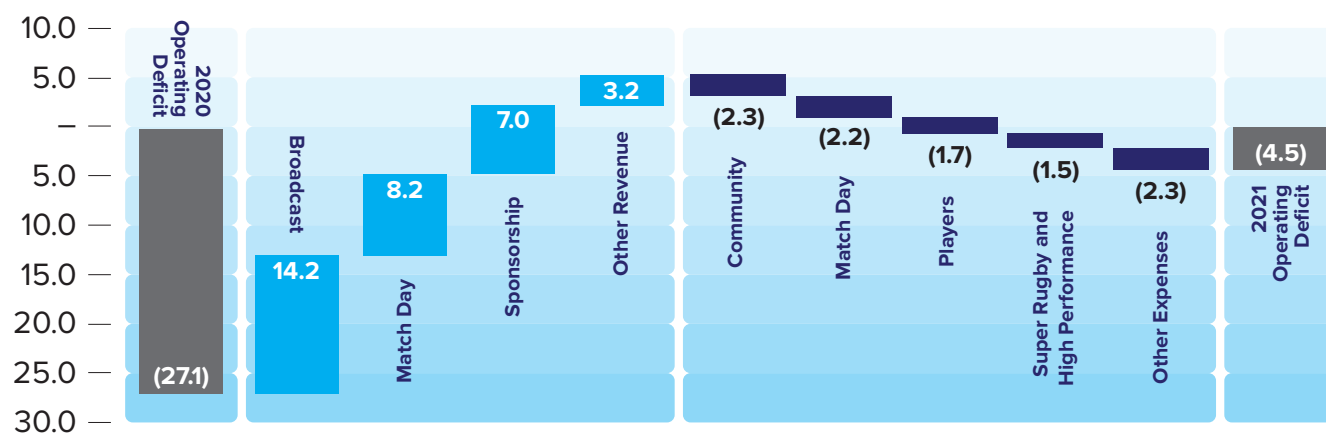
IN 2021 WE FOCUSED ON:

- 1 Our Community:**  
Make Rugby a game for all
- 2 Our Fans:**  
Ignite Australia's passion for the game
- 3 Our Elite Teams:**  
Build sustainable success in the professional game
- 4 Our Administration:**  
Create excellence in how the game is run
- 5 Our Bid:**  
Secure Hosting rights for Rugby World Cup 2027

## Financials

### Deficit - 2021 v 2020 \$m

This graph shows changes in revenue and expenditure from 2020 to 2021.







STRATEGIC PILLAR 1

**RUGBY**  
**AU**

**our community**  
Make Rugby a game for all



# Outcomes

Community Participation // Community Coaches // Match Officials // Diversity & Inclusion // Safety & Welfare



## Community Participation

**WITH THE 2020 SEASON BEING** heavily disrupted by COVID-19, the Rugby community was hopeful of a full season and return to normality in 2021. Unfortunately, this was not possible with several States facing restrictions which prevented Rugby from being played at different stages throughout the year, with several competitions coming to a premature end.

Rugby clubs and their volunteers across the country went above and beyond their roles and responsibilities again to comply with all Government restrictions aimed at stopping the spread of COVID-19 in the community and providing a safe environment for all participants.

Notwithstanding the challenges of 2021, overall player participation grew substantially to reach pre-COVID levels. The overall breakdown of player participation is now vastly different to what it was in 2019, however it has presented Rugby with a great opportunity to achieve ongoing growth. In 2021 junior club XVs registrations were up 13% and

senior club XVs registrations were up 14%, when compared to 2020. Senior club XVs registrations are still only at 71% of 2019 registrations, however junior club XVs registrations surpassed 2019 registrations by 20%. Female registrations continued their surge with an overall increase of 28% across club XVs, underpinned by development programs, new competitions and growing media interest.

Participation in club Sevens competitions declined by 16% with uncertainty around COVID-19 related restrictions in NSW and Victoria, however many tournaments were able to take place in 2021 and total registrations in that category increased by 52% in males and 57% in females.

When regular competitions resume and restrictions on travel cease, registrations in clubs and tournaments are expected to grow substantially.

The Get Into Rugby program in the club environment is continuing to establish itself as a great introductory program for girls and boys between 5 and 8 years of age, increasing 64% on 2020 registrations.

Pleasingly the increase in overall registrations was largely due to more

girls joining the program than ever before, with participation almost triple what it was in 2019. Whilst still very much in its infancy, the program is well placed to continue on the current trajectory in 2022.

Despite recording a 6% decline in 2021, Touch 7s in the club environment performed well considering COVID-19 related restrictions impacted delivery in NSW and Victoria.

Touch 7s provides an avenue for people of all ages to stay involved with Rugby and this was increasingly evident in 2021 with senior registrations growing by 49%.

In the school environment, participation in Rugby's Sporting Schools programs was again heavily impacted by COVID-19 but still increased 20% on 2020. This was a very strong result and despite being well below 2019 levels, Rugby is well placed to continue growing in 2022. School competitions fared similarly with many being impacted again in 2021. The largest increase came in 7s competitions with overall growth of 51% that was comprised of 36% growth in females and 61% growth in males.



## Community Coaches

Throughout 2021 RA worked in conjunction with the Member Unions to build an ecosystem that inspires, develops and supports the coaching community. The importance of having a unified approach to ensuring all players have access to a quality coach was evident through the establishment of ambitious targets for 2021 (see table below).

The initiatives delivered across 2021 have coach development well placed to progress quality coaching which retains people in the game, supports performance potential and sustains our Rugby ecosystem.

In January we had the first Performance (Level 4) Coach intake since 2018 that was supported by a Performance Coach Mentor group which included Tim Walsh, Nathan Grey, John McKee, Matt Williams, Chris Malone, and Adrian Thompson.

In March we launched the Digital Coaching Hub, powered by Slocoach, which provided eight-week training programs for every coach from Under 6s to Under 18s, and a catalogue of quality coaching resources. Across April and May five webinars were delivered on specific coaching topics and made available to all coaches within the Oceania region. Coaches from the Wallabies and Super Rugby clubs also joined the webinars to assist in upskilling community coaches while building capability and confidence.

Throughout the year, RA provided technical support, workforce training and course delivery support with a focus on building capability (knowledge, skills and experience) and capacity (numbers) in each Member Union.

Item	2020	2021 Target	2021 Actual
All coaches have Smart Rugby	65%	100%	81%
Registered Coach – Player ratio	1:23	1:10	1:14
World Rugby Licensed Trainers and Educators	120	10% increase	25% increase



In March we launched the Digital Coaching Hub, which provided eight-week training programs





# Outcomes

Community Participation // Community Coaches // Match Officials // Diversity & Inclusion // Safety & Welfare

## Match Officials

RA delivered a comprehensive online training and education program throughout 2021. As a result of the online delivery, which was also required in 2020, average attendance increased as did satisfaction with the online program, especially from regional associations where face-to-face delivery is not always possible.

Each year the standard of match officiating is noted as one of the highest-ranking components of the game which contributes to overall satisfaction and enjoyment of players. As a result, RA is focused on raising the profile the position has within the game as well as reminding all involved with Rugby of the behaviours expected of them. These initiatives, combined with the online training and education program, yielded positive results in 2021 with over 9% growth in the number of registered match officials, and pleasingly the number of registered female match officials grew by 24%. RA has also prioritised capability building with Referee

Associations around the country to enhance outcomes in their respective regions. Association Presidents have been engaged to provide an overview of the governance within their region as well as their priorities to develop appropriate action plans.

## Diversity & Inclusion

RA is committed to inclusion and took steps throughout 2021 to better support key organisations within the Rugby community to enable more people to participate in our game. A critical component of RA's successful Participation Grant from Sport Australia was the involvement of the Lloyd McDermott Foundation, GingerCloud Foundation and Special Olympics Australia. Each organisation will be involved in the expansion of Get into Rugby and Touch 7s in 2022 and be supported by RA and the relevant Member Union.

The First Nations Rugby Committee, a joint venture between RA and Lloyd McDermott Foundation, welcomed new members and outgoing

Independent Chairperson Terri Janke was replaced by Sonja Stewart. The First Nations Strategy is built across the pillars of Cultural Respect, Health, Aspiration and Connection and throughout 2021 highlights included the permanent inclusion of First Nations designed artwork on the numbers of Wallabies jerseys, national 7s teams wearing a First Nations jersey, several Welcome to Country ceremonies, the Ella 7s tournament on the Central Coast and opportunities for young Aboriginal and Torres Strait Islanders to act as flag bearers at domestic Wallabies matches.

RA continued its partnership with Our Watch to guide and support its gender equality work as well as Pride in Sport to support the inclusion of people with diverse sexualities and genders. The Department of Foreign Affairs and Trade (DFAT) and Oceania Rugby in partnership with RA continued to deliver successful sport for development programs in the Pacific, despite challenges with COVID-19. Get Into Rugby PLUS has made a significant impact in both Fiji

Rugby Australia is committed to inclusion and took steps throughout 2021 to better support key organisations within the Rugby community







and Samoa in 2021 through coach development, skill development and most importantly through promotion of gender equality to eradicate violence against women.

## Safety & Welfare

With COVID-19 impacting each State and Territory differently, Government regulations on community sport varied across the country. RA provided guidance to affected Member Unions on Return to Play requirements to ensure all players prepared appropriately, to minimise their risk of injury, before recommencing matches in 2021.

Safety is a key driver of participation and through the Player Engagement and Satisfaction survey we know a major reason why people do not participate in Rugby or stop playing Rugby, and other contact sports, is risk of injury.

RA strives to make the game as safe, fair and inclusive as possible through the development of policies, workforce education and modifications of laws.

In 2021 a strategy was developed that was built around these three pillars to ensure a comprehensive and holistic approach which targeted players, coaches, match officials, administrators and medical personnel. Some initiatives were moved to 2022 due to challenges associated with COVID-19, such as a review into the Size for Age Policy. In 2021 a thorough analysis of Blue Cards issued since 2018 was undertaken, it became mandatory for all coaches and match officials to have a Smart Rugby qualification, Front Row Passport and Activate continued to be rolled out across the country and Game On was trialled in four competitions across Victoria, Queensland and NSW.

These initiatives will continue into 2022 along with several additional measures to assist with player recruitment, retention and development.

# A message from Sport Australia

## THE AUSTRALIAN SPORTS

**COMMISSION (ASC)**, comprising Sport Australia and the Australian Institute of Sport (AIS), is proud to lead, support and grow Australian sport at all levels.

On behalf of the Australian Government, we nurture and develop community sport through areas such as volunteering, community coaching and governance. Our vision in high performance sport is to create sustainable success that inspires all Australians.

We are living through tumultuous times and a global pandemic, but we are supporting Australian sport to thrive.

Across 2021-22 we oversaw an unprecedented four Olympic and Paralympic campaigns in the space of eight months. An equal-record 17 gold medals at the Tokyo Olympics, followed by a record four medals at the Beijing Winter Olympics, is testament to how our athletes and sports are excelling.

More so, it has been inspiring to see how our Olympics, Paralympic and Commonwealth Games athletes continue to represent Australia so proudly with humility and respect, reinforcing their status as important role models.

The upcoming Birmingham Commonwealth Games in 2022 provides another opportunity to inspire Australians to get involved in sport.

The unprecedented challenge of the global COVID-19 pandemic has required incredible resilience as a society and within our sport sector. We know sport is playing a crucial role in the nation's rebuilding efforts.

In March 2022, we welcomed our new CEO, Kieren Perkins OAM, who will oversee Sport Australia and the AIS. His role will be connecting Australian sport from our grassroots sporting fields to our international representatives.

This connection is crucial, and we are immensely proud of our many programs and initiatives that support this involvement with sport.

Through our Participation Grants, Sporting Schools program, Regional



Sport Events Fund, Local Sporting Champions and Local Para Champions program we're helping Australians of all ages and abilities get active and lead happier, healthier lives.

The ASC is a strong advocate for greater diversity in sport. As one example, our Women Leaders in Sport (WLIS) programs, with support of the Office for Women, provides women with valuable leadership development opportunities on and off the field.

Our focus is on building sustainable success. Every action we take today must have positive and lasting impact well into the future as we lead a new era towards Brisbane 2032 and beyond.

Funding is critical to high performance sport and we thank the Australian Government for their ongoing commitment. The AIS has already committed funding to sports for the entire 2024 Paris Olympic and Paralympic cycle. This \$257m announcement is historic and meets the needs of sports to plan ahead with greater certainty. By the end of this year, we'll give the same certainty to our Winter Games team for 2026.

We care about people in sport. We're putting athletes first because we want them to be successful in sport and life.

We are providing \$14.6m a year in direct funding to athletes via our dAIS grants, but this is complemented by world-class athlete support in mental



health and wellbeing services. As one example, the AIS Mental Health Referral Network received 444 referrals in 2021, a rise of 68 per cent.

Additionally, the AIS is supporting our athletes and sport through innovation and technology, medicine and sport science, wellbeing and community engagement, coaching and leadership, as well as high performance facilities.

The announcement of a home Olympic and Paralympic Games in Brisbane in 2032 provides an incredible opportunity to unite Australia through sport. It can be a catalyst to drive participation and strengthen our volunteer workforce, as well as identify, develop, support and progress talented athletes.

Brisbane 2032 has become a beacon to aim towards, aligning our sports, our infrastructure and our communities to leave a positive legacy for Australia.

This is a pivotal time for our sector and the green and gold runway provides an opportunity to consider the role that each of us can play in making Australia stronger through sport.

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

**Josephine Sukkar AM**

Chair of the Australian Sports Commission





**STRATEGIC PILLAR 2**



**our fans**

**Ignite Australia's  
passion for the game**



# Outcomes

Match Attendance & Membership // Broadcast Audiences // Digital Audiences // Sentiment



## Match Attendance & Membership

**2021 SAW THE RETURN OF THE** full international rugby calendar for the Wallabies who played eight Test matches on home soil.

The lifting of COVID restrictions in many states saw crowds return to the stands, in particular across Queensland where the Wallabies played six of their eight matches.

The three-match series against France kicked off the Wallabies 2021 campaign with 72,000 fans enjoying the series. The original Test schedule was changed due to the Delta outbreak in NSW meaning the first Test at the Sydney Cricket Ground was moved to Suncorp Stadium Queensland seven days before the Test.

Despite this short sales timeframe 17,821 fans attended the rescheduled first match at Suncorp Stadium which was played on a Wednesday evening. This was followed by 20,114 at AAMI Park in Melbourne.

The final Test of the series returned to Suncorp Stadium in Queensland and the easing of COVID restrictions saw 34,164 fans able to attend the series finale.

52,724 fans attended the Wallabies third game of the Bledisloe Cup at Optus Stadium in Perth. Crowd numbers were severely impacted by the change of date which led to the match being played on Fathers' Day and two weeks before the AFL Grand Final.

Additionally, the travel restrictions imposed by the pandemic make it difficult for non-WA based Wallabies fans to attend.

Of the tickets sold to the original fixture over 3,000 were refunded as a result of the date change.

The 2021 eToro Rugby Championship was played as blockbuster double headers across Queensland on consecutive weekends from 12 September to 2 October.

15,191 fans attended game one (Australia v South Africa and Argentina v New Zealand) at CBUS Stadium, Gold Coast, followed by 28,215 fans at Suncorp Stadium for the same matches.

The third and fourth weekend's games were Australia v Argentina and South Africa v New Zealand, with 23,184 fans descending on Queensland Country Bank Stadium, Townsville for the stadium's first ever international Rugby Test, and

20,441 at CBUS Stadium, Gold Coast respectively. The Delta wave of COVID that hit Queensland in October impacted the second CBUS Stadium Test as the sell-out crowd was reduced to 75% capacity the week of the Test.

## Broadcast Audiences

In the first year of Rugby Australia's broadcast partnership with Stan Sport and Channel Nine, viewership across all professional areas of the game was significantly increased year on year. Super Rugby AU's weekly average cumulative audience was 207,302 across Stan Sport and 9 GEM, with weekly viewing peaking for the Super Rugby AU final.

A total of 296,000 viewers tuned in to 9 GEM alone to watch the Queensland Reds versus the Brumbies in the inaugural final of the Super Rugby AU competition played on free-to-air.

Viewership remained strong into the Super Rugby Trans-Tasman competition with a weekly average cumulative audience of 177,432 across Stan Sport and 9 GEM.

Of note, the aggregate total of the Stan Sport audience was lower in the



earlier rounds given the new offering of the platform, and its launch for round one.

Continued promotion and growth over each round saw notable subscriptions increases each week, however Stan Sport does not publicly release standalone broadcast figures.

The two Bledisloe Cup matches played in New Zealand recorded higher audience numbers on 9 GEM in 2021 than in 2020 with 420,000 and 452,000 tuning in respectively for the games on free to air broadcast with an equal if not greater audience also tuning in on Stan Sport.

Over the rest of The Rugby Championship series played in Australia, the average cumulative audience per Test was 736,019 on Stan Sport and 9 GEM.

## Digital Audiences

Rugby Australia's owned channels once again performed well in 2021, continuing the growth trajectory seen in 2020. RUGBY.com.au remained central to RA's content marketing strategy and as a result saw page views increase news increase by 65% to just under 17 million views.

Dwell time on the site remained constant however total video views grew by 600% YoY. Emerging digital channels performed well across all Rugby Australia brands with content being consumed across Instagram Reels and Tiktok at increasingly high levels throughout the year. Short format, agile and responsive format has been well received by audiences and as a result RA social channels have grown on average by 54.53% YoY. The highest growth channel is RUGBY.com.au by 65.1% on Facebook.

First party data growth was a key priority in 2021 and Rugby AU's subscriber list "Team Rugby" has grown by 24% YoY. Adding value to subscribers through exclusive news, content and first access to tickets has contributed to this but the "Back Our Bid" for Rugby World Cup 2027 campaign has been the main driver of new subscribers to the database.

## Sentiment

Media sentiment again continued to improve in 2021, with 90% of media categorised as either balanced or positive coverage of the game. This editorial coverage was bolstered by greater engagement from the domestic Super Rugby AU season as well as the Wallabies success both

against France and during the Rugby Championship.

Four waves of research were carried out in 2021 to measure brand sentiment and engagement across all areas of the game. Off the back of a successful Super Rugby AU season and the Wallabies record six back-to-back wins overall feeling towards Rugby in Australia, Super Rugby and in particular the Wallabies have shifted positively during 2021 amongst the general population and Rugby fans.

