

AUSTRALIAN RUGBY UNION

ANNUAL REPORT 2016



WHO WE ARE

AUSTRALIAN RUGBY UNION (ARU) EXECUTIVE & MEMBERS

PATRON

Governor General, His Excellency
General the Honourable
Sir Peter Cosgrove AK MC (RetD)

CHAIRMAN

Mr Cameron Clyne

DEPUTY CHAIRMAN

Dr Brett Robinson

PRESIDENT

Dr John Coolican

SENIOR VICE PRESIDENT

Mr Tony Shaw

JUNIOR VICE PRESIDENT

Mr Tim Gavin

MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

Mr Bill Pulver

ARU BOARD

Mr Cameron Clyne, Chairman
Dr Brett Robinson, Deputy Chairman
Ms Elizabeth Broderick AO, Director
Mr John Eales AM, Director
Ms Pip Marlow, Director
Mr Paul McLean MBE, Director
Mr Geoffrey Stooke OAM, Director
Ms Ann Sherry AO, Director
Mr Bill Pulver, ARU MD & CEO

VOTING MEMBERS

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

NON VOTING MEMBERS

Australian Barbarians Rugby Union
Australian Junior Rugby Football
Union
Australian Schools Rugby Football
Union
Australian Services Rugby Union
Australian Women's Rugby Union
Classic Wallabies
New South Wales Country Rugby
Union
Sydney Rugby Union

WORLD RUGBY REPRESENTATIVES

Dr Brett Robinson, Mr Bill Pulver

SANZAAR REPRESENTATIVES

Mr Cameron Clyne, Mr Bill Pulver

AUDITORS

KPMG



02

ARU EXECUTIVE & MEMBERS	02
CEO & CHAIRMAN'S REPORT	04
2016 HIGHLIGHTS	06
2016 IN BRIEF	08
STRATEGIC PILLAR 1: MAKING RUGBY A GAME FOR ALL	09
- PARTICIPATION	10
- WOMEN'S & GIRLS' RUGBY	12
- DIVERSITY	14
- RUGBY'S WORKFORCE	16
- TECHNOLOGY & ADMINISTRATION	18

20

CONCUSSION	20
STRATEGIC PILLAR 2: IGNITING AUSTRALIA'S PASSION FOR THE GAME	21
- DIGITAL PLATFORMS	22
- MATCH EXPERIENCE	23
- NEW COMPETITIONS: SYDNEY7S & NRC	24
INTEGRITY	26
STRATEGIC PILLAR 3: BUILD SUCCESS IN THE PROFESSIONAL GAME	27
- QANTAS WALLABIES & BUILDCORP WALLAROOS	28
- QANTAS AUSTRALIAN SEVENS TEAMS	30
- PATHWAYS & MATCH OFFICIALS	32
SUPER RUGBY	34

35

STRATEGIC PILLAR 4: CREATE EXCELLENCE IN HOW THE GAME IS RUN	35
- RUGBY ECONOMY	36
- AUSTRALIAN RUGBY FOUNDATION	37
- ADMINISTRATIVE EXCELLENCE	38
OUR SPONSORS	40
OUR COMMUNITY	41
AWARDS / RECOGNITION	42

44

CORPORATE GOVERNANCE	44
NOMINATIONS COMMITTEE	48
FINANCIAL REPORT	49
2016 MATCH RESULTS	68
MESSAGE FROM THE ASC	73
WALLABIES STATISTICS	74

2016 IN REVIEW



CEO & CHAIRMAN'S REPORT

Bill Pulver & Cameron Clyne

The publication of the 2016-2020 ARU Strategic Plan in April 2016, which was developed in consultation with all levels of the rugby community, signalled a pivotal moment for Australian Rugby. It laid out a clear framework to achieve our vision to “inspire all Australians to enjoy our great global game”, aligning with the 2016-2020 broadcast arrangement worth \$285m over five years. In 2016, funding was aligned with strategic intent and we saw encouraging signs of growth, which are outlined below.

Overall, 2016 was a challenging year for many in the rugby community. While we experienced some incredible highlights, we were often brought back to reality by some ever-present pressures in our game, which we are working to overcome through better communication, clearer governance and strategic investment.