Of those surveyed, 39% of the total population said that they felt more positive towards rugby in Australia, 30% said they felt more positive towards Super Rugby and 43% towards the Wallabies at the end of 2021 compared to the start of the year. These numbers rose within Rugby Union fanatics to 59%, 61% and 62% respectively.

Engagement with the Wallabies has remained relatively stable throughout the course of 2021. At a total population level, 45% of Australians were either highly or moderately engaged with the Wallabies during wave three (during the France Test

Series), with this dropping slightly to 42% in wave 4 (the Spring Tour).

In line with higher engagement there was increased affinity with the Wallabies during the international season. Despite a lack of game time in 2021 affinity with the Wallaroos remained constant.

Some standout performances in the Rugby Championship by the Wallabies meant that amongst Rugby Union fans it was the most enjoyable series of the 2021 international season. This was closely followed by the Spring Tour. As a result 22% of the total population said they are likely to watch a Wallabies match next year, while 14% said they'll attend a match live in 2022.

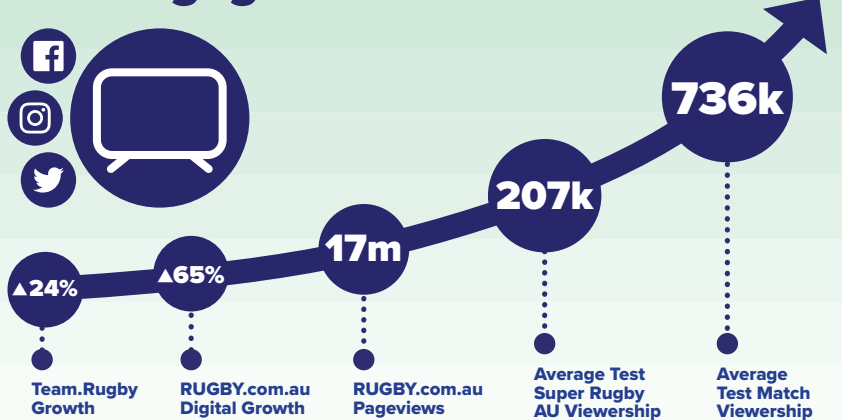
A number of key campaign messaging statements experienced minor uplifts during the Super Rugby and international season. Uplifts were observed for "Rugby is an enjoyable game to watch" (+2) and "I see coverage of Rugby everywhere" (+2).

Unfortunately, Rugby's Net Promoter Score amongst total population is -25 however amongst Rugby Union fanatics it remains constant at +16.



Rugby Australia's owned channel once again performed well in 2021

## Our Engagement



# Integrity Unit



## THE ROLE OF THE INTEGRITY UNIT

at RA is to protect the image and integrity of Rugby in Australia and seek to ensure that all those involved in Rugby act in accordance with all applicable rules, codes and policies, including expected standards of conduct, thus ensuring the game is safe, fair and inclusive.

The Integrity Unit sits within RA's legal function and has a wide remit including setting the standards for on and off-field conduct of all participants, formulation of integrity rules, codes and policies (and ensuring compliance with these requirements), education and training, complaint handling, investigations, and dealing with breaches, disciplinary/regulatory proceedings and appeals.

The Integrity Unit works closely with all relevant stakeholders inside and outside the game to ensure that all proactive steps are taken to reduce any threats to the image and integrity of Rugby as much as possible and to reactively deal with any issues as and when they arise. Additionally, the unit ensures there is a safe and fair environment for the games players and administrators to operate within.

## IMPACT OF COVID-19 IN 2021

COVID-19, and the respective Australian, state and territory Governments' responses, continued to have a significant impact on Rugby in Australia in 2021, leading to ongoing disruption of professional and community Rugby training, matches and competitions. RA continued to work closely with the Super Rugby clubs, state and territory health departments, governments, RUPA, SANZAAR and all other relevant stakeholders in order to ensure training, matches and competitions could resume as safely as possible.

Throughout 2021, Integrity Unit personnel continued to be closely involved in the work of the RA Return to Play Committee (set up in 2020 as a result of the impact of COVID-19 on Rugby in Australia), including having responsibility for drafting the Return to Training and Match Day (Covid-Safe) Protocols and Directives and the RA COVID-19 Workplace Safe-Measures Policy, that was approved by the RA, RUPA and the Super Rugby club Boards.

Additionally, Integrity Unit staff

were closely involved in discussions with RUPA around the extension of Collective Bargaining Agreement V and drafting of a new Term Sheet, that came into effect on 1 January 2022.

## NEW CODE OF CONDUCT & MEMBER PROTECTION POLICY

RA is committed to promoting and protecting the image and integrity of Rugby and all of its participants in Australia and requires all those involved in Rugby to act in accordance with the game's core values of Passion, Integrity, Discipline, Respect and Teamwork.

In 2021, RA undertook a detailed review of the Code of Conduct applicable to the non-professional game and consulted with all relevant stakeholders. This led to a new Code of Conduct (Code) for Rugby being approved by state/territory unions and ultimately, the RA Board.

The Code aims to ensure that the game's expected standards of behaviour are maintained by Relevant Persons and Relevant Organisations (as defined in the Code) at all times by:

- Setting out the standards of behaviour that every Relevant Organisation and Relevant Person must adhere to;
- Seeking to deter conduct that could damage the image and integrity of the game by impairing public confidence in it or in its Relevant Persons or Relevant Organisations; and
- Providing a mechanism for compliant handling and the resolution of any alleged prohibited conduct.

The Code clearly sets out the behaviours that are expected of all those involved in Rugby, including players, coaches, administrators, employees, contractors, directors, volunteers, parents and spectators in order to ensure that a safe, fair and inclusive environment is provided for all. The code also sets out a harmonised approach to the handling and resolution of complaints, including the administration of a disciplinary process and the implementation of sanctions for prohibited conduct at all levels of the game in Australia.

All 'Relevant Organisations' and 'Relevant Persons' in the game agree by virtue of their membership, employment or participation in Rugby

to be bound by all World Rugby Regulations, By-Laws and Laws of the game and to all RA's codes, policies and guidance and that any sanctions imposed on them under the Code will be recognised and applied at all levels of the game, domestically and internationally. On-field disciplinary matters arising out of a sending off or citing under World Rugby Law 9 (Foul Play) are to be dealt with under the RA Disciplinary Rules and not under the Code.

In addition to implementing the new Code, RA also adopted Sport Integrity Australia's new Member Protection Policy (MPP) which had been prepared following consultation with sports to enable them to have a consistent approach in determining what should/should not be considered to be a member protection issue. Alleged breaches of RA's new MPP are now dealt with in accordance with the process set out in the new Code.

## ANTI-DOPING VIOLATIONS

RA dealt with two non-professional players who committed Anti-Doping Rule Violations under the new RA Anti-Doping Code, which came into effect on 1 January 2021.

## ANTI-CORRUPTION & BETTING

In accordance with NSW and Victorian legislation, RA entered into a number of Product Fee & Integrity Agreements (PFIAs) with Australian betting operators wishing to offer markets on Rugby in 2021.

These agreements allow betting operators and RA to share specific wagering information in order to protect the integrity of Rugby by ensuring there are no breaches of the RA Anti-Corruption & Betting Policy.

RA has strengthened its vetting process in relation to PFIAs with new betting operators. All new operators are required to submit to a detailed due diligence process and RA must be satisfied there are no integrity concerns with the organisation or any of its directors/controllers individuals prior to any PFIAs being entered into.

The Integrity Unit continues to engage Sportradar to provide betting monitoring services in relation to all Wallabies, Wallaroos, Super Rugby, Buildcorp Super W, NSW Shute Shield and Queensland Hospital Challenge Cup matches.





STRATEGIC PILLAR 3

**RUGBY**  
**AU**

**our elite teams**

**Build sustainable success  
in the professional game**

# Outcomes

Wallabies // Wallaroos // Australian Sevens // Super Rugby // Super W // Professional Pathways // Match Officials

## Wallabies

**WHILE THE 2021 INTERNATIONAL** Rugby calendar was still heavily impacted by the COVID-19 pandemic, pleasingly, RA was able to deliver 15 Test matches for the Wallabies throughout the international season.

A logistical reshuffle saw RA work tirelessly with a number of stakeholders to ensure the eToro France Series went ahead in July with the sides playing three Tests in 11 days, two of which were held in Brisbane, the other in Melbourne.

The first Test at Suncorp Stadium on July 7 set the tone for what would be a thrilling series, with an 83rd-minute penalty goal from flyhalf Noah Lolesio seeing the Wallabies home by just two points, 23-21.

Moving to Melbourne's AAMI Park, the visitors were able to square the ledger with a two-point win of their own, 28-26, sending both sides back to Suncorp Stadium for a decider in front of 35,000 supporters.

Marika Koroibete was red carded (later overturned) which saw the Wallabies play with 14 men for 75 minutes, with the Australians showing plenty of fight to remain in the contest.

Remarkably, another Noah Lolesio penalty goal in the 78th minute proved the difference, with the Wallabies securing a 33-30 win to retain the Trophée des Bicentennaires and earn

Dave Rennie his first Series win as Wallabies coach.

The series also saw Brumbies mentor Dan McKellar join the Wallabies for the first time, brought on by Rennie as Forwards Coach.

The side travelled to New Zealand in August for the first two Bledisloe Cup fixtures, faced with the unenviable task of taking on the All Blacks two weekends in a row at Eden Park in Auckland due to COVID-19 border restrictions.

Despite scoring four tries apiece in the first encounter, the Wallabies were unable to break New Zealand's winning streak at Eden Park and were outclassed in the rematch seven days later, meaning the Bledisloe Cup would remain across the Tasman for another year.

Back on home soil, the Wallabies moved to Perth to take on New Zealand, with Samu Kerevi returning to the gold jersey for the first time since the Rugby World Cup 2019. However, the team were unable to repeat their efforts at Optus Stadium in 2019, going down 38-21 in front of a near capacity Perth crowd.

The side then relocated to the east coast with state border restrictions meaning Queensland would host the remaining fixtures of the eToro Rugby Championship, all as double headers.

Cbus Stadium on the Gold Coast was the scene for what was a

remarkable return to the Wallabies by Quade Cooper against the Springboks. Starting at flyhalf for the first time since 2016, he slotted the winning penalty goal in the 81st minute to defeat the current Rugby World Cup holders 28-26. The match was also significant with the Wallabies wearing First Nations inspired numbers on the back of their jerseys for the first time and Allan Alaalatoa and Reece Hodge bringing up their 50th caps. It was also the first time ever there had been an eToro Rugby Championship double header at the same venue with New Zealand playing Argentina beforehand.

A short trip up the M1 saw the team playing South Africa on a six-day turnaround at Suncorp Stadium in Brisbane. A Test where Michael Hooper would break George Gregan's record for the most Tests as Wallabies skipper. The side dominated the match, with Marika Koroibete and Len Ikitau both scoring two tries each in the 30-17 win which saw the Wallabies reclaim the Nelson Mandela Plate. The side rising as high as third in the World Rankings following the back-to-back wins over the Springboks.

For the first time ever, RA took Test Rugby to Townsville, the Wallabies spending the week engaging the local community with club visits, open training sessions and local tourism opportunities. The side wore the First Nations jersey for the first time in 2021



For the first time ever, Rugby Australia took Test Rugby to Townsville, the Wallabies spending the week engaging the local community.





and capped off the week with a clinical 27-8 win over Argentina, meaning they would retain the Puma Trophy for another year.

The final eToro Rugby Championship match was back on the Gold Coast against Los Pumas and saw prop Greg Holmes become the oldest Wallaby since World War II at 38 years and 113 days. In a superb performance, Andrew Kellaway scored a hat-trick of tries as the Wallabies accounted for the visitors 32-17 to finish the tournament in second place behind New Zealand.

The Wallabies travelled to Japan and Europe as part of their first end of year tour since 2018, the side honoured to be able to represent their country overseas in a COVID environment.

Arriving in Japan, the team were required to remain in hotel quarantine for their 10 days in Oita. Playing the Brave Blossoms for the first time since 2017, the side came away with a hard-fought 32-23 win, with James Slipper becoming the most-capped Wallabies prop of all time. The win also saw the side record five straight wins for the first time since the Rugby World Cup 2015.

The squad next travelled to the United Kingdom where they trained in Brighton for a week before relocating to Edinburgh ahead of their clash with Scotland. The Wallabies fought back from a half time deficit to find themselves in front with 15 minutes to play before a Scotland penalty goal saw the home-side sneak away with a two-point win at a packed Murrayfield.

The next assignment was against England at Twickenham with the side chasing success in London for the first

time since 2015. The team lost both Taniela Tupou and Allan Alaalatoa to injury at the start of the week, opening the door for a remarkable debut for former Western Force prop Ollie Hoskins. Slipper was also asked to move to the tighthead side of the scrum for the clash. Discipline hurt the visitors with two yellow cards in the match, eventually going down 32-15.

The final match of 2021 was against Wales at Principality Stadium. The side was dealt an early blow with Rob Valetini shown a red card in the 14th minute but despite playing with 14, and for 10 minutes just 13, the side put in a gallant effort. Wearing the First Nations jersey for the second time in 2021, the visitors scored three tries to two but ended up on the wrong side of the penalty count. A penalty goal after the 80th minute saw the heartbreaking side defeated by one point, 29-28.

The side ended 2021 with a 50% win record, with 10 players making their debuts throughout the season and finishing sixth in the World Rugby rankings.

## Wallaroos

It proved to be a challenging year for the Wallaroos with significant disruption to the 2021 plans. However, this enabled the program to effectively utilise the time to appoint a new coaching structure. Under the leadership of Jay Tregonning as head coach and former Wallaby Scott Fava and Sione Fukofuka as his assistant coaches, the side will be prepared for the exciting challenge which lays ahead in the Pacific Four competition which will be kicked off in 2022, with

the lost opportunity for international Rugby in 2021 set to be made up for in 2022.

The program also welcomed former Wallaroo, Alana Thomas as the national program high performance manager who will bring great insights and understanding to the role.

The Wallaroos Players of National Interest Squad did come together for a high-performance camp at the AIS in Canberra in March with great outcomes. After a successful albeit condensed Super W in June the club season was significantly impacted by COVID-19, however the Wallaroos squad remained committed to training within their home markets with a busy 2022 on the horizon.

## Australian Sevens

The Australian Men's and Women's Sevens programs returned to international Rugby in 2021, kicking off with a trial series in New Zealand for their first round of competitive fixtures in nearly 500 days. A touring squad of 36 players took part in a six-match series in Auckland, providing the sides invaluable experience as they continued to refine their preparation for the impending Tokyo Olympics.

The return of international fixtures saw the Sevens program begin to grow, with Chloe Dalton, Lachlan Anderson and Lewis Holland all making their return to the gold jersey. As the Olympics drew near, the squads headed north to participate in the inaugural PacificAus Sport Sevens, with Australia, New Zealand, Fiji and an Oceania Barbarians side battling it out at Queensland Country Bank

# Outcomes

Wallabies // Wallaroos // Australian Sevens // Super Rugby // Super W // Professional Pathways // Match Officials

Despite the challenges the competition was one of the only women's sporting codes in the country to continue play



Stadium in Townsville. Here, former Wallaby, Samu Kerevi, joined the men's program, later securing his spot in the Olympic side.

Following the championship in Townsville, the Australian coaches faced the difficult challenge of team selection. The initial two Olympic Teams were named on July 3, boasting over 380 caps of Seven World Series experience amongst the 24-strong squad.

It was a tough battle for both sides in Tokyo, with the men facing off against New Zealand, Argentina, and Korea in their initial pool stages. At the same time, the women's team took on the USA, China and tournament host Japan during the opening day's play.

The men's team faced Fiji and South Africa in the finals before finally facing Canada to claim seventh place, while the women went one step further, facing Fiji and Russia before defeating the USA in their last match to finish fifth. Following a comprehensive review of the program following the results in Tokyo, RA has reset the strategic vision for each program. This review saw the return of Tim Walsh to the Australian Women's program, while John Manenti will now take charge of the men's program given his strong acumen with the men's game at a club level.

As we look toward the 2021-22 Season, both teams are already off to a fantastic start, announcing the team's new 1991 World Cup-inspired

gold playing jerseys and bespoke First Nations uniforms for a refreshed campaign.

The women's team went on to win both legs of the Dubai World Series, while the men fell agonisingly short to South Africa during in the final of the second leg, leaving them at first and third respectively on the world standings.

While not without its challenges and disappointments, the 2021 season provided an excellent foundation for 2022, which promises to be a massive year for both our teams as they look to continue their success on the World Series and finalise their preparations for the upcoming Commonwealth Games and Rugby World Cup.

## Harvey Norman Super Rugby

The 2021 season saw the second edition of Super Rugby AU ignite the passion of Australian Rugby fans, culminating in an epic final between the Queensland Reds and Brumbies at a packed Suncorp Stadium.

This domestic competition was followed by the long-awaited return of Australian versus New Zealand Super Rugby clubs, with a six-week Super Rugby Trans-Tasman taking place following a return to overseas travel.

The Super Rugby AU competition had 2020 rivals and grand finalists, the Queensland Reds and ACT Brumbies, leading from the front early.

Their dominant 10-match regular season form saw them finish with just one and two losses respectively – and amazingly just a one-point differential separated them at the conclusion of the competition (+101 to +102).

The Western Force were the biggest improvers from the 2020 campaign, nailing their final three matches to clinch the second qualifying final position against the Brumbies in Canberra.

In a tense qualifying final, the Brumbies experience and class saw them grind out a 21-9 victory in front of 9,000 passionate supporters.

The Super Rugby AU Grand Final was a repeat of the 2020 meeting, with the venue this time around being an electric Suncorp Stadium jumping with over 41,000 fans.

The physical, enthralling final refereed by Nic Berry, came down to an 85th-minute drive by the Reds, scoring through James O'Connor and sending the team and crowd into a frenzy. The Reds lifted the trophy in front of their home faithful for the first time since their 2011 Super Rugby title win, another memorable event at Suncorp Stadium.

The clubs had little respite before embarking on their Trans-Tasman campaigns – a recognised challenge having not faced New Zealand opposition for over a year.

The competition had all Australian teams playing each of the New Zealand teams and a 1 v 2 final. The time away



proved difficult with the Australian teams only able to take two wins in total away from the short competition – with the final being played between the Blues and Highlanders, the Blues winning 23-15 in front of more than 36,000 home fans.

In 2022, the brand-new Super Rugby Pacific competition will see the Australian and New Zealand teams joined by the Fijian Drua and Moana Pasifika for a 12-team, round robin competition – marking a new era for Rugby in the Pacific.

## Buildcorp Super W

In 2021 the Buildcorp Super W played a condensed competition in a central location at Coffs Harbour where players and supporters were treated to a festival of Rugby for just under two weeks.

The competition had its challenges though, with the COVID-19 spike in NSW and Victoria forcing the Western Force to withdraw from the competition and return home.

Despite the challenges, the competition was one of the only women's sporting codes in the country to continue play with teams able to play out a full tournament in 2021.

The finals series played at C.ex Coffs International Stadium was the highlight of the tournament with the NSW Waratahs making history, winning their fourth consecutive Super W title.

In the wake of the Western Force withdrawal the Coffs Harbour community pulled together a local Barbarians side to play the President's XV in the first of a triple header series.

The side wore the local Coffs Harbour club's colours and, miraculously, won that match at the siren.

Teams were able to take part in several community outreach activities with our NSW Regional Government partners and visited two local clubs as well as tourism activities including the Dolphin Marine Conservation Park and the Big Banana.

## Professional Pathways

RA's professional pathways programs were again significantly impacted by COVID-19, which was disappointing given the same impacts were felt in 2020.

The first Junior Wallaby camp was held at Runaway Bay in March with a 54-man squad comprising a range of players across the Super Rugby

teams before a second camp was held on the Gold Coast in May before the remainder of the program had to be cancelled.

The U19s Rugby Championship (URC), the Australian Schools U18s program and the U16s Junior Rugby Championship (JRC) were all again regrettably cancelled because of the impacts of COVID-19. Fortunately, state-based Super Rugby academy programs continued under COVID-19 restrictions, ensuring the resumption of the national programs will be as smooth as possible in the new year. Additionally, there was also a significant investment into youth talent retention programs allowing us to continue to retain Australia's best Rugby talent.

With no U20s World Championships on the horizon for 2022, the Oceania U20s tournament looms as the biggest opportunity for the U20s (Junior Wallabies) program in 2022.

This tournament will mark the first time the side has been able to defend the title which it won in 2019.

The Australian Schools and U18s will also look to resume their annual rivalry with New Zealand in the new year, while there will be exciting revamps to the JRC and URC competitions.

## Match Officials

The 2021 season was another standout year for Australian match officials. Despite the complications associated with COVID-19 on match scheduling, Australian officials received 28 international appointments in XV's Rugby, including nine referee appointments to tier one men's tests – The highest number since the early 2000s.

Highlights included Nic Berry's appointment to the second South Africa v British & Irish Lions. Nic also officiated the Harvey Norman Super Rugby AU final and capped off an excellent year being awarded the Roger Vanderfield Referee of the Year Award at the RA Awards.

Our Sevens match officials excelled at the Tokyo Olympics with five Australians – Amy Perrett, Tyler Miller, Maddy Putz, Jordan Way and Damon Murphy appointed to the Olympic panel.

This was the highest number of referees from any country. Amy, Jordan, and Damon were appointed to quarter and semi final matches while Damon went onto referee the men's gold medal final between New Zealand and Fiji. This was Damon's last Sevens

tournament as he now focusses on XV's Rugby and a push for selection at Rugby World Cup 2023 in Paris.

With Rugby World Cup 2021 postponed until 2022, Amber McLachlan received two Six Nations appointments for 2022 and is in a good position to be selected for the postponed World Cup.

The 2022 Six Nations appointments for men were released in November 2021 with Nic Berry, Angus Gardner and Damon Murphy receiving appointments to three matches – the greatest number of appointments received by Australian officials at the Six Nations in one year.

At the end of 2021, Amy Perrett retired from professional Rugby after a stellar career spanning close to 10 years. Super Rugby's first-ever female match official, Perrett has been a trailblazer for aspiring referees in the game. Among some of her notable appearances, Amy earned her 100th World Series cap during the final of the 2020 Sydney 7s and was also in the middle for the Women's World Cup 2014 in Paris.

Amy has agreed to stay on with RA and will commence a match official development role in 2022, forging new pathways and programs and making meaningful change within the game.

Highlights included  
Nic Berry's  
appointment to the  
second South Africa  
v British & Irish  
Lions Test





# Commonwealth Games Australia supports Rugby Australia

## WITH THE BIRMINGHAM 2022

Commonwealth Games rapidly approaching, the preparations continue to ramp up for the Australian Team.

It is expected Australia will be represented in Birmingham by a team of 420 athletes, the largest to compete at an overseas Games. Should all team sports qualify, the team will surpass the Glasgow 2014 team size of 415 athletes. The Gold Coast team in 2018 numbered 473 athletes.

CGA continues to focus on our Strategic Plan – First Among Equals – as we embrace the future beyond Birmingham 2022 to the 2026 Games. With a strong focus on our dual vision of “Pursuing Sporting Excellence” and “Connecting with Communities”, the Plan incorporates five strategic priorities: Delivering Team Success; Connecting with Communities; Presenting a Powerful Brand; Leading the Way; and Hosting Great Games.

On the road to Birmingham 2022 our financial support for our Member sports and Australian athletes continues.

Since April 2019, CGA's investment of \$13 million in our Green2Gold2Great funding program continues to provide financial support to our Member Sports and Team members for their Birmingham preparations.

Between 1996 and 2018, CGA provided more than \$43 million to its members and athletes and the

Birmingham support programs is a legacy of the Gold Coast 2018 Commonwealth Games, and CGA is investing in our Member sports and athletes across the 21 sports that will form the Australian Team in Birmingham. We are proud to contribute \$429,500 to support Rugby Australia in its preparations for Birmingham.

This is a significant contribution to Australian sport for which we are extremely proud. The funding is all designed to help our Member sports go from Green2Gold2Great and to assist emerging Team members to Breakthrough2022 at the Games.

CGA is proud to have recently announced our inaugural Emerging Athlete of the Month Award. Over the course of 2022, a young athlete from CGA Member sports will be honoured each month, receiving a gift voucher to go towards their training expenses and go into the running to earn the title of Emerging Athlete of the Year, winning a \$5000 scholarship grant from CGA.

It's all part of our goal to remain the number one nation in the Commonwealth.

We have two main themes for our Team in Birmingham, be Greater Together... and Be Bold, Brave and Brilliant. And that is what we will strive to be in Birmingham.

**Craig Phillips AM**  
Chief Executive Officer  
Commonwealth Games Australia



# The BILL ROWLANDS Stand



in Merv  
BSTER

Horse  
PROCTOR

Bunga  
YOUNG

The Atom  
MILLNER

Old C  
ROWLA

## The OLD COLTS Box

STRATEGIC PILLAR 4

**RUGBY**  
**AU**

**our administration**

Create excellence in  
how the game is run



# Outcomes

Rugby Economy // Sponsorship

## Rugby Economy

### IN 2021, RA CONTINUED TO BE

impacted by the COVID-19 pandemic, but not to the extent of the challenges faced in 2020.

RA's revenue for 2021 increased by \$32.6m or 49% primarily due to a \$14m increase in broadcast revenue, a \$8m increase in match revenue and a \$7m increase in sponsorship revenue.

Whilst RA incurred increased match day and related costs in 2021 to ensure a COVID-safe environment, RA deemed it necessary to continue to invest in players, Super Rugby and community.

In 2021, RA incurred incremental costs of \$10m, an 11% increase, which was primarily due to a \$2m increase in player payments and team costs, a \$2m increase in matchday costs, a \$2m increase in Super Rugby and high-performance payments and a \$2m increase in community initiatives.

For 2021, RA reduced its loss by \$22.6m from \$27.1m in 2020 to \$4.5m.

Notwithstanding the financial challenges in 2021, RA has reported a cash balance of \$12.2m at year end.

During 2021, RA restructured its debt with a \$19.5m loan note. The proceeds of this loan note were used to repay the \$6.9m loan from HSBC. As of the date of the signed Statutory Accounts RA had withdrawn an additional \$5m loan note, increasing RA's total loan note to \$24.5m with an undrawn facility of \$15m.

## Sponsorship

In 2021, the RA commercial program experienced one of its best years on record. This was achieved through increasing partnership revenues across the Wallabies, Wallaroos and Super Rugby programs, driven through new Major Partner deals with Cadbury Mondelez, Harvey Norman and Stone & Wood, as well as the retention and upgrade of existing partnerships, including with eToro, Land Rover and Santos.

In May 2021, RA welcomed Cadbury Mondelez as Principal Partner of the Wallabies with the iconic Cadbury logo adorning the front of jersey position of the Wallabies team for the next 4 years. In addition to their support



of the Wallabies, Cadbury was also announced as a Major Partner of the Wallaroos with their logo featuring on the teams' shorts as they take the field in 2022. Cadbury's Partnership will also see the Wallabies & Wallaroos brands feature prominently as part of retail promotions across major supermarkets and retail outlets in the coming years, increasing the exposure and association between our brands across the country.

In other major acquisitions, Harvey Norman also came on board as the Naming Rights Partner of Super Rugby AU & Trans-Tasman tournaments for the 2021 season whilst Stone & Wood joined as the Official Beer of the Wallabies.

From a retention perspective, RA renewed and upgraded their Partnerships with Land Rover (Super Rugby & Wallabies Major Partner), eToro (Wallabies Test Naming Rights Partner), Santos (Wallabies Back of Jersey Partner in addition to their Wallaroos and Australian Women's 7s Partnership), International Hotels Group (Wallabies Hotel Partner) and Smart Group (Wallaroos partnership). These Partnerships saw a significant increase in Partnership fees from previous years, as Partners looked to grow their investment in the game with the exciting roadmap for both Men's & Women's XV's & 7's teams providing an ideal platform for Partners to grow their businesses through rugby.

However, 2021 also provided challenges in the commercial space as we continued to feel the impact of Covid-19 on our business and schedule. The degree of uncertainty

did significantly impact a number of discussions and interest levels across some brands and categories as we look to further grow our Partner group. With a path out of Covid becoming clearer along with a bumper schedule across the game across the next 10 years, we will look to re-engage these discussions in 2022.

Despite these challenges, RA's existing partner revenues were maintained through 2021 with Wallabies events taking place, albeit benefits regarding player access, ticketing restrictions and at match activations were either significantly impacted or unable to be provided as per the pre-COVID period.

Unfortunately, Taylors Wines did not renew in 2021 but discussions continue for 2022. Minor partners Koala and 2XU also chose not to continue their association with RA. Accenture continued to provide consultancy services, however the sponsorship ended in early 2021, extending from the previous year.

RA would like to thank all its Partners across the game for their continued support in 2021, a year which threw up numerous challenges and uncertainty caused by the ongoing pandemic. In particular, we would like to thank our Principal and Naming Rights Partners across our team's and tournaments in Cadbury, Buildcorp, Harvey Norman, and eToro for their significant investment in supporting rugby in Australia. We look forward to working with all our Partners again in 2022, in what will be an exciting year on the rugby calendar.







# Australian Rugby Foundation

**AUSTRALIAN RUGBY FOUNDATION** (ARF) donors gave generously in 2021, with \$885,874 reinvested back into the game. Through the fundraising efforts, the ARF remains committed to its five main pillars: Community Rugby, Women's Rugby, First Nations Rugby, High Performance and Welfare and Wellbeing.

The ARF's Welfare and Wellbeing program continued to provide financial support to players and their families through a range of measures, most notably appointing former Wallaby Richard Tombs as the general manager of Hearts in Rugby Union. Tombs brings a unique insight from the perspective of injured players, having tragically been injured in 2018 following a freak accident where he sustained an incomplete C4 central spinal cord injury.

In a formalised relationship, Rugby Australia and the ARF will continue to assist the Hearts in Union foundation through administrative support, seeing both organisations work in parallel to continue to support players who have suffered a catastrophic injury while playing.

Additionally, in 2021 nearly \$172,000 was invested into community Rugby which was again delivered through the Classic Wallabies coaching programs and other activations.







STRATEGIC PILLAR 5

**RUGBY**  
**AU**

**our bid**

**Secure hosting rights for  
2027 Rugby World Cup**

# Outcomes

A Once-in-a-generation Opportunity // All Australia // Global Rugby // The Future // The Best Place to Watch Rugby



## Hosting Rugby World Cup – A Once-in-a-generation Opportunity

### RA IS IN A STRONG POSITION

to secure a once-in-a-generation opportunity, following World Rugby's confirmation in late 2021 that Australia is 'preferred candidate' to host Rugby World Cup 2027.

The recommendation from the Rugby World Cup Limited Board to work exclusively with Australia to finalise a hosting model for the 2027 edition of the tournament, which was accepted by the World Rugby Council, was the result of more than two years of concerted efforts from RA to build a compelling Bid and successfully demonstrate Australia's safe pair of hands as major event hosts.

Through this hard work and thanks to the support of the Federal Government and strong engagement of our State and Territory Governments, RA has successfully demonstrated to World Rugby that Australia is the obvious choice to host RWC 2027 and we have also begun a

conversation around the potential to host RWC 2029.

Hosting Rugby World Cup in Australia would create a lasting legacy for Rugby in our country and across our region.

It is a once-in-a-generation opportunity that would deliver significant economic outcomes for Australia, while also driving investment and publicity for Rugby in Australia and the Pacific.

Hosting Rugby World Cup is an unrivalled opportunity to grow the game by attracting new players, officials, volunteers and fans. Australia has a rich history in Rugby and the Rugby World Cup.

Throughout the Bid campaign, RA has reinforced the benefits of hosting Rugby World Cup and why Australia is the obvious choice to host, through four key pillars of the 'Game On' campaign.

### Game On for All Australia

Hosting the third-largest sporting event in the world would provide an opportunity to drive significant economic outcomes for Australia, most particularly the tourism sector

– with a five-year runway to market Australia to the world. Rugby World Cup would enable us to welcome the Rugby world and beyond back to our shores. We call on all fans, players, and our sports-loving nation to bind together for our Bid.

### Game On for Global Rugby

Thanks to our existing infrastructure and major event delivery expertise, we believe we can deliver a Bid that will represent the best possible outcome for the tournament, with a focus on a 'maximum revenue, minimum risk' approach. Importantly this will create a lasting financial legacy by driving investment for Rugby in Australia and the Pacific.

### Game On for the Future

Our Bid can help show the wonderful opportunities, enduring values and benefits of Rugby – inspiring the next generation and welcoming all to our game. It will provide an exciting opportunity to grow grassroots both



locally and across our neighbouring Pacific nations. Australia's Bid for Rugby World Cup 2027 will help bring our whole Rugby community together to help forge the future of our game.

## Game On for the Best Place to Watch Rugby

Home to the world's oldest continuous culture, with unmatched natural landscapes, thriving modern multicultural cities and a passionate, sports-loving population, Australia is the perfect destination for major global events.

Australia's rich Rugby spirit and heritage runs deep, including co-hosting the first-ever Rugby World Cup in 1987 and the hugely successful 2003 tournament. We have a vast national network of world-class modern stadia and a truly multicultural country which is home to sports fans from across the globe.

A Rugby World Cup in Australia would be a vibrant event, projected to attract over 200,000 visitors to our shores and reach the 405 million global Rugby fans who passionately

support the game and this tournament.

The announcement from World Rugby in November 2021 followed a six-month 'Game On' campaign, which provided an unrivalled chance for RA to connect with the Australian Rugby community across the country, energising and uniting the grassroots and professional arms of the game behind the common goal of securing this once-in-a-generation opportunity for the future of our game in Australia and the Pacific region.

It has also been a catalyst for connecting with the wider Australian public, beyond traditional Rugby fans, as we appeal to the broad base of passionate sports fans around Australia and the general sense of pride that comes with hosting major events and showcasing our country on the world stage.

Launching globally with iconic shots of the sails of the Sydney Opera House lit up with images of the Australian Rugby community, the campaign has reached Australians across the country through media and public activity, with a community engagement schedule featuring activations at grassroots Rugby events and domestic Test

matches throughout the year, allowing us to connect with more than 228,500 people across the country, despite multiple disruptions due to COVID-19 restrictions.

The Australia 2027 'Back Our Bid' campaign attracted 100,000 sign ups from May to March 2022. The campaign has also received unanimous support from our Member Unions via written submissions, representing 1,083 clubs and 83,471 participants across the country. The supporting digital campaign has generated 8.8 million impressions, with a reach of 4.2 million.

Rugby World Cup 2027 in Australia is projected to attract more than two million attendees across seven weeks of competition, including 200,000 international visitors, and generate \$2.5 billion in direct and indirect expenditure to the economy, while also creating 13,300 FTE jobs and stimulating \$500 million in new trade and investment.

RA is now working in an exclusive partnership with World Rugby to further develop the tournament model, ahead of a final World Rugby Council vote in May 2022.



Hosting Rugby World Cup in Australia would create a lasting legacy for Rugby in our country and across our region.



# Our partners

2021 MAKING IT HAPPEN

Wallabies Principal Partner



Wallabies Test Naming Rights Partner



Major Partners



ESTATE

National Team Playing & Training Apparel Partner



Wallaroos & Super W Naming Rights Partner



Super Rugby Naming Rights Partner



Broadcasting Partner



Government Partners



Official Partners



Official Sponsors & Suppliers





# Our community

## THE MEMBER UNIONS AND OTHER

affiliate organisations of RA represent clubs and associations across the country.

At the community level, the game could not survive without the tireless efforts of both employees and volunteers in every State and Territory who facilitate participation.

For more detailed information about a Member Union, club, association, or other affiliate of RA seek the relevant annual report.

## Some highlights from 2021:

The **Australian Schools Rugby Union** annual championships were cancelled again in 2021 due to COVID-19 related restrictions.

With financial support from the NSW Rugby Club Foundation, a tournament was scheduled at Marist College in Canberra for teams from NSW, the ACT and Victoria.

Unfortunately, a lockdown prevented two teams from NSW travelling, however the three-day tournament proceeded with ACT proving to be too strong for their Victorian counterparts.