MAJOR HIGHLIGHTS

The highlight of the year was the success of the Qantas Australian Women's Sevens team at the Olympic Games when they claimed the first gold medal for Rugby Sevens, three months after securing their maiden World Series title. It came four years after the ARU chose to make the Sevens program professional, which was then a groundbreaking step for women's sport. The Olympic final reached a global audience of approximately 600 million, and captured the imagination of the Australian public leading to \$7m in media coverage (according to Isentia Advertising Sales Rates values).

Participation and Development staff around the country should be commended on the way they capitalised on the sport's increased exposure in the Olympic year, helping to drive a 33% increase in female Sevens participation and a 38% increase in male Sevens participation.

Similarly, strategic participation programs experienced record growth. In just its second year, Game On (a five-week primary schools rugby program run through the ASC's Sporting Schools) soared in popularity. It rose from 26,469 participants in 2015 to 54,890 in 2016 – significantly exceeding the 2020 target of 50,000 participants. In line with ARU's strategic priorities, more than 60% of the schools that ran Game On were government schools, and more than 40% of participants were female. Early signs also show Game On is producing the desired flow-on effects into club rugby, with an uplift of 3.5% in junior rugby (U6-U11) registrations nationwide in 2016, following Game On's introduction in 2015.

Foxtel VIVA7s targets were also exceeded. VIVA7s – a non-contact form of rugby – introduced more than 8,000 new paying participants to the game. In total, VIVA7s and Game On brought more than \$0.7m new revenue into rugby in 2016.

Across all departments, we made significant progress improving player welfare initiatives, to the extent that many programs are now recognised as world-leading. Improved national injury surveillance and reporting, concussion and head injury management trials, stringent training, and updates to the Code of Conduct, Safety Policy,

Concussion and Age Dispensation Procedures have laid the foundation for a cohesive national approach to prioritise player safety and welfare.

2016 SCORECARD PERFORMANCE

Make Rugby A Game For All – Our Community (22.5% / 25%)

As mentioned earlier, strategic participation initiatives aimed at expanding rugby's participation to include a wider range of ages, genders and backgrounds were very successful in 2016. Traditional XVs participation slightly decreased, highlighting the need to protect and strengthen our senior and junior clubs through diversification to make our game grow and encourage new entrants into clubs.

Ignite Australia's Passion For The Game – Our Fans (18.5% / 20%)

Australian Rugby reached out to fans in new ways, primarily through rugby.com.au which was launched in April 2016. Our commitment to playing in world-class rectangular stadia paid off with record crowds attending the HSBC Sydney7s and the Sydney and Melbourne legs of the England Series, which created a fantastic fan experience.

Build Sustainable Professional Success – Our Elite Teams (12% / 30%)

Our Qantas Wallabies, Qantas Sevens, Buildcorp Wallaroos and Super Rugby teams had mixed results in 2016, with the Women's Sevens team the most outstanding during the year. Since over 95% of the revenue in rugby is generated from the professional game, improving our high performance outcomes is a major focus for 2017, while we continue to balance the

The highlight of the year was the success of the Qantas Australian Women's Sevens team at the 2016 Olympic Games when they claimed the gold medal for Rugby Sevens

investment in community rugby versus professional rugby.

Create Excellence In How The Game Is Run – Our Administration (15% / 25%)

The newly formed Australian Rugby Strategy Group (including the CEOs of all Member Unions, representing all of the unions, competitions and clubs across the country) collaboratively oversaw the execution of the Strategic Plan. Unforeseen financial challenges resulted in some 2016 goals being reprioritised for 2017, however major projects such as the construction of the Australian Rugby Development Centre (primarily funded by the Federal Government and NSW Government) are progressing well. At the time of going to print, a SANZAAR review into the short-term future of the Super Rugby competition was underway, with an outcome expected to be announced imminently.

FINANCIAL POSITION

The ARU reported a surplus of \$3.7m in 2016, after accounting for a \$4.8m investment in the Western Force alliance agreement. The Statement of Financial Position shows a consolidated position of \$17.4m, up from \$1m in 2015. The increase is attributable to the current year surplus of \$3.7m, plus the addition of \$12.7m from foreign 2017 broadcast revenue, received in advance.

ARU's financial position was bolstered through the significantly improved broadcast deal worth \$285m over 2016-2020 (a 148% increase over the previous media rights arrangement), an 18% growth in sponsorship income, and the financial success of the sold-out HSBC Sydney 7s and the England Series in June.