The **Australian Defence Force Rugby Union** Championship's were held in Canberra in May and included teams representing the Army, Navy and Air Force. The Army won both the Men's and Women's Championships whilst there were also exhibition matches involving the Australian Police, Old Boy's teams from the Army, Navy and Air Force as well as an ACT Veterans team. Teams from the Defence Forces competed in several Community tournaments and competitions throughout the year and several members have gained selection to represent their state in Super W in 2022.

The **Queensland Rugby Union** Community team went above and beyond in 2021 to ensure they could facilitate as many opportunities as possible for players and coaches to get an on-field experience at Test matches in Brisbane, Gold Coast and Townsville. Community Rugby also enjoyed strong growth throughout 2021 with limited interruptions to the season. Substantial growth was



recorded across XVs, 7s, Touch 7s, Get into Rugby and School Rugby with event participation jumping up by just under 10,000 participants courtesy of less COVID-19 related restrictions.

**Northern Territory Rugby Union** made the decision to change the timing of their season from Winter to Summer and as a result participation in their regular season XVs competitions increased by 20%. The annual Hottest 7s event held up in Darwin was also able to make a return in 2021, however due to travel restrictions overall team numbers were slightly down.

**Rugby Western Australia** also enjoyed significant growth in their regular season XVs competitions with over 20% growth in male participation across both junior and senior players, whilst the number of junior female players nearly doubled from 2020.

Rugby was able to return in Victoria after all competitions were cancelled in 2020. Junior growth was again strong whilst the total number of senior players dropped in comparison to 2019, which is a trend evident across the Eastern States. **Rugby Victoria** also managed to successfully drive Smart Rugby amongst their community with nearly 100% of coaches boasting an active qualification.

**New South Wales Rugby Union** again recorded the highest number of

club participants in 2021. Solid growth was recorded across the board with junior female XVs participation again a major positive. Unfortunately, due to COVID-19 related restrictions several competitions had to finish early in 2021 without a premiership being awarded, events were unable to take place and Touch 7s participation also fell slightly.

**Australian Capital Territory Rugby Union** followed a similar trend to NSW with strong growth across the Club XVs format and female XVs participation proving to be another highlight. Similar issues were faced with COVID-19 toward the latter half of the year which impacted 7s participation.

Both **Tasmania Rugby Union** and **Rugby Union South Australia** experienced similar trends in 2021, with overall club participation declining from 2020, however they both still recorded a higher number of players than 2019. Touch 7s grew substantially in South Australia, highlighted by a new program established in the Riverland region to engage newly arrived seasonal workers from the Pacific Nations. Participation in events and school programs also grew substantially on 2020 in both States with almost double the amount of students taking part in a Sporting Schools Program in Tasmania.

# RUGBY AU



## Awards and Acknowledgements

IN 2021, WE PAID TRIBUTE TO MANY WITHIN THE RUGBY COMMUNITY.





## IN MEMORIAM

During 2021, the Australian Rugby community paid tribute to former Wallabies who passed away during the year. Their achievements will be remembered forever.

**Owen Fairclough Edwards**  
(uncapped)

**Norman 'Mac' Hughes**  
(Wallaby No.398)

**Dr Kerry Larkin**  
(Wallaby No.444)

**Colin Forbes**  
(Wallaby No.403)

**Alan Cardy**  
(Wallaby No.496)

## 2021 RUGBY AUSTRALIA AWARDS

Wallabies Hall of Fame –

**Charles Peter Crittle & Robin John Heming**

Volunteer of the Year –  
**Harry Maniatis**

Nick Farr-Jones Spirit of  
Rugby Award – **Ebony Altimira**

Joe French Award for Outstanding  
Contributions to Rugby –  
**Peter Fenton OAM**

Geoff 'Bunter' Shaw Community  
Coach of the Year – **Luke Crameri**

Harvey Norman Super Rugby Player  
of the Year – **James O'Connor**

Buildcorp Super W Player of  
the Year – **Lucy Lockhart**

Roger Vanderfield FedEx  
Referee of the Year – **Nic Berry**

Rookie of the Year – **Andrew Kellaway**

Try of the Year – **Marika Koroibete**

Shawn Mackay Men's Sevens Player  
of the Year – **Henry Hutchison**

Shawn Mackay Women's Sevens  
Player of the Year – **Charlotte Caslick**

John Eales Medal – **Michael Hooper**

## WALLABIES MILESTONES

**Michael Hooper** surpasses George  
Gregan for most Tests as Wallabies  
captain (60) v South Africa in Brisbane

**Allan Alaialatua** and **Reece Hodge**  
bring up 50 caps v South Africa  
on the Gold Coast

**James Slipper** most capped  
Wallabies prop v Japan in Oita

## 2021 WALLABIES DEBUTANTS

**Darcy Swain (No.941)**  
v France in Brisbane

**Lachlan Lonergan (No.942)**  
v France in Brisbane

**Andrew Kellaway (No.943)**  
v France in Brisbane

**Len Ikitau (No.944)**  
v France in Melbourne

**Feleti Kaitu'u (No.945)**  
v South Africa on the Gold Coast

**Rob Leota (No.946)**  
v South Africa on the Gold Coast

**Connal McInerney (No.947)**  
v Japan in Oita

**Izaia Perese (No.948)**  
v Scotland in Edinburgh

**Oliver Hoskins (No.949)**  
v England in London

**Lalakai Foketi (No.950)**  
v Wales in Cardiff

## MEN'S SEVENS MILESTONES

**Samu Kerevi (No.392)**  
Tokyo 2020 (Olympic Games)

**Dietrich Roache (No.393)**  
Tokyo 2020 (Olympic Games)

**Nathan Lawson (No.394)**  
Tokyo 2020 (Olympic Games)

**Henry Paterson (No.395)**  
Dubai 2021 (2021-22 SWS)

**Yool Yool (No.396)**  
Dubai 2021 (2021-22 SWS)

**Solomone Vosaicake (No.397)**  
Dubai 2021 (2021-22 SWS)

**Corey Toole (No.398)**  
Dubai 2021 (2021-22 SWS)

**Ben Dowling (No.399)**  
Dubai 2021 (2021-22 SWS)

**Jed Stuart (No.400)**  
Dubai 2021 (2021-22 SWS)

**Kristian Jensen (No.401)**  
Dubai 2021 (2021-22 SWS)

## WOMEN'S SEVENS MILESTONES

**Tia Hinds (No.60)**  
Tokyo 2020 (Olympic Games)

**Maddison Levi (No.61)**  
Tokyo 2020 (Olympic Games)

**Alysia Lefau-Fakaosilea (No.62)**  
Tokyo 2020 (Olympic Games)

**Teagan Levi (No.63)**  
Dubai 2021 (2021-22 SWS)

# Wallabies

Wallaby Caps pre-2020		Wallaby Points pre-2020	MATCH										France										New Zealand										South Africa											
			Date and local time										July 7, 8:00pm										July 13, 8:00pm										July 17, 8:00pm											
			City										Brisbane										Melbourne										Brisbane											
			Full / Half time score										W 23-21 / 7-15										L 26-28 / 13-16										W 33-30 / 20-20											
			Yellow/red cards										N/A										N/A										Koroibete											
			Cittings (suspensions)										N/A										N/A										Koroibete overturned											
			Referee										Brendon Pickerill										James Doleman										Ben O'Keefe											
			Assistant Referees										Nic Berry, Damon Murphy										Nic Berry, Damon Murphy										Mike Fraser, Brendon Pickerill											
			Crowd										17,820										20,144										34,164											
			Man of Match Award										Marika Koroibete										Michael Hooper										Darcy Swain											
			Tournament/Trophy										Trophée des Bicentennaires #1										Trophée des Bicentennaires #2										Trophée des Bicentennaires #3											
			PLAYER										POS CAP T C P										POS CAP T C P										POS CAP T C P											
43	0		Alaalatoa, Allan	3	1								18	1									3	1																				
26	5		Arnold, Rory																																									
11	0		Banks, Tom	15	1								15	1									15	1																				
92	156		Beale, Kurtley																																									
3	0		Bell, Angus	17	1								17	1									17	1																				
70	154		Cooper, Quade																																									
5	5		Daugunu, Filip																																									
0	0		Fa'amausili, Pone																																									
16	0		Fainga'a, Folau																																									
0	0		Foekti, Lalakai																																									
5	0		Gordon, Jake	9	1								9	1	1								21	1																				
25	0		Hanigan, Ned																																									
38	60		Haylett-Petty, Dane																																									
45	140		Hodge, Reece																																									
27	10		Holmes, Greg																																									
105	100		Hooper, Michael	7	1	1							7	1	1								7	1																				
0	0		Hosea, Trevor																																									
0	0		Hoskins, Oliver																																									
0	0		Ikaitau, Len																																									
1	0		Johnson-Holmes, Harry	22	DNP								22	1									13	1																				
0	0		Kaitu'u, Feleti																																									
0	0		Kellaway, Andrew	23	1								23	1																														
33	30		Kerevi, Samu																																									
34	70		Koroibete, Marika	11	1								11	1									11	1																				
61	110		Kuridrani, Tevita																																									
19	10		Latu, Silatolu																																									
0	0		Leota, Rob																																									
2	5		Lolesio, Noah	10	1		2	3					10	1		2	4						10	1	1	3	4																	
0	0		Loneragan, Lachlan	16	1								16	1																														
0	0		Loneragan, Ryan																																									
7	5		Maddocks, Jack																																									
2	0		McDermott, Tate	21	1								21	1									9	1	1																			
0	0		McInerney, Connal																																									
1	0		McReight, Fraser																																									
26	15		McMahon, Sean																																									
0	0		Muirhead, Andy																																									
8	0		Naisarani, Isi	20	1								20	1									8	1																				
55	231		O'Connor, James																																									
9	0		Paenga-Amosa, Brandon	2	1	1							2	1									2	1																				
6	0		Paisami, Hunter	13	1																																							



# 2021 Statistics

[illegible]

# Match results

## 2021 GAME BY GAME

### WALLABIES

#### 2021 ETORO FRANCE SERIES

Australia 23 v 21 France  
(7 July, Suncorp Stadium, Brisbane)  
Australia 26 v 28 France  
(13 July, AAMI Park, Melbourne)  
Australia 33 v 30 France  
(17 July, Suncorp Stadium, Brisbane)

#### 2021 ETORO RUGBY CHAMPIONSHIP

Australia 22 v 57 New Zealand  
(14 August, Eden Park, Auckland)  
Australia 21 v 38 New Zealand  
(9 September, Optus Stadium, Perth)  
Australia 28 v 26 South Africa  
(12 Sept, Cbus Stadium, Gold Coast)  
Australia 30 v 17 South Africa  
(18 Sept, Suncorp Stadium, Brisbane)  
Australia 27 v 8 Argentina  
(25 Sept, Queensland Country Bank Stadium, Townsville)  
Australia 32 v 17 Argentina  
(2 October, Cbus Stadium, Gold Coast)



#### 2021 SPRING TOUR

Australia 32 v 23 Japan (23 Oct, Showa Denko Dome Oita, Japan)  
Australia 13 v 15 Scotland  
(7 Nov, BT Murrayfield, Scotland)  
Australia 15 v 32 England  
(13 November, Twickenham, England)  
Australia 28 v 29 Wales  
(20 Nov, Principality Stadium, Wales)



### AUSTRALIAN MEN'S SEVENS

#### PACIFIC AUS SPORTS, OCEANIA 7S

##### Qld Country Bank Stadium, Townsville 25-27 June 2021

Australia 14 v 26 Fiji  
Australia 21 v 24 New Zealand  
Australia 28 v 12 Oceania  
Australia 7 v 19 Fiji  
Australia 5 v 17 New Zealand  
Australia 0 v 0 Oceania

#### TOKYO OLYMPICS – JAPAN

##### Tokyo Stadium, Japan 26-28 July 2021

Australia 19 v 29 Argentina  
Australia 42 v 5 Korea  
Australia 12 v 14 New Zealand  
Australia 0 v 19 Fiji  
Australia 19 v 22 South Africa  
Australia 26 v 7 Canada  
(7th Place Play off)

#### DUBAI, UAE (2021-22 SEASON)

##### 26-27 November 2021

Australia 35 v 19 Canada  
Australia 17 v 10 France  
Australia 12 v 17 Fiji  
Australia 5 v 29 South Africa  
(Cup Quarter Final)  
Australia 35 v 14 Ireland  
(5th Place Semi Final)  
Australia 35 v 21 Great Britain  
(5th Place Final)

#### DUBAI, UAE (2021-22 SEASON)

##### 3-4 December 2021

Australia 21 v 14 Kenya  
Australia 24 v 17 Canada  
Australia 22 v 19 USA  
Australia 24 v 12 Ireland  
(Cup Quarter Final)  
Australia 40 v 0 Argentina  
(Cup Semi Final)  
Australia 7 v 10 South Africa  
(Cup Final)

### AUSTRALIAN WOMEN'S SEVENS

#### PACIFIC AUS SPORTS, OCEANIA 7s

##### Queensland Country Bank Stadium, Townsville, Queensland 25-27 June 2021

Australia 31 v 17 Fiji  
Australia 38 v 7 Oceania  
Australia 5 v 34 New Zealand  
Australia 12 v 19 Fiji  
Australia 32 v 7 Oceania  
Australia 5 v 26 New Zealand

#### TOKYO OLYMPICS – JAPAN

##### Tokyo Stadium, Japan 29-31 July 2021

Australia 48 v 0 Japan  
Australia 26 v 10 China  
Australia 12 v 14 USA  
Australia 12 v 14 Fiji  
Australia 35 v 7 Russian Olympic  
Committee  
Australia 17 v 7 USA (5th Place Final)

#### DUBAI, UAE (2021-22 SEASON)

##### 26-27 November 2021

Australia 45 v 5 USA  
Australia 34 v 0 Spain  
Australia 38 v 5 Brazil  
Australia 24 v 22 France  
Australia 22 v 7 Fiji (Cup Final)

#### DUBAI, UAE (2021-22 SEASON)

##### 3-4 December 2021

Australia 40 v 0 Spain  
Australia 52 v 0 Canada  
Australia 35 v 7 Brazil  
Australia 26 v 17 Russia  
Australia 15 v 5 Fiji (Cup Final)







## HARVEY NORMAN SUPER RUGBY AU

### Round 1: 17 February

QLD Reds 41 v 7 NSW Waratahs  
(Suncorp Stadium, Queensland)

Western Force 11 v 27 Brumbies  
(HBF Park, Perth)

### Round 2: 26-27 February

QLD Reds 23 v 21 Melbourne Rebels  
(Suncorp Stadium, Brisbane)

Brumbies 61 v 10 NSW Waratahs  
(GIO Stadium, Canberra)

### Round 3: 5-6 March

NSW Waratahs 16 v 20 Western Force  
(Bankwest Stadium, Sydney)

Brumbies 27 v 24 Melbourne Rebels  
(GIO Stadium, Canberra)

### Round 4: 12-13 March

Western Force 7 v 10 Melbourne  
Rebels (HBF Park, Perth)

Brumbies 38 v 40 QLD Reds  
(GIO Stadium, Canberra)

### Round 5: 19-20 March

Melbourne Rebels 33 v 14 NSW  
Waratahs (AAMI Park, Melbourne)

QLD Reds 26 v 19 Western Force  
(Suncorp Stadium, Queensland)

### Round 6: 26-27 March

Brumbies 42 v 14 Western Force  
(GIO Stadium, Canberra)

NSW Waratahs 14 v 46 QLD Reds  
(Stadium Australia, Sydney)

### Round 7: 2-3 April

NSW Waratahs 22 v 24 Brumbies  
(Sydney Cricket Ground, Sydney)

Melbourne Rebels 19 v 44 QLD Reds  
(AAMI Park, Melbourne)

### Round 8: 9-10 April

Melbourne Rebels 15 v 16 Western  
Force (AAMI Park, Melbourne)

QLD Reds 24 v 22 Brumbies  
(Suncorp Stadium, Canberra)

### Round 9: 17-18 April

Western Force 31 v 30 Waratahs  
(HBF Park, Perth)

Melbourne Rebels 20 v 26 Brumbies  
(AAMI Park, Melbourne)

### Round 10: 23-24 April

Western Force 30 v 27 QLD Reds  
(HBF Park, Perth)

NSW Waratahs 25 v 36 Melbourne  
Rebels (Bankwest Stadium, Sydney)

### Semi Final: 1 May

Brumbies 21 v 9 Western Force  
(GIO Stadium, Canberra)

### Final: 8 May

QLD Reds 19 v 16 Brumbies  
(Suncorp Stadium, Brisbane)

## HARVEY NORMAN SUPER RUGBY TRANS-TASMAN

### Round 1: 14-15 May

Highlanders 40 v 19 Queensland Reds  
(Forsyth Barr Stadium, Dunedin)

NSW Waratahs 48 v 64 Hurricanes  
(Sydney Cricket Ground, Sydney)

Crusaders 31 v 29 Brumbies  
(Orangetheory Stadium, Christchurch)

Melbourne Rebels 3 v 50 Blues  
(AAMI Park, Melbourne)

Western Force 19 v 20 Chiefs  
(HBF Park, Perth)

### Round 2: 21-22 May

Hurricanes 35 v 13 Melbourne Rebels  
(Sky Stadium, Wellington)

Western Force 15 v 25 Highlanders  
(HBF Park, Perth)

Blues 48 v 21 NSW Waratahs  
(Eden Park, Auckland)

Chiefs 40 v 19 Brumbies  
(FMG Stadium, Waikato, Hamilton)

Queensland Reds 43 v 63 Crusaders  
(Suncorp Stadium, Brisbane)

### Round 3: 28-30 May

Hurricanes 43 v 6 Western Force  
(McLean Park, Napier)

NSW Waratahs 28 v 54 Crusaders  
(WIN Stadium, Wollongong)

Blues 38 v 10 Brumbies  
(Eden Park, Auckland)

Queensland Reds 40 v 34 Chiefs  
(Qld Country Bank Stadium, Townsville)

Highlanders 42 v 27 Melbourne Rebels  
(Leichhardt Oval, Sydney)

### Round 4: 4-6 June

Crusaders 29 v 21 Western Force  
(Orangetheory Stadium, Christchurch)

Queensland Reds 24 v 31 Blues  
(Suncorp Stadium, Brisbane)

Highlanders 59 v 23 NSW Waratahs  
(Forsyth Barr Stadium, Dunedin)

Brumbies 12 v 10 Hurricanes  
(GIO Stadium, Canberra)

Chiefs 36 v 26 Melbourne Rebels  
(Leichhardt Oval, Sydney)

### Round 5: 11-12 June

Hurricanes 43 v 14 Queensland Reds  
(Sky Stadium, Wellington)

Brumbies 12 v 33 Highlanders  
(GIO Stadium, Canberra)

Melbourne Rebels 26 v 52 Crusaders  
(Leichhardt Oval, Sydney)

Blues 31 v 21 Western Force  
(Eden Park, Auckland)

NSW Waratahs 7 v 40 Chiefs  
(Brookvale Oval, Sydney)

### Final: 19 June

Blues 23 v 15 Highlanders  
(Eden Park, Auckland)



## BUILDCORP SUPER W

### Round 1: 19-24 June

Queensland Reds 26 v 47 NSW Waratahs (Bottomley Park, Brisbane)  
Brumbies 30 v 5 Melbourne Rebels (Seiffert Oval, Queanbeyan)  
Western Force 17 v 17 Presidents XV (C.ex Coffs International Stadium, Coffs Harbour)

### Round 2: 27 June

Brumbies 13 v 19 President's XV (C.ex Coffs International Stadium, Coffs Harbour)  
Melbourne Rebels 12 v 17 Queensland Reds (C.ex Coffs International Stadium, Coffs Harbour)

### Round 3: 30 June

Queensland Reds 54 v 5 President's XV (C.ex Coffs International Stadium, Coffs Harbour)  
NSW Waratahs 24 v 3 Brumbies (C.ex Coffs International Stadium, Coffs Harbour)  
**Finals: 3 July**  
Melbourne Rebels 8 v 10 Brumbies (C.ex Coffs International Stadium, Coffs Harbour)  
President's XV 15 v 17 Super W Select\* (C.ex Coffs International Stadium, Coffs Harbour)  
NSW Waratahs 45 v 12 Queensland Reds (C.ex Coffs International Stadium, Coffs Harbour)

\*Super W select replaced the Western Force who withdrew from the competition



## AON UNIVERSITY 7S SERIES

### REGIONAL ROUND 1 (QLD): East's Rugby Union Club, Coorparoo

#### Round 1: 27th March

Uni of Melbourne 12 v 26 Uni of Qld  
Uni of Adelaide 12 v 27 Griffith Uni

#### Round 2: 27th March

Griffith Uni 19 v 7 Uni of Melbourne  
Uni of Qld 33 v 19 Bond Uni

#### Round 3: 27th March

Bond Uni 19 v 17 Griffith Uni  
Uni of Melbourne 7 v 21 Uni of Adelaide

#### Round 4: 27th March

Uni of Adelaide 5 v 29 Bond Uni  
Griffith Uni 12 v 21 Uni of Qld

#### Round 5: 28th March

Uni of Qld 24 v 0 Uni of Adelaide  
Bond Uni 31 v 0 Uni of Melbourne

### Round 6: 28th March

Uni of Melbourne 12 v 17 Uni of Adelaide

### Round 7: 28th March

Bond Uni 12 v 22 Griffith Uni  
Uni of Qld 26 v 0 Uni of Adelaide

### Round 8: 28th March

Bond Uni 26 v 20 Uni of Adelaide  
Griffith Uni 19 v 12 Uni of Qld

### REGIONAL ROUND 1 (NSW): Woollahra Oval, Sydney

#### Round 1: 27th March

Uni of Sydney 15 v 15 UTS  
Uni of Canberra 7 v 17 Uni of Newcastle

#### Round 2: 27th March

Uni of Sydney 19 v 7 Uni of Canberra  
UTS 31 v 19 Uni of Newcastle

#### Round 3: 27th March

Uni of Sydney 10 v 14 Uni of Newcastle  
UTS 21 v 15 Uni of Canberra

#### Round 4: 28th March

UTS 26 v 12 Uni of Canberra  
Uni of Newcastle 10 v 12 Uni of Sydney

#### Round 5: 28th March

Uni of Canberra 17 v 12 Uni of Newcastle  
UTS 10 v 22 Uni of Sydney

### REGIONAL ROUND 2 (QLD): Surfers Paradise Rugby Union Club, Broadbeach

#### Round 1: 10th April

Bond Uni 38 v 5 Uni of Qld  
Griffith Uni 24 v 17 Combined Team

#### Round 2: 10th April

Bond Uni 17 v 12 Griffith Uni  
Uni of Qld 24 v 0 Combined Team

#### Round 3: 10th April

Uni of Qld 10 v 26 Griffith Uni  
Bond Uni 43 v 0 Combined Team

#### Round 4: 11th April

Bond Uni 26 v 0 Combined Team  
Griffith Uni 26 v 0 Uni of Qld

#### Round 5: 11th April

Uni of Qld 29 v 7 Combined Team  
Bond Uni 21 v 15 Griffith Uni

### REGIONAL ROUND 2 (NSW): Smith St Sportsground, Newcastle

#### Round 1: 10th April

Uni of Sydney 17 v 7 Uni of Melbourne  
Uni of Canberra 12 v 28 UTS  
Uni of Adelaide 10 v 19 Uni of Newcastle

#### Round 2: 10th April

Uni of Sydney 5 v 17 UTS  
Uni of Canberra 19 v 24 Uni of Newcastle  
Uni of Adelaide 12 v 21 Uni of Melbourne

#### Round 3: 10th April

Uni of Sydney 19 v 7 Uni of Newcastle  
Uni of Adelaide 5 v 24 UTS  
Uni of Canberra 29 v 5 Uni of Melbourne

#### Round 4: 11th April

Uni of Canberra 12 v 15 Uni of Melbourne  
Uni of Newcastle 12 v 10 Uni of Adelaide

#### Round 5: 11th April

UTS 12 v 10 Uni of Melbourne  
Uni of Sydney 12 v 22 Uni of Newcastle

### Round 6: 11th April

Uni of Canberra 12 v 24 Uni of Adelaide  
Uni of Melbourne 12 v 27 Uni of Sydney  
UTS 38 v 10 Uni of Newcastle

### FINALS ROUND 1: Forshaw Rugby Park, Sylvania Waters

#### Round 1: 1st May

Griffith Uni 22 v 17 UTS  
Bond Uni 17 v 0 Uni of Sydney  
Uni of Qld 29 v 10 Uni of Newcastle

#### Round 2: 1st May

Griffith Uni 12 v 22 Uni of Sydney  
Bond Uni 22 v 14 Uni of Newcastle  
Uni of Qld 31 v 12 UTS

#### Round 3: 1st May

Griffith Uni 41 v 12 Uni of Newcastle  
Bond Uni 21 v 10 UTS  
Uni of Qld 10 v 22 Uni of Sydney

#### Round 4: 2nd May

Uni of Qld 12 v 19 Uni of Newcastle  
UTS 17 v 12 Griffith Uni

#### Round 5: 2nd May

Uni of Sydney 38 v 7 Uni of Newcastle  
Bond Uni 24 v 7 UTS

#### Round 6: 2nd May

Griffith Uni 31 v 0 Uni of Qld  
Uni of Newcastle 7 v 17 UTS  
Uni of Sydney 14 v 19 Bond Uni

### FINALS ROUND 2: Bond University, Queensland

#### Round 1: 15th May

Bond Uni 12 v 24 Uni of Sydney  
UTS 15 v 15 Uni of Newcastle  
Griffith Uni 10 v 14 Uni of Qld

#### Round 2: 15th May

Bond Uni 36 v 0 Uni of Newcastle  
UTS 17 v 5 Uni of Qld  
Griffith Uni 17 v 19 Uni of Sydney

#### Round 3: 15th May

Bond Uni 7 v 27 Uni of Qld  
UTS 17 v 5 Uni of Sydney  
Griffith Uni 33 v 0 Uni of Newcastle

#### Round 4: 16th May

Griffith Uni 26 v 7 Uni of Newcastle  
Uni of Sydney 5 v 36 Bond Uni

#### Round 5: 16th May

Uni of Qld 19 v 21 Griffith Uni  
UTS 5 v 19 Bond Uni  
Uni of Newcastle 7 v 20 Uni of Sydney

#### Round 6: 16th May

Uni of Qld 14 v 15 UTS  
Griffith Uni 7 v 29 Bond Uni





# Corporate governance

## STANDARDS OF THE GAME

### THE BOARD OF RA IS COMMITTED

to high levels of governance and endeavours to foster a culture that promotes ethical standards and corporate integrity.

In 2021, 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 ended 31 December 2021.

### 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. Long-standing Committees of the Board are the:

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

Each of these Committees 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. Matters determined by Committees are submitted to the full Board as recommendations for Board decisions.

In addition, in 2021 the Board established a Rugby Committee comprising of the Managing Director and two Non-Executive Directors (both former Wallaby players), with senior management also attending meetings as required. The Rugby Committee met regularly throughout 2021 to review and consider various high performance and rugby related matters including high performance structures, player and coaching staff recruitment and contracting and the national teams eligibility policy. Matters determined by the Rugby Committee are submitted to the full Board as recommendations for Board ratification.

Further, 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.

Throughout the course of 2021, Directors were also significantly involved in various other committees and advisory groups, including:

- **Rugby World Cup Bid Advisory Board;**
- **First Nations Rugby Committee;**
- **National Technical Advisory Group; and**
- **High Performance Advisory Working Group.**

### 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 diversity across areas including gender, heritage/cultural, geography and rugby experience. Each of these diversity factors were key considerations when identifying candidates to fill Director positions in 2021.

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.

# Corporate governance

## STANDARDS OF THE GAME

The Directors may at any time appoint a person to be a Director to fill a casual vacancy. This Director may hold 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.

### 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) independence, skills, cultural and diversity obligations.

### PRINCIPLE 3: PROMOTE ETHICAL AND RESPONSIBLE DECISION MAKING

#### Code of Conduct

RA is committed to promoting and protecting the image and integrity of Rugby and all of its participants in Australia and requires all those involved in the game to act in accordance with the Game's core values of Passion, Integrity, Discipline, Respect and Teamwork.

In light of this commitment, RA has adopted a Code of Conduct (Code) that sets out the behaviours that are expected of all those involved in Rugby, including players, coaches, administrators, employees, contractors, directors, volunteers, parents and spectators in order to ensure that a safe, fair and inclusive environment is provided for all.

The Code also seeks to deter conduct that could damage the image and integrity of Rugby by impairing public confidence in the sport or its participants and sets out a harmonised approach to the handling and resolution of complaints, including the administration of a disciplinary process and the implementation of sanctions for

prohibited conduct at all levels of the game in Australia.

All Relevant Organisations (as defined in the Code) are under an obligation to:

- publish, distribute and promote the Code;
- recognise and enforce any sanction imposed under the Code;
- ensure that a copy of the Code is available or accessible to all people and organisations to whom the Code applies; and
- appoint a person(s) that is responsible for the administration of the Code within their jurisdiction.

RA has also adopted a Professional Player Code of Conduct that applies to all professional players.

### Inclusion Policy

RA's ongoing ambition is to create an inclusive Australian Rugby community. However, this can only be achieved if our game is one where every individual participant, whether players, officials, volunteers, supporters or administrators feel safe, welcome and included. As a consequence, RA has an inclusion policy that ensures players, officials, volunteers, supporters and administrators have the right and freedom to participate regardless of gender, sexual orientation, race or religion and without fear of exclusion.

### Whistleblowing Policy

RA is committed to conducting business honestly, with integrity, and in accordance with our core values and standards of expected behaviour and put a whistleblowing policy in place in 2020, which:

- encourages whistleblowers to come forward with their concerns if they become aware of any disclosable matters;
- explains how a disclosure can be made and what protections a discloser will receive;
- outlines the process at RA for handling and responding to disclosures; and
- promotes a workplace environment in which everyone feels safe, supported and encouraged to make disclosures.

### Anti-Corruption and Betting Policy

RA has adopted an anti-corruption and betting policy in recognition of the following fundamental sporting imperatives:

- all matches should be contested on a level-playing field, with the outcome and all aspects of each match to be determined solely by the merits of the competing players and teams and their respective coaching, medical and other player support personnel;
- public confidence in the authenticity and integrity of the sporting contest is of paramount importance - if that confidence were to be undermined, Rugby would be fundamentally affected;
- persons who are or who seek to be involved in Rugby should be of suitable character, reflecting the integrity, reputation and spirit of Rugby; and
- the expansion of betting markets and market interest has led to a significant increase in the amount and the different types of wagers being placed on Rugby, which raises the risk of third parties attempting to corrupt participants and for persons within Rugby seeking to gain from corrupt betting practices.

### 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 as at the date of signing the Directors' Report is comprised of 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 10 times during 2021. Details of Directors' attendance at Committee meetings are set out in the Directors' Report.

### PRINCIPLE 4: SAFEGUARD THE INTEGRITY OF CORPORATE REPORTS

The Board is committed to integrity in corporate reporting. This is monitored



# Corporate governance

## STANDARDS OF THE GAME

by the Board's 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 twelve times during the year. Details of these Directors' attendance at Committee meetings are set out in the Directors' Report.

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 Financial Officer (or equivalent) 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

These principles are 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 has a social media policy in place that aims to support all our codes and policies relating to conduct and inclusion. This policy provides a simple set of rules that apply to all Rugby participants in relation to their use of social media and is designed to ensure that there is an enjoyable, safe, respectful and inclusive social media environment for everyone. The policy has two main objectives:

- to seek to ensure that all those that participate in Rugby are respectful to others and that they have regard to acceptable community standards when using social media; and
- to support RA's other codes and policies and deter publication of material that may be reasonably

likely to damage the image of Rugby by adversely affecting or discrediting RA or any Rugby Body, club, team, competition/tournament, player, sponsor, official supplier, licensee, or any other participant or non-participant.

In relation to communications with members, RA holds an Annual General Meeting 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; and
- 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.

### 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 twice during 2021. Details of Directors' attendance are set out in the Directors' Report.

The Committee has the authority to seek any information it requires

# Corporate governance

## STANDARDS OF THE GAME

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. 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 membership of the Nominations Committee consists of the Chair of the RA Board, one person appointed by the RA Board and two people elected by a two-thirds majority of RA's members. As at the date of signing the Directors' Report, the Nominations Committee consists of Mr Hamish McLennan (Chair), Mr Marc L'Huillier, Mr Darryl McDonough and the Hon. Mr John Sharp AM.

#### Mr Marc L'Huillier

Mr L'Huillier is a Senior Partner at Ernst and Young (EY) where he leads the Customer Strategy practice in Oceania. He was previously CEO of one of Australia's largest consumer insights firms, Sweeney Research, and transitioned to his current role when his business 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 currently on the committee at Harlequins in Melbourne where his boys play juniors and he is also the President of the St Kevin's College Rugby Association.

#### Mr Darryl McDonough

Mr McDonough has been a company director for over 35 years and is currently Chair of listed GWA Group Limited and unlisted Wiggins Island Coal Export Terminal; he is also a director of a not for profit foundation. He holds accounting and legal qualifications and was a partner and chief executive of a national legal firm.

#### The Hon Mr John Sharp AM

The Honourable John Sharp AM is an aviator, having been a licensed pilot of both fixed-wing and rotary-wing aircraft. Mr Sharp was a member of the House of Representatives of the Commonwealth Parliament for 14 years (1984 – 1998). He retired from the House of Representatives in 1998 and established his own high-level aviation and transport consulting company. Mr Sharp is a former Chairman of the Aviation Safety Foundation of Australia. In 2001, he became a director of Airbus Group, Australia Pacific, a position he retired from in June 2015. He has retired as Chairman of the Parsons Brinkerhoff Advisory Board, an engineering and design company operating throughout Australia and the region. He is Chairman of Pel-Air Aviation Pty Ltd and is also a director of Power and Data Corporation Pty Limited and a Director of Luerssen Australia and a director of the Australian Maritime Shipbuilding Export Group.

Mr Sharp is a Trustee and Board Member of John McKeown House. He was Honorary Federal Treasurer, National Party of Australia from 1999 to 2017 and has retired as Chairman of Winifred West Schools Foundation. He has been a member of the University of Wollongong Vice Chancellor's Advisory Board. He is also currently a director of the Tudor House Foundation. Mr Sharp was appointed a director of the Flight Safety Foundation following his receipt of the Foundation's Presidential Citation for Aviation Safety, the first Australian to receive this award. He has been a director of the French, Australian Chamber of Commerce and Industry, and Co-Chair of the Cancer Council of NSW Southern Highlands Branch. He has recently retired from the board of

the Climate Change Authority and also from the board of the Australian Polo Federation. Mr Sharp is a director of the Foundation for Rural and Regional Renewal (FRRR), having joined the board in 2019.

Mr Sharp was named a Member of the Order of Australia for significant service to the people and Parliament of Australia, to the aviation industry, and the community during Queen's Birthday Honours in June 2018.

### NEW DIRECTORS

After overseeing a significant transition of the Board in 2020, the Nominations Committee continued to take an active role in recruitment of new Board members in 2021.

Following nomination by the Nominations Committee in consideration of the balance of skills, experience, expertise and diversity on RA's Board, the Members of RA elected four new Directors at the AGM held in April 2021, being:

- Mr Hamish McLennan, who had been appointed by the Board to fill a casual vacancy in June 2020 and had been serving as Chair of the Board since that time;
- Ms Karen Penrose;
- Dr Jane Wilson AO; and
- Mr Matthew Hanning, whose appointment as a Director took effect in June 2021.

### DIRECTOR RESIGNATIONS

#### Mr Hayden Rorke

Mr Rorke retired as a Director at the 2021 AGM held on 29 April 2021.

### 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 2021, this requirement was satisfied by Mr Phil Waugh and Mr Daniel Herbert.



Rugby Australia Limited

ABN 36 002 898 544

Financial Report  
31 December 2021

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## 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 2021 and the independent auditor's report thereon.

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

### 1. Directors

Hamish McLennan  
Chairman and Non-  
Executive Director

Hamish joined the Board and was appointed Chair in June 2020. Hamish serves as Chair of the Nominations Committee and as a member of the Audit & Risk Committee. He also represents Rugby AU on the World Rugby Council and is a member of World Rugby's Finance Committee. Hamish further represents Rugby AU on the Executive Committee of SANZAAR. Hamish is an experienced media and marketing industry executive. He was Executive Chairman, Chief Executive Officer and Managing Director of Ten Network Holdings where he negotiated the Big Bash League rights and, before that, Executive Vice President, Office of the Chairman, at News Corp. Previously, Hamish was Global Chairman and CEO of Young & Rubicam, part of WPP, one of the world's largest communications services group based in New York. Hamish is Chairman of HT&E Limited which is the parent company of FM radio group, Australian Radio Network (ARN), which boasts brands as KiisFM and GoldFM. Hamish is also Chairman of multibillion-dollar global advertising real estate company, REA Group as well as Chairman of Magellan Financial Group, a globally focused equity fund with approximately \$100 billion worth of investments under management. Hamish is also Director of Garvin Research Foundation Board, Claim Central Consolidated Pty Ltd and Scientific Games Corporation.

Andrew Marinos  
Managing director and CEO

Andrew joined Rugby AU as Chief Executive Officer in February 2021 and serves as a member of the Rugby Committee. He represents Rugby AU on the Executive Committee of SANZAAR, and on World Rugby's Professional Game Committee. For the five years previous, Andrew was Chief Executive of the Southern Hemisphere's premier Rugby body, SANZAAR. Andrew has also served as National Teams Manager, Acting Managing Director, and General Manager for Commercial and Marketing during his time at the South African Rugby Union (SARU) from 2008 to 2015. Andrew has extensive sports administration experience in both High Performance and Broadcasting where he represented SANZAAR and SARU's rights for well over a decade. Born in Zimbabwe, Andrew has broad experience in administrative roles internationally, including serving as Chief Executive of Newport Gwent Dragons in Wales as well as Chief Executive of Rodney Parade Stadium. Andrew has also sat on the Board of the Welsh Rugby Union (WRU) as well as the WRU Professional Game Board. A former professional Rugby and Rugby League player, Andrew played for the Natal Sharks (1992-1995), Western Province and Stormers (1997-1999) and Newport based club 97 times and went on to represent Wales in eight Test matches and Wales Sevens from 1999-2003 including the 7's World Cup. Andrew also played Rugby League in Australia, having featured in one match for the Canterbury-Bankstown Bulldogs in 1996 as well as representing South Africa at the Super League World Nines in 1997.

Brett Godfrey  
Non-Executive Director

Brett joined the Board in March 2020 and serves as Chair of the Audit & Risk Committee. He is the founding Chief Executive of Virgin Australia. He is a Chartered Accountant and oversees an investment fund 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 Tasmanian Premier's Taskforce on securing an AFL licence for Tasmania and is Chair of Tourism Queensland. He had a 30-year career in the aviation industry including conceptualising and leading Virgin Australia during its first 10 years; 13 years as a board director of Canada's 2nd largest airline, TSX listed Westjet and 9 years on NZX listed Auckland Airport. As a rugby player Brett played 1st Grade with Harlequins and Victoria. He was also a junior rugby coach.



## Rugby Australia Limited

### Directors' report (*continued*)

Matthew Hanning  
Non-Executive Director

Matt joined the Board in June 2021 and currently serves as Chair of the Governance & Policy Committee. Matt is an experienced financial services industry executive, having worked in financial services and held senior management roles in Australia, London and Hong Kong. He was a Group Managing Director and member of the Global Executive Committee for the Investment Bank of UBS AG, where he ran the investment banking business across Asia Pacific and, before that, Managing Director and head of Australia and New Zealand investment banking at Morgan Stanley. Matt is a founding partner of Barrenjoey, a locally owned Australian securities firm. He is a senior adviser to Baring Private Equity Asia and the Chairman of the Australian holding company of SAI Global, a Baring portfolio company. Matt was previously a partner at Clayton Utz, a non-executive director of Clayton Utz and a non-executive director of Vocus Limited. Matt has a deep connection with rugby having played for school and club, going on to join Eastwood and play club rugby in England.

Daniel Herbert  
Non-Executive Director

Daniel joined the Board in March 2020 and currently serves as a member of the Human Resources Committee and Rugby Committee, having previously served as Chair of the Governance & Policy Committee. 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. He serves currently as the Chief Executive of SSKB, a tier one strata management business which operates across the Eastern Seaboard of Australia.

Pip Marlow  
Non-Executive Director

Pip joined the Board in February 2016 and is Chair of the Human Resources Committee, having also previously served as a member of the Audit & Risk Committee. Pip also represents Rugby AU on the World Rugby Council and is a member of World Rugby's Audit & Risk Committee and the Rugby World Cup Board. She is the CEO of Salesforce ANZ & ASEAN. Prior to this she was the CEO of Customer Marketplace at Suncorp, and prior to that spent 21 years at Microsoft, in roles that included Managing Director of Microsoft Australia. She is the co-chair of the Australia New Zealand Leadership Forum, is a member of Chief Executive Women (CEW), a member of the WEF Regional Action group for APAC and a Business Events Sydney Ambassador for Sydney. Pip was previously on the Vice-Chancellor's Advisory at UTS and on the boards of Australian Business Community Network, Australian Information Industry Association and the Beacon Foundation. She is a passionate advocate for diversity in all forms and a member of Pride in Diversity. Pip was born and raised in Palmerston North, New Zealand where she developed a lifelong passion for rugby.

Karen Penrose  
Non-Executive Director

Karen joined the Board in April 2021 and is a member of the Audit & Risk Committee. She has a B.Com (UNSW), holds a CPA and is a Fellow of the Australian Institute of Company Directors. Karen has been a full-time director since 2014 and serves on the boards of Ramsay Health Care, Ramsay Sante, Bank of Queensland, Estia Health, Vicinity Centres and Marshall Investments. Karen's executive experience was in leadership and CFO roles, mainly in financial services. She is passionate about customer outcomes, financial management and well versed in rapidly changing regulatory environments, which stems from her 20 years in banking with Commonwealth Bank and HSBC and eight years as a listed-company CFO. Karen has been connected to rugby throughout her life and has contemporary grass-roots experience, as President of Old Barker Rugby Club. Karen has a particular passion in promoting the Women's game and Indigenous representation within Rugby including working with Barker College's efforts to support the education of Aboriginal and Torres Strait Islander children. Apart from her own interest in most sports, Karen believes there are leadership, health, educative and disciplinary benefits in encouraging participation in sport.



## Rugby Australia Limited

### Directors' report (*continued*)

Phil Waugh  
Non-Executive Director

Phil joined the Board in July 2018 and serves as a member of the Human Resources Committee, Governance & Policy Committee and Rugby Committee. Phil is a former Wallabies Captain and played 79 Test Matches for Australia. Phil is the Executive, Broker Distribution at National Australia Bank, having previously held senior leadership positions at both The Commonwealth Bank of Australia (CBA) and Westpac Banking Corporation (WBC), and served as a Director of the Australian Finance Industry Association (AFIA). Phil is also a member elected representative on the Members Advisory Committee for the Sydney Sports and Cricket Ground (SCG) and a patron of Sydney Junior Rugby Union.

Jane Wilson AO  
Non-Executive Director

Jane joined the Board in April 2021 and serves as a member of the Governance & Policy Committee and as Rugby AU's representative on the Oceania Rugby Board. Jane is a former Guardian of the Future Fund, Australia's Sovereign Wealth Fund, a Non-Executive Director of Sonic Healthcare Limited, Transurban and Costa Group Holdings Limited. She is also Co-Chair of the Australian Government Advisory Board on Technology and Healthcare Competitiveness. Jane has over 20 years' experience as a Non-Executive Director of public companies, government-owned corporations and not-for-profit organisations following an executive career in finance, banking and medicine including in private banking at Macquarie Bank and in the corporate department of Wilson HTM Investment Group. Jane was previously the Deputy Chancellor of the University of Queensland, and a Non-Executive Director of the General Sir John Monash Foundation, Opal Aged Care Limited, BUPA Australia Limited, Energex Limited and the Winston Churchill Memorial Trust. Jane has a lifelong passion for rugby and has been extensively involved in Rugby QLD both personally and through her family.

Hayden Rorke  
Non-Executive Director

Hayden joined the Board in April 2018 and retired in April 2021. During his time on the Board he served as a member of the Governance & Policy Committee, was the Board representative on the First Nations Rugby Committee and the National Schools Strategy Group. Hayden is Managing Director of South Pacific Paper Pty Ltd and has over 40 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.

Michael Chance  
Company Secretary

Michael is the General Counsel of Rugby AU and has served as Company Secretary since August 2020. He is admitted to practice in New South Wales. Before joining Rugby AU, Michael was an in-house lawyer at Fuji Xerox Australia in Sydney and, prior to that, a senior associate at Ashurst LLP in London.

# Rugby Australia Limited

## 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
Mr H McLennan	14	14	11	12	1 <sup>^</sup>	-	6 <sup>^</sup>	-	2	2
Mr A Marinos	13	13	11 <sup>^</sup>	-	2 <sup>^</sup>	-	7 <sup>^</sup>	-	-	-
Mr B Godfrey	13	14	12	12	-	-	-	-	-	-
Mr M Hanning	8	8	1 <sup>^</sup>	-	-	-	8	8	-	-
Mr D Herbert	14	14	-	-	2	2	2	2	-	-
Ms P Marlow	13	14	7	7	2	2	-	-	-	-
Ms K Penrose	8	8	5	5	-	-	-	-	-	-
Mr H Rorke	5	6	-	-	-	-	1	1	-	-
Mr P Waugh	14	14	-	-	2	2	9	10	-	-
Dr J Wilson	8	8	1 <sup>^</sup>	-	-	-	8	8	-	-

A = Number of meetings attended during the time the Director held office (or position in Committee, as relevant) during the year.

B = Reflects the number of meetings held during the time the Director held office (or position in Committee, as relevant) during the year.

\* Mr A Marinos attended 1 Board Meeting at the invitation of the Board prior to being appointed as CEO and Managing Director in February 2021.

\*\* Mr A Marinos attended 1 additional meeting at the invitation of the Committee prior to being appointed as CEO and Managing Director in February 2021. Ms K Penrose attended 1 additional meeting at the invitation of the Committee prior to being appointed as a member of the Committee in July 2021.

<sup>^</sup> Denotes attendance as an observer.

## 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 year ended 31 December 2021 were the promotion, development and general governance of the game of rugby union in Australia.

The activities of the Group remained impacted by the COVID-19 pandemic in the year ended 31 December 2021. Throughout the year various Federal, State and Local governments enforced restrictions around public gatherings, travel conditions and closures to nonessential businesses. As a result, the Group's principal activities were adversely affected.

## 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 \$4,503,000 (2020: deficit of \$27,111,000).

The ARF, established in 2014 to attract greater private investment for the promotion and development of rugby, reported a surplus of \$75,000 (2020: deficit of \$12,000), after allowing for grant activities of \$542,978 (2020: \$208,000). 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.

## 6. Events subsequent to reporting date

Subsequent to financial year end, the Group withdrew \$5m from the Loan Note agreement reducing the undrawn borrowing facility from \$20m to \$15m.

## 7. Likely developments

The Group continues to explore a range of additional capital options as part of its capital management plans which may include either debt instruments and or private equity investment.

## 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 7 and forms part of the Directors' report for the financial year ended 31 December 2021.

## 10. Rounding off

The Group is of a kind referred to in ASIC Corporations (Rounding in Financial / Directors' reports) 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.



**H. McLennan**

Director



**A. Marinos**

Director

Dated at Sydney this 24<sup>th</sup> day of March 2022



# 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 2021 there have been:

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

KPMG

Trent Duvall

*Partner*

Sydney

24 March 2022



**Consolidated Statement of profit or loss**  
**For the year ended 31 December 2021**

		2021 Consolidated Entity	2021 Parent Entity	2020 Consolidated Entity	2020 Parent Entity
	Note	\$'000	\$'000	\$'000 (Restated, Note 23)	\$'000 (Restated, Note 23)
<b>Revenue and other income</b>	2	98,583	98,464	65,991	65,722
<b>Operating expenditure</b>					
Super Rugby and High Performance	16	19,849	19,849	18,329	18,329
Player payments, RUPA and team costs		23,437	23,437	21,741	21,741
Matchday		13,931	13,930	11,743	11,743
Community grants and costs		6,292	5,980	4,039	3,831
Other operating expenses	3	37,696	37,603	33,976	33,939
<b>Total operating expenditure</b>		<b>101,205</b>	<b>100,799</b>	<b>89,864</b>	<b>89,583</b>
<b>Operating surplus before net financing expense and allocations</b>		<b>(2,622)</b>	<b>(2,335)</b>	<b>(23,837)</b>	<b>(23,861)</b>
Net financing expense	4	1,994	1,994	3,091	3,091
<b>Deficit after net finance income</b>		<b>(4,616)</b>	<b>(4,329)</b>	<b>(26,964)</b>	<b>(26,952)</b>
Share of profit of jointly controlled entities	11	113	(250)	(147)	(147)
<b>Deficit before tax</b>		<b>(4,503)</b>	<b>(4,579)</b>	<b>(27,111)</b>	<b>(27,099)</b>
Income tax expense		-	-	-	-
<b>Operating (Deficit)/Surplus per the period</b>		<b>(4,503)</b>	<b>(4,579)</b>	<b>(27,111)</b>	<b>(27,099)</b>
<b>Profit attributable to:</b>					
Members of the Company		(4,579)	(4,579)	(27,099)	(27,099)
Non-controlling interests		76	-	(12)	-

The statement of profit or loss is to be read in conjunction with the notes to the financial statements set out on pages 14 to 36.

During 2021, the Group modified the classification of various expenditure items in the Consolidated Statement of profit and loss. Please refer to the Note 23 for further details.

**Consolidated Statement of comprehensive income**  
**For the year ended 31 December 2021**

		2021	2021	2020	2020
		Consolidated	Parent	Consolidated	Parent
	Note	Entity	Entity	Entity	Entity
		\$'000	\$'000	\$'000	\$'000
Deficit for the period		(4,503)	(4,579)	(27,111)	(27,099)
Other comprehensive income/(loss):					
Items that will never be reclassified to profit or loss					
Net change in fair value of fixed assets taken to equity		-	-	265	265
<b>Total items that will never be reclassified to profit or loss</b>		-	-	<b>265</b>	<b>265</b>
Items that are or may be reclassified subsequently to profit or loss					
Net change in fair value of realised cash flow hedges transferred to profit or loss		-	-	(908)	(908)
Net change in fair value of cash flow hedges taken to equity		-	-	153	153
Realised cash flow hedge reserve transferred to profit and loss upon discontinuation of hedge relationship		-	-	(4,985)	(4,985)
Unrealised cash flow hedge reserve transferred to profit and loss upon discontinuation of hedge relationship		-	-	6,887	6,887
<b>Total items that are or may be reclassified subsequently to profit or loss</b>		-	-	<b>1,147</b>	<b>1,147</b>
Other comprehensive income for the period		-	-	1,412	1,412
<b>Total comprehensive income for the period</b>		<b>(4,503)</b>	<b>(4,579)</b>	<b>(25,699)</b>	<b>(25,687)</b>
Comprehensive income for the period attributable to:					
Members of the Company		(4,579)	(4,579)	(25,687)	(25,687)
Non-controlling interests		76	-	(12)	-

The statement of comprehensive income is to be read in conjunction with the notes to the financial statements set out on pages 14 to 36.



**Consolidated Statement of financial position**  
**As at 31 December 2021**

		2021	2021	2020	2020
		Consolidated	Parent	Consolidated	Parent
	Note	Entity	Entity	Entity	Entity
		\$'000	\$'000	\$'000	\$'000
<b>Current assets</b>					
Cash and cash equivalents	6	12,208	11,149	17,550	16,781
Trade and other receivables	7	8,592	8,540	4,960	4,960
Other assets	8	5,766	5,766	601	601
<b>Total current assets</b>		<b>26,566</b>	<b>25,455</b>	<b>23,111</b>	<b>22,342</b>
<b>Non-current assets</b>					
Trade and other receivables	7	254	254	149	149
Property, plant & equipment	9	11,856	11,856	12,072	12,072
Intangible assets	10	18,486	18,486	19,485	19,485
Investment in Joint Venture	11	1,819	1,456	1,707	1,707
<b>Total non-current assets</b>		<b>32,415</b>	<b>32,052</b>	<b>33,413</b>	<b>33,413</b>
<b>Total assets</b>		<b>58,981</b>	<b>57,507</b>	<b>56,524</b>	<b>55,755</b>
<b>Current liabilities</b>					
Trade and other payables	12	12,904	12,953	23,387	23,353
Deferred revenue	13	13,274	12,165	5,266	4,869
Employee entitlements	14	1,241	1,241	1,120	1,120
Financial liabilities	15	682	682	682	682
<b>Total current liabilities</b>		<b>28,101</b>	<b>27,041</b>	<b>30,455</b>	<b>30,024</b>
<b>Non-current liabilities</b>					
Deferred revenue	13	5,935	5,935	7,000	7,000
Employee entitlements	14	629	629	717	717
Financial liabilities	15	36,188	36,188	25,721	25,721
<b>Total non-current liabilities</b>		<b>42,752</b>	<b>42,752</b>	<b>33,438</b>	<b>33,438</b>
<b>Total liabilities</b>		<b>70,853</b>	<b>69,793</b>	<b>63,893</b>	<b>63,462</b>
<b>Net assets</b>		<b>(11,872)</b>	<b>(12,286)</b>	<b>(7,369)</b>	<b>(7,707)</b>
<b>Equity</b>					
Retained surplus		(13,841)	(13,841)	(9,262)	(9,262)
Minority interest		414	-	338	-
<b>Total capital position</b>		<b>(13,427)</b>	<b>(13,841)</b>	<b>(8,924)</b>	<b>(9,262)</b>
Asset revaluation reserve		1,555	1,555	1,555	1,555
<b>Total equity</b>		<b>(11,872)</b>	<b>(12,286)</b>	<b>(7,369)</b>	<b>(7,707)</b>

The statement of financial position is to be read in conjunction with the notes to the financial statements set out on pages 14 to 36.

**Statement of changes in equity**  
**(Parent company)**  
**For the year ended 31 December 2021**

	Retained earnings		Asset revaluation reserve		Cash flow hedge reserve realised		Cash flow hedge reserve unrealised		Total equity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Balance at beginning of period</b>	(9,262)	17,837	1,555	1,290	-	5,893	-	(7,040)	(7,707)	17,981
<b>Total comprehensive income/(loss) for the period</b>										
Net deficit for the year	(4,579)	(27,099)	-	-	-	-	-	-	(4,579)	(27,099)
<b>Other comprehensive income/(loss)</b>										
Net change in fair value of fixed assets transferred to equity	-	-	-	265	-	-	-	-	-	265
Net change in fair value of cash flow hedge transferred to profit or loss	-	-	-	-	-	(908)	-	-	-	(908)
Net change in fair value of cash flow hedge transferred to equity	-	-	-	-	-	-	-	153	-	153
Discontinuation of hedge relationship	-	-	-	-	-	(4,985)	-	6,887	-	1,902
<b>Total comprehensive income/(loss) for the period</b>	<b>(4,579)</b>	<b>(27,099)</b>	<b>-</b>	<b>265</b>	<b>-</b>	<b>(5,893)</b>	<b>-</b>	<b>7,040</b>	<b>(4,579)</b>	<b>(25,688)</b>
<b>Balance at the end of period</b>	<b>(13,841)</b>	<b>(9,262)</b>	<b>1,555</b>	<b>1,555</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(12,286)</b>	<b>(7,707)</b>

The statement of changes in equity is to be read in conjunction with the notes to the financial statements set out on pages 14 to 36.



# Rugby Australia Limited

## Statement of changes in equity (Consolidated entity) For the year ended 31 December 2021

	Retained earnings		Asset revaluation reserve		Cash flow hedge reserve realised		Cash flow hedge reserve unrealised		Non-controlling interest		Total equity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>Balance at beginning of period</b>	(9,262)	17,837	1,555	1,290	-	5,893	-	(7,040)	338	349	(7,369)	18,329
<b>Total comprehensive income/(loss) for the period</b>												
Net deficit for the year	(4,579)	(27,099)	-	-	-	-	-	-	76	(12)	(4,503)	(27,111)
<b>Other comprehensive income/(loss)</b>												
Net change in fair value of fixed assets transferred to equity	-	-	-	265	-	-	-	-	-	-	-	265
Net change in fair value of cash flow hedge transferred to profit or loss	-	-	-	-	-	(908)	-	-	-	-	-	(908)
Net change in fair value of cash flow hedge transferred to equity	-	-	-	-	-	-	-	153	-	-	-	153
Discontinuation of hedge relationship	-	-	-	-	-	(4,985)	-	6,887	-	-	-	1,902
<b>Total comprehensive income/(loss) for the period</b>	<b>(4,579)</b>	<b>(27,099)</b>	<b>-</b>	<b>265</b>	<b>-</b>	<b>(5,893)</b>	<b>-</b>	<b>7,040</b>	<b>76</b>	<b>(12)</b>	<b>(4,503)</b>	<b>(25,699)</b>
<b>Balance at the end of period</b>	<b>(13,841)</b>	<b>(9,262)</b>	<b>1,555</b>	<b>1,555</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>414</b>	<b>338</b>	<b>(11,872)</b>	<b>(7,369)</b>

The statement of changes in equity is to be read in conjunction with the notes to the financial statements set out on pages 14 to 36.

**Consolidated Statements of cashflows**  
**For the year ended 31 December 2021**

		2021	2021	2020	2020
		Consolidated	Parent	Consolidated	Parent
	Note	Entity	Entity	Entity	Entity
		\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>					
Receipts in the course of operations		101,236	100,465	68,633	68,349
Payments in the course of operations		(112,546)	(112,064)	(74,052)	(73,761)
<b>Net cash inflow/(outflow) from operating activities</b>	21	<b>(11,310)</b>	<b>(11,599)</b>	<b>(5,420)</b>	<b>(5,412)</b>
<b>Cash flows from investing activities</b>					
Interest Received		10	10	25	25
Payments for property, plant & equipment		(629)	(629)	(48)	(48)
<b>Net cash inflow/(outflow) from investing activities</b>		<b>(619)</b>	<b>(619)</b>	<b>(23)</b>	<b>(23)</b>
<b>Cash flows from financing activities</b>					
World Rugby Funding		-	-	13,765	13,765
Loan proceeds		19,600	19,600	-	-
Loan repayment		(6,887)	(6,887)	-	-
Interest paid		(1,418)	(1,418)	(134)	(134)
Payment of lease liabilities		(685)	(685)	(645)	(645)
Grants to Member Unions & Affiliates		(4,023)	(4,023)	(2,276)	(2,276)
<b>Net cash inflow/(outflow) from financing activities</b>		<b>6,587</b>	<b>6,587</b>	<b>10,710</b>	<b>10,710</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(5,342)</b>	<b>(5,631)</b>	<b>5,266</b>	<b>5,274</b>
Cash and cash equivalents at the beginning of the year		17,550	16,780	12,283	11,506
<b>Cash and cash equivalents at the end of the year</b>		<b>12,208</b>	<b>11,149</b>	<b>17,550</b>	<b>16,780</b>

The statements of cashflows are to be read in conjunction with the notes to the financial statements set out on pages 14 to 36.



**Notes to the financial statements**  
**For the year ended 31 December 2021**

**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 as defined by AASB 1053 Application of Tiers of Australian Accounting Standards. 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.

These consolidated financial statements were authorised for issue by the Board of Directors on the 24<sup>th</sup> of March 2022.

**(c) Basis of Preparation**

The consolidated financial report is presented in Australian dollars.

The Group is of a kind referred to in ASIC Corporations (Rounding in Financial / Directors' reports) 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 accounting policies set out below have been applied consistently by the Group to all periods presented in the consolidated financial report.

The consolidated financial report shows a net current asset deficiency of \$1.5 million at 31 December 2021 (31 December 2020: \$7.3 million) with an operating loss before financing expense of \$2.6 million for the year ended 31 December 2021 (31 December 2020: \$23.8 million) and a net operating cash outflow of \$11.3 million (2020: \$5.4 million).

Whilst professional rugby competition, domestically and internationally, are returning towards pre-COVID19 operating environments, they continue to face uncertainty with regard to the potential impact that could occur due future international and domestic border restrictions, quarantine obligations and in certain instances, restrictions on crowd capacities.

The Group has obtained a finance facility totalling \$40 million from May 2021. The Group has drawn down \$20 million during the 2021 financial year, primarily to repay prior period funding obligations and a further \$5 million since year end.

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 the discharge of liabilities in the ordinary course of business. In making this assessment, the Directors have approved profit and loss and cashflow forecasts for a period of greater than 12 months from the date of these accounts, which indicate the Group has the ability to pay its debts as and when they fall due. The cash flow projections used in the analysis are based on the Group's best estimate using information available at the time of preparation, which by its nature, includes forward looking assumptions. In forming this view the Directors note the following:

- The Super Rugby Pacific competition will be played on a "COVID-safe" operating basis.
- The international movement of professional sporting players becoming more routine.
- The 2022 Wallabies schedule, including inbound tours, is forecast to occur as scheduled.
- Domestic and International contracted broadcast and sponsorship entitlements are received as contracted based on the conduct of the anticipated match schedule.

The cash flow projections include downside sensitivities to capture the cost exposures associated with the potential impact of COVID19. The Group is satisfied that it has sufficient undrawn finance facilities and can enact mitigating activities, similar to those implemented in 2020 and 2021 should further unforeseen adverse COVID19 circumstances or restrictions arise.



**Notes to the financial statements**  
**For the year ended 31 December 2021**

**(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.

**(e) New standards and interpretations**

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 January 2021 but they do not have a material effect on the Group's financial statements.

**(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.

During financial year 2021, the Group did not obtain any derivative financial instruments mainly because most of the contractual arrangements nominated in foreign currencies were not finalised and the quantum of the exposure remained uncertain for the majority of the year.

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**

The Group's risk management policy is to consider the currency risk exposure arising from contracted broadcasting revenue and hedge the risk if it is viewed as unacceptable. Contracted revenues with overseas broadcasters are predominantly in New Zealand Dollars (NZD), United States Dollars (USD), South African Rands (ZAR) and Euro (EUR).

The Group uses derivative financial instruments 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 2021**

**iii Foreign Exchange Policy**

When 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 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 Financial Instruments*, 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.

**Notes to the financial statements**  
**For the year ended 31 December 2021**

**(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.

The Group undertook a formal periodic independent valuation of Memorabilia during 2020 financial year (refer Note 9). Rugby AU's policy is to have Memorabilia revalued at least every 5 years.

**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.

**(i) Intangible assets**

Intangible assets include the cost of intellectual property and software. Amortisation is charged to the 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.

**(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.



**Notes to the financial statements**  
**For the year ended 31 December 2021**

**i Calculation of recoverable amount**

The Group measures loss allowances for trade receivables and contract assets using lifetime expected credit losses (ECLs), except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

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.

**(I) 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.

**Notes to the financial statements**  
**For the year ended 31 December 2021**

**(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 an output method with the measure of progress being matches played. The same method is consistently applied to each broadcast right (The Rugby Championship, Super Rugby, Inbounds Test Matches).

Sponsorship revenue is recognised over time as the services are provided. If the relevant partner rights relate to a particular match, revenue is recognised at the time the match is played.

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.

**(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, interest accrued under *AASB 16 Leases* 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.



**Notes to the financial statements**  
**For the year ended 31 December 2021**

**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 received over 2019-2020 years.

**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.

**(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**

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.

**Notes to the financial statements**  
**For the year ended 31 December 2021**

**i As a lessee**

As a lessee, the Group recognises a Right to future lease arrangement asset and lease liability at the lease commencement date. The Right to future lease arrangement asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The Right to future lease arrangement asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are fixed payments.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments or if the Group changes its assessment of whether it will exercise an extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the Right to future lease arrangement asset, or it is recorded in profit or loss if the carrying amount of the Right to future lease arrangement asset has been reduced to zero.

The lease terms range from 3 to 25 years. Lease payments are subject to a market review every 5 years. Some leases provide for additional rent payments that are based on changes in local price indices. Information about leases for which the Group is a lessee is presented in the note 10.

The group has estimated that the potential future lease payments should it exercise the extension option would result in an increase in lease liability of \$1,253,000.

**ii As a lessor**

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease.

When the Group is an intermediate lessor, it accounts for its interest in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the Right to future lease arrangement arising from the head lease, not with reference to the underlying asset. The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term.

All leases have are classified as operating leases from lessor prospective.



**Notes to the financial statements**  
**For the year ended 31 December 2021**

**Note 2. Revenue and other income**

	Note	2021 Consolidated entity \$'000	2021 Parent entity \$'000	2020 Consolidated entity \$'000	2020 Parent entity \$'000
Broadcast Revenue		40,029	40,029	25,389	25,389
Match Revenue		20,408	20,408	12,227	12,227
Sponsorship		22,376	22,376	15,396	15,396
Licensing & Royalties		911	911	422	422
World Rugby Grants		1,136	1,136	807	807
<b>Total revenue from contracts with customers</b>		<b>84,860</b>	<b>84,860</b>	<b>54,241</b>	<b>54,241</b>
Government & Other Funding	(a)	11,012	11,012	10,182	10,182
Other Income		2,711	2,591	1,568	1,299
<b>Total other income</b>		<b>13,723</b>	<b>13,604</b>	<b>11,750</b>	<b>11,481</b>
<b>Total revenue and other income</b>		<b>98,583</b>	<b>98,464</b>	<b>65,991</b>	<b>65,722</b>

**(a) Government & other funding**

	2021 Consolidated entity \$'000	2021 Parent entity \$'000	2020 Consolidated entity \$'000	2020 Parent entity \$'000
High performance	3,938	3,938	3,154	3,154
Jobkeeper and JobSaver Subsidies	2,309	2,309	4,976	4,976
Community Rugby	216	216	218	218
Super Rugby	1,285	1,285	500	500
Rugby World Cup 2027 Bid grants	3,090	3,090	699	699
Other	174	174	635	635
<b>Government &amp; Other Funding</b>	<b>11,012</b>	<b>11,012</b>	<b>10,182</b>	<b>10,182</b>

**Rugby World Cup 2027 Bid grants**

Rugby Australia received two government grants from the Department of Health to fund the development of a bid for Australia to host the Men's Rugby World Cup 2027. The amount recognised as revenue represents an amount equal to the amount expended on developing the bid.

**Notes to the financial statements**  
**For the year ended 31 December 2021**

**Note 3. Other operating expenses**

	Notes	2021 Consolidated entity \$'000	2021 Parent entity \$'000	2020 Consolidated entity \$'000	2020 Parent entity \$'000
Human Resources	(a)	17,613	17,613	17,073	17,073
Depreciation / Amortisation		2,323	2,323	2,811	2,811
Commissions		2,476	2,476	1,929	1,929
Marketing/Digital/Media		5,324	5,324	3,869	3,869
High Performance Support		1,817	1,817	1,921	1,921
SANZAR fees		903	903	1,102	1,102
Professional/External Services		2,396	2,396	2,457	2,457
IT Services		2,118	2,118	1,765	1,765
Other		2,726	2,633	1,049	1,012
<b>Expenses from Operating activities</b>		<b>37,696</b>	<b>37,603</b>	<b>33,976</b>	<b>33,939</b>

**(a) Human Resources**

	2021 Consolidated entity \$'000	2021 Parent entity \$'000	2020 Consolidated entity \$'000	2020 Parent entity \$'000
High Performance	8,495	8,495	6,468	6,468
Community	1,403	1,403	1,395	1,395
Commercial	2,470	2,470	3,785	3,785
Other	5,245	5,245	5,425	5,425
<b>Total</b>	<b>17,613</b>	<b>17,613</b>	<b>17,073</b>	<b>17,073</b>

	2021 Consolidated entity \$'000	2021 Parent entity \$'000	2020 Consolidated entity \$'000	2020 Parent entity \$'000
Wages and salaries	15,224	15,224	15,595	15,595
Superannuation	1,356	1,356	1,152	1,152
Contractors	1,090	1,090	1,146	1,146
Other	1,046	1,046	930	930
Staff costs recharges	(1,103)	(1,103)	(1,750)	(1,750)
<b>Total</b>	<b>17,613</b>	<b>17,613</b>	<b>17,073</b>	<b>17,073</b>



**Notes to the financial statements**  
For the year ended 31 December 2021

**Note 4. Net Financing Expense**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
Interest income	10	10	25	25
<b>Finance income</b>	<b>10</b>	<b>10</b>	<b>25</b>	<b>25</b>
Loss on discontinuation of hedge relationship	-	-	(1,903)	(1,903)
Foreign exchange loss	(157)	(157)	(579)	(579)
Lease interest	(421)	(421)	(416)	(416)
Interest expense	(1,426)	(1,426)	(218)	(218)
<b>Finance costs</b>	<b>(2,004)</b>	<b>(2,004)</b>	<b>(3,116)</b>	<b>(3,116)</b>
<b>Net Financing Expense</b>	<b>(1,994)</b>	<b>(1,994)</b>	<b>(3,091)</b>	<b>(3,091)</b>

**Note 5. Auditor's remuneration**

	2021 Consolidated Entity \$	2021 Parent Entity \$	2020 Consolidated Entity \$	2020 Parent Entity \$
<b>Audit services</b>				
Auditors of the Company - KPMG				
Audit of the financial report - current	89,975	81,050	84,950	76,450
<b>Other services</b>				
Auditors of the Company - KPMG				
Taxation advice	75,621	75,621	50,674	50,674
Other assurance services	5,730	5,730	5,705	5,705
Advisory and due diligence services	79,980	79,980	35,546	35,546
<b>Total Auditor's remuneration</b>	<b>251,306</b>	<b>242,381</b>	<b>176,875</b>	<b>168,375</b>

**Note 6. Cash and cash equivalents**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
<b>Cash and cash equivalents</b>				
Cash at bank and on hand	6,164	5,982	17,221	16,781
Cash equivalents	1,037	160	329	-
Rugby World Cup 2027 bid grant	5,007	5,007	-	-
<b>Cash and cash equivalents in the statement of cash flows</b>	<b>12,208</b>	<b>11,149</b>	<b>17,550</b>	<b>16,781</b>

**Notes to the financial statements**  
**For the year ended 31 December 2021**

**Note 7. Trade and other receivables**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
<b>Current</b>				
Trade receivables	7,795	7,795	4,849	4,849
Other receivables	797	745	111	111
	<b>8,592</b>	<b>8,540</b>	<b>4,960</b>	<b>4,960</b>
<b>Non-current</b>				
Other receivables	254	254	149	149
	<b>254</b>	<b>254</b>	<b>149</b>	<b>149</b>
<b>Total trade and other receivables</b>	<b>8,846</b>	<b>8,794</b>	<b>5,109</b>	<b>5,109</b>

**Note 8. Other assets**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
<b>Current</b>				
Prepayments	847	847	348	348
Contract assets	4,919	4,919	253	253
<b>Total other assets</b>	<b>5,766</b>	<b>5,766</b>	<b>601</b>	<b>601</b>

**Note 9. Property, plant and equipment**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
<b>Memorabilia</b>				
At fair value	1,537	1,537	1,287	1,287
Accumulated depreciation	(33)	(33)	-	-
<b>Total memorabilia</b>	<b>1,504</b>	<b>1,504</b>	<b>1,287</b>	<b>1,287</b>
<b>Plant and equipment</b>				
At cost	14,361	14,361	13,982	13,982
Accumulated depreciation	(4,009)	(4,009)	(3,198)	(3,198)
<b>Total plant and equipment</b>	<b>10,352</b>	<b>10,352</b>	<b>10,784</b>	<b>10,784</b>
<b>Total property, plant &amp; equipment</b>	<b>11,856</b>	<b>11,856</b>	<b>12,072</b>	<b>12,072</b>



**Notes to the financial statements**  
**For the year ended 31 December 2021**

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

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

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000
<b>Memorabilia</b>		
Fair value		
Balance at 1 January	1,287	1,287
Additions	250	250
Revaluation taken to equity	-	-
<b>Balance at 31 December</b>	<b>1,537</b>	<b>1,537</b>
Accumulated depreciation		
Balance at 1 January	-	-
Depreciation	(33)	(33)
Revaluation taken to equity	-	-
<b>Balance at 31 December</b>	<b>(33)</b>	<b>(33)</b>
Carrying amounts		
At 1 January	1,287	1,287
<b>At 31 December</b>	<b>1,504</b>	<b>1,504</b>

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000
<b>Plant and equipment</b>		
Cost		
Balance at 1 January	13,982	13,982
Additions	379	379
<b>Balance at 31 December</b>	<b>14,361</b>	<b>14,361</b>
Accumulated depreciation		
Balance at 1 January	(3,198)	(3,198)
Depreciation	(811)	(811)
<b>Balance at 31 December</b>	<b>(4,009)</b>	<b>(4,009)</b>
Carrying amounts		
At 1 January	10,784	10,784
<b>At 31 December</b>	<b>10,352</b>	<b>10,352</b>

**Notes to the financial statements**  
**For the year ended 31 December 2021**

**Note 10. Intangible Assets**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 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	3,588	3,588
Accumulated amortisation	(3,538)	(3,538)	(3,031)	(3,031)
<b>Total software</b>	<b>50</b>	<b>50</b>	<b>557</b>	<b>557</b>
<b>Rights to future lease arrangement</b>				
At cost	20,392	20,392	20,392	20,392
Accumulated amortisation	(3,737)	(3,737)	(2,764)	(2,764)
<b>Total rights to future lease arrangements</b>	<b>16,655</b>	<b>16,655</b>	<b>17,628</b>	<b>17,628</b>
<b>Territory copyright prepayment</b>				
At cost	481	481	-	-
Accumulated amortisation	-	-	-	-
<b>Total territory copyright</b>	<b>481</b>	<b>481</b>	<b>-</b>	<b>-</b>
<b>Total intangible assets</b>	<b>18,486</b>	<b>18,486</b>	<b>19,485</b>	<b>19,485</b>

	2021 Consolidated Entity \$'000	2021 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>



**Notes to the financial statements**  
**For the year ended 31 December 2021**

**Note 10. Intangible Assets (continued)**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000
<b>Software</b>		
Cost		
Balance at 1 January	3,588	3,588
Additions	-	-
Disposals	-	-
<b>Balance at 31 December</b>	<b>3,588</b>	<b>3,588</b>
Accumulated amortisation		
Balance at 1 January	(3,031)	(3,031)
Amortisation	(508)	(508)
Disposals	-	-
<b>Balance at 31 December</b>	<b>(3,539)</b>	<b>(3,539)</b>
Carrying amounts		
At 1 January	556	556
<b>At 31 December</b>	<b>50</b>	<b>50</b>

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000
<b>Rights to future lease arrangement</b>		
Cost		
Balance at 1 January	20,392	20,392
Additions	-	-
Disposals	-	-
<b>Balance at 31 December</b>	<b>20,392</b>	<b>20,392</b>
Accumulated amortisation		
Balance at 1 January	(2,764)	(2,764)
Amortisation	(973)	(973)
Disposals	-	-
<b>Balance at 31 December</b>	<b>(3,737)</b>	<b>(3,737)</b>
Carrying amounts		
At 1 January	17,628	17,628
<b>At 31 December</b>	<b>16,655</b>	<b>16,655</b>

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000
<b>Territory copyright prepayment</b>		
Cost		
Balance at 1 January	-	-
Additions	481	481
Disposals	-	-
<b>Balance at 31 December</b>	<b>481</b>	<b>481</b>

**Notes to the financial statements**  
**For the year ended 31 December 2021**

**Note 11. Transactions with joint venture**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
Investment in SANZAR Europe S.a.r.l.	1,275	1,275	1,496	1,496
Share of (loss)/profit for the current period	(250)	(250)	(221)	(221)
	<b>1,025</b>	<b>1,025</b>	<b>1,275</b>	<b>1,275</b>
Investment in SANZAR Pty Ltd	431	431	357	357
Share of profit for the current period	-	-	74	74
	<b>431</b>	<b>431</b>	<b>431</b>	<b>431</b>
Investment in Hearts in Rugby Union	-	-	-	-
Share of profit for the current period	363	-	-	-
	<b>363</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total investment in joint ventures</b>	<b>1,819</b>	<b>1,456</b>	<b>1,707</b>	<b>1,707</b>
<b>Management Fee paid to SANZAR Pty Ltd</b>	<b>903</b>	<b>903</b>	<b>1,102</b>	<b>1,102</b>

**Note 12. Trade and other payables**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
<b>Current</b>				
Trade creditors	4,984	4,984	6,810	6,788
Member Union creditors and accruals	50	50	2,052	2,052
Provisional liability under profit sharing arrangements	1,008	1,008	4,661	4,661
Broadcasting revenue distribution	934	934	1,839	1,839
Other creditors and accruals	5,928	5,977	8,024	8,012
<b>Total current trade and other payables</b>	<b>12,904</b>	<b>12,953</b>	<b>23,387</b>	<b>23,353</b>

Provisional liability under profit sharing arrangements represents the amounts owed to other Tri Nations/Rugby Championship series participants.

Broadcasting revenue distribution liability arose because of the revision of the broadcast agreements triggered by the COVID-19 related restrictions.



**Notes to the financial statements**  
**For the year ended 31 December 2021**

**Note 13. Deferred revenue**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidate d Entity \$'000	2020 Parent Entity \$'000
<b>Current</b>				
Sponsorships	5,465	5,465	1,909	1,909
Government grants	998	998	1,671	1,671
Rugby World Cup Bid 2027 Grant	4,809	4,809	-	-
Broadcasting Rights	264	264	-	-
World Rugby grants	82	82	382	382
Super Rugby government funding	500	500	500	500
Other	1,156	47	804	406
	<b>13,274</b>	<b>12,165</b>	<b>5,266</b>	<b>4,869</b>
<b>Non-current</b>				
Super Rugby government funding	1,500	1,500	2,000	2,000
Sponsorships	2,600	2,600	5,000	5,000
Rugby World Cup 2023	1,835	1,835	-	-
	<b>5,935</b>	<b>5,935</b>	<b>7,000</b>	<b>7,000</b>
<b>Total deferred revenue</b>	<b>19,209</b>	<b>18,100</b>	<b>12,267</b>	<b>11,869</b>

**Note 14. Employee entitlements**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
<b>Current</b>				
Annual leave	938	938	844	844
Long service leave	303	303	276	276
	<b>1,241</b>	<b>1,241</b>	<b>1,120</b>	<b>1,120</b>
<b>Non-current</b>				
Long service leave	629	629	717	717
	<b>629</b>	<b>629</b>	<b>717</b>	<b>717</b>
<b>Total employee entitlements</b>	<b>1,870</b>	<b>1,870</b>	<b>1,837</b>	<b>1,837</b>

**Notes to the financial statements**  
**For the year ended 31 December 2021**

**Note 15. Financial liabilities**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
<b>Current</b>				
Lease Liabilities	682	682	682	682
	<b>682</b>	<b>682</b>	<b>682</b>	<b>682</b>
<b>Non-current</b>				
Lease Liabilities	4,802	4,802	5,068	5,068
HSBC Loan	-	-	6,887	6,887
Loan Note	19,456	19,456	-	-
World Rugby Funding	11,930	11,930	13,765	13,765
	<b>36,188</b>	<b>36,188</b>	<b>25,721</b>	<b>25,721</b>
<b>Total financial liabilities</b>	<b>36,870</b>	<b>36,870</b>	<b>26,403</b>	<b>26,403</b>

**HSBC loan**

HSBC loan was repaid during 2021 financial year. It carried an interest rate of 3.5% above 3-months BBSY. The loan agreement required the Group to maintain the sum of the cash and cash equivalents above \$2.5 million.

**World Rugby Funding**

World Rugby, the world governing body for rugby, as a part of its COVID19 response, has provided advance funding of £6.5 million (AUD\$11,930,000). The interest of 1% above LIBOR is payable on 31 December 2023. In consideration of the funding, the Group must participate in the Rugby World Cup in 2023. Settlement of this funding may occur through set off against 2023 World Cup Participation funding.

**Loan Note**

The loan note carries an interest rate of 7% above Australian Bank Bill Swap Reference Rate. The loan agreement required Rugby Australia to maintain the sum of the cash and cash equivalents above \$2.5 million. The loan is repayable on 31 March 2027.

As of 31 December 2021 the Security deed has been entered into and all present and after acquired property, interests and rights and proceeds in respect of which Rugby Australia has at any time sufficient rights to grant a security interest has been used as collateral against the Loan Note.

As of 31 December 2021, under the Loan Note agreement the Group also has an undrawn borrowing facility of \$20m.



**Notes to the financial statements**  
**For the year ended 31 December 2021**

**Note 16. 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:

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
Queensland Rugby Union Ltd	4,194	4,194	4,348	4,348
Waratahs Rugby Pty Ltd	4,194	4,194	4,629	4,629
Melbourne Rebels Rugby Union Ltd	3,902	3,902	4,659	4,659
ACT & Southern NSW Rugby Union Ltd	3,994	3,994	4,611	4,611
Sea of Blue Pty Ltd	3,565	3,565	82	82
<b>Total Super Rugby and High Performance funding</b>	<b>19,849</b>	<b>19,849</b>	<b>18,329</b>	<b>18,329</b>

**ii Grants to member unions and affiliates**

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

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
Queensland Rugby Union Ltd	1,161	1,161	632	632
New South Wales Rugby Union Ltd	1,481	1,481	829	829
Victoria Rugby Union Inc	345	345	232	232
ACT & Southern NSW Rugby Union Ltd	334	334	168	168
Western Australia Rugby Union Inc	251	251	133	133
Northern Territory Rugby Union Inc	96	96	73	73
South Australian Rugby Union Ltd	247	247	141	141
Tasmanian Rugby Union Inc	76	76	58	58
Other	32	32	10	10
<b>Total grants to member unions and affiliates</b>	<b>4,023</b>	<b>4,023</b>	<b>2,276</b>	<b>2,276</b>

**Notes to the financial statements**  
For the year ended 31 December 2021

**Note 17. Commitments**

**a) Broadcasting Agreements**

The Group, together with New Zealand Rugby Union, South African Rugby Football Union and Unión Argentina de Rugby has entered into agreements for periods up to 5 years. These initial broadcasting agreements committed the Group to provide five teams for the Super Rugby Competition, six Test matches as part of The Rugby Championship competition and the June test match window and other domestic competitions.

**b) SANZAAR Joint Venture**

The Group 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.

**c) Collective Bargaining Agreement**

A Collective Bargaining Agreement (CBA V) between the Group, NSW Waratahs Limited, Queensland Rugby Union Ltd, Australian Capital Territory and Southern New South Wales Rugby Union Ltd, Melbourne Rebels Rugby Union Ltd and Rugby Union Players Association Inc. has been extended from 1 January 2022 until 31 December 2022. Western Force is to become a party to CBA V from 1 January 2022.

Under this agreement the Group, 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.

**d) Participation Agreements, Professional Rugby Agreements and Community Rugby Grants**

The Group is expected to enter into Participation Agreements and High-Performance Agreements with the entities responsible for the five teams competing in the Super Rugby Pacific competition for 2022.

The total amounts payable by the Group for 2022 would be as follows:

	<b>\$'000</b>
Super Rugby Participation	15,793
Super Rugby High Performance	3,150

Further, the Group is expected to enter into contractual funding arrangements with member unions in relation to Community and Academy Rugby as follows

	<b>\$'000</b>
Academy Funding	1,255
Community Funding	4,003

**e) Media and Rights Agreements**

The Group entered into agreements 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 2025 inclusive, to acquire the media and broadcast rights for the Hospital Challenge Cup and Shute Shield competitions respectively. These agreements replaced memorandums of understanding which were entered into in 2020 and 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.



**Notes to the financial statements**  
**For the year ended 31 December 2021**

**Note 17. Commitments (continued)**

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 agreed to pay Seven West Media fees including Ad spend for the period 2020 to 2024 inclusive.

**Note 18. Contingent liabilities**

The Group is not aware of any contingent liabilities.

**Note 19. 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 control of the investee it is not consolidated by the Group. The Company's share of the profit of its equity accounted investee for the year was \$4,620 (2020: \$74,797). See Note 12.

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 loss of its equity accounted investee for the year was \$250,399 (2020: loss of \$221,000). See Note 12.

**iii Rugby Australia House Pty Ltd**

In 2015, the Group, 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.

**vi Hearts in Rugby Union**

In 2020, the Group, in equal partnership with Hearts in Rugby Limited, established Hearts in Rugby Union Limited through providing a guarantee of \$10 each. The company is established to be a not-for-profit charitable organisation with the purposes of assisting in providing relief to the distress, misfortune, pain and suffering of, and/or advancing the life and health of, an Injured Rugby Union Participant.

**Note 20. 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 profit of \$76,000 (2020: deficit of \$12,000).

**Notes to the financial statements**  
For the year ended 31 December 2021

**Note 21. Notes to the Statement of Cashflows**

	2021 Consolidated Entity \$'000	2021 Parent Entity \$'000	2020 Consolidated Entity \$'000	2020 Parent Entity \$'000
<b>Net deficit for the period</b>	<b>(4,503)</b>	<b>(4,579)</b>	<b>(27,111)</b>	<b>(27,099)</b>
<b>Add/(less) items classified as investing/financing</b>				
Grants to Member Unions	4,023	4,023	2,276	2,276
Loss on discontinuation of hedge relationship	-	-	1,903	1,903
Financial income	(10)	(10)	(25)	(25)
Lease interest	421	421	415	415
Finance costs	1,426	1,426	799	799
<b>Add/(less) non-cash items</b>				
Share of profit from jointly controlled entities	(113)	250	162	148
Amortisation & depreciation	2,323	2,323	2,807	2,807
Release from realised cashflow hedge reserve	-	-	(908)	(908)
Other	(154)	(152)	147	157
<b>Before change in assets and liabilities</b>	<b>3,413</b>	<b>3,702</b>	<b>(19,536)</b>	<b>(19,527)</b>
<b>Change in assets and liabilities during the financial period</b>				
(Increase)/decrease in receivables and contract assets	(8,403)	(8,351)	3,921	3,921
(Increase)/decrease in prepayments and consumables	(499)	(499)	1,067	1,067
Increase/(decrease) in payables and provisions	(11,280)	(11,198)	11,315	11,315
Increase/(decrease) in deferred revenue	5,459	4,747	(2,186)	(2,186)
<b>Net cash used in operating activities</b>	<b>(11,310)</b>	<b>(11,599)</b>	<b>(5,420)</b>	<b>(5,411)</b>

**Note 22. Key management personnel disclosures**

The following information on the Key management personnel 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 Key management personnel of the Group from the Group in connection with the management of the affairs of the Group:

	2021 \$ Salary (incl Super)	2021 \$ Incentives	2020 \$ Salary (incl Super)	2020 \$ Incentives
Non-executive Directors	180,549	-	148,219	-
Executive Directors	658,047	-	1,028,941	398,000
<b>Total Directors' income</b>	<b>838,596</b>	<b>-</b>	<b>1,177,159</b>	<b>398,000</b>

The Non-executive Directors directly or indirectly donated \$102,575 to the ARF to support rugby in Australia and a \$15,227 to other rugby related charities.



## Notes to the financial statements

### For the year ended 31 December 2021

#### Note 23. Change in Classification

During 2021, the Group modified the classification of various expenditure items in the Consolidated Statement of profit and loss. New classification is compliant with the requirements of AASB 101 and at the same time it 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.

	2020 Consolidated entity as reported in the 2021 Financial report	Change	2020 Consolidated entity as reported in the 2020 Financial report	2020 Parent entity as reported in the 2021 Financial report	Change	2020 Parent entity as reported in the 2020 Financial report
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue and other income	65,991	65,991	-	65,722	65,722	-
Broadcast Revenue	-	(25,389)	25,389	-	(25,389)	25,389
Match Revenue	-	(12,227)	12,227	-	(12,227)	12,227
Sponsorship	-	(15,396)	15,396	-	(15,396)	15,396
Licensing & Royalties	-	(422)	422	-	(422)	422
Grant Funding	-	(10,182)	10,182	-	(10,182)	10,182
World Rugby Grants	-	(807)	807	-	(807)	807
Other income	-	(1,568)	1,568	-	(1,299)	1,299
<b>Total revenue and other income</b>	<b>65,991</b>	<b>-</b>	<b>65,991</b>	<b>65,722</b>	<b>-</b>	<b>65,722</b>
Expenses from Operating activities	34,012	34,012	-	33,939	33,939	-
Super Rugby and High Performance	18,329	-	18,329	18,329	-	18,329
Player Payments, RUPA and team costs	21,741	21,741	-	21,741	21,741	-
Player Payments & Rupa costs	-	(11,703)	11,703	-	(11,703)	11,703
Matchday	11,743	(611)	12,354	11,743	(611)	12,354
Commissions	-	(2,594)	2,594	-	(2,544)	2,544
Community Grants and Costs	4,039	4,039	-	3,831	3,831	-
Community Grants	-	(2,276)	2,276	-	(2,276)	2,276
Community Costs	-	(2,856)	2,856	-	(2,648)	2,648
Marketing/Digital/Media	-	(5,442)	5,442	-	(5,442)	5,442
High Performance Support	-	(4,778)	4,778	-	(4,778)	4,778
Depreciation / Amortisation	-	(2,807)	2,807	-	(2,807)	2,807
Wallabies team costs	-	(6,286)	6,286	-	(6,286)	6,286
National sevens team costs	-	(2,483)	2,483	-	(2,483)	2,483
Super Rugby team costs	-	(5,395)	5,395	-	(5,395)	5,395
SANZAR office	-	(1,102)	1,102	-	(1,102)	1,102
Professional fees and services	-	(1,938)	1,938	-	(1,938)	1,938
Corporate	-	(9,521)	9,521	-	(9,498)	9,498
<b>Total operating expenditure</b>	<b>89,864</b>	<b>-</b>	<b>89,864</b>	<b>89,583</b>	<b>-</b>	<b>89,583</b>

#### Note 24. Subsequent Events

Subsequent to year end, the Group withdrew \$5m from the Loan Note agreement reducing the undrawn borrowing facility from \$20m to \$15m.

## ***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 8 to 36, 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 2021 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 24<sup>th</sup> day of March 2022

Signed in accordance with a resolution of the directors:



H. McLennan  
Director



A. Marinos  
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's** financial position as at 31 December 2021 and of its 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:

- Consolidated Statement of financial position as at 31 December 2021
- Consolidated Statement of profit or loss, Consolidated Statement of comprehensive income, Consolidated Statement of changes in equity, and Consolidated Statement 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 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 (including Independence Standards)* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

## 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.



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 Group and Company's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. 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 Group and Company 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: [http://www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf) This description forms part of our Auditor's Report.

KPMG

Trent Duvall

Partner

Sydney

24 March 2022







## **RUGBY AU LTD.**

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