Ensuring the overall financial health of rugby is a priority but the ARU and its Member Unions continue to face challenges. Australian Rugby's short-term outlook is secure but a solid financial position requires both sensible budget management and sustainable revenue growth. To grow revenue we will continue to invest in strategic growth initiatives and maximise available technologies that streamline our operations. Positive foundations were laid for this in 2016.

LOOKING AHEAD

As per the commitment made in September 2016, the ARU has commenced a review of the Strategic Plan after feedback was offered from all Member Unions and other key stakeholders. The 2016-2020 Strategic Plan was created after months of consultation with rugby stakeholders at all levels of the game (including 8,300 fans), however ongoing annual reviews are a necessary part of strategic planning to ensure action plans match the reality on the ground. Given the feedback of the rugby community, updates to the Strategic Plan will emphasise the strategic direction of Australian Rugby at the grassroots and community level.

Our 2017 Scorecard will focus on:

*** Participation** – consolidating playing numbers while increasing female participation and transitions from strategic programs (Game On and VIVA7s) into club registrations.

*** Fan Engagement** – Focus on ticket sales for Wallabies Tests, Sevens, Super Rugby and Buildcorp NRC matches; and growing rugby's digital audiences.

*** Professional Teams** – improving the Wallabies' and Wallaroos' world rankings, and maintaining the 2016 world rankings of the Women's and Men's Australian Sevens teams.

*** Administration** – driving the rugby economy, with a focus on match day and sponsorship revenue.

THANKS

All of our club players, coaches, referees, administrators and volunteers must be commended on the outstanding way in which they invest their time and energy into our game. Our 950+ clubs across Australia continue to be the most important caretakers of the game and they need to be nurtured and supported.

Tribute must also be paid to members of our community who passed away in 2016, but played a significant role in the growth of rugby in Australia. They include: former Wallabies Michael Purcell (1945-2016), Peter Johnson (1937-2016), Charles 'Chilla' Wilson (1931-2016) and Terry Curley (1938-2016).

Finally, we would like to thank our partners who provide such valuable support to Australian Rugby. Qantas, Fox Sports, Asics and all other commercial, broadcast and government partners are crucial to the ongoing success of rugby in this country.

We would also like to recognise and thank our fellow Board Members and congratulate the dedicated teams at the ARU and all Member Unions for their unwavering passion, professionalism and dedication to our game.

We look forward to updating you on our 2017 progress.

HIGHLIGHTS OF 2016



The 2016 Super Rugby launch includes the announcement of the inaugural Super U20s competition.



The Qantas Australian Women's Sevens Team win the HSBC Women's Sevens World Series after tournament wins at Dubai, Sao Paulo and Atlanta. It's the first HSBC Sevens World Series win ever for an Australian team.



Michael Cheika signs on as Qantas Wallabies Head Coach until the 2019 World Cup.



January
February

March
April

May
June

July

The inaugural HSBC Sydney7s is a sold out event and the Qantas Australian Men's Team make the Cup Final, just losing on the buzzer.



RUGBY
.com.au

Rugby.com.au launches with average traffic of 16,000 per day (16% ahead of target) fuelling rugby conversations worldwide to grow interest in the game and the Australian teams.

England Series tickets sell well with record attendance at AAMI Park (29,617 at Melbourne) and Allianz Stadium (42,280 at Sydney), and a strong crowd at Suncorp Stadium (47,448 in Brisbane).





The Brumbies win the Australian Super Rugby conference and a Quarter Final berth



● **Amy Perrett** becomes the first female Super Rugby Assistant Referee in a breakout year in which she also takes on a Women's Six Nations match and a Buildcorp NRC game.



The ARU's Indigenous primary schools program, **Deadly7s**, is launched and rolled out nationwide – reaching more than 2,000 Indigenous participants by year end.



ARU's primary school program **Game On** finishes the year as the 8th most popular sport program in Australian primary schools, up 20 places from 2015 – the inaugural year of Game On.

August September October November December



● **The Qantas Australian Women's Sevens Team** wins the Olympic gold medal in Rio de Janeiro (the first Australian Olympic team gold since 2004). The gold medal match is seen by 600m people globally.

The Buildcorp National Rugby Championship (NRC) concludes with an overall broadcast viewership increase of 65% on 2015 numbers and an increase of 10% on 2015 numbers for crowd attendance on a per game basis. The Fijian Prime Minister visits the ARU to announce a Fijian team will enter the competition in 2017.



The **Qantas Wallabies** and **Buildcorp Wallaroos** play in their first double-header at Eden Park, Auckland, NZ.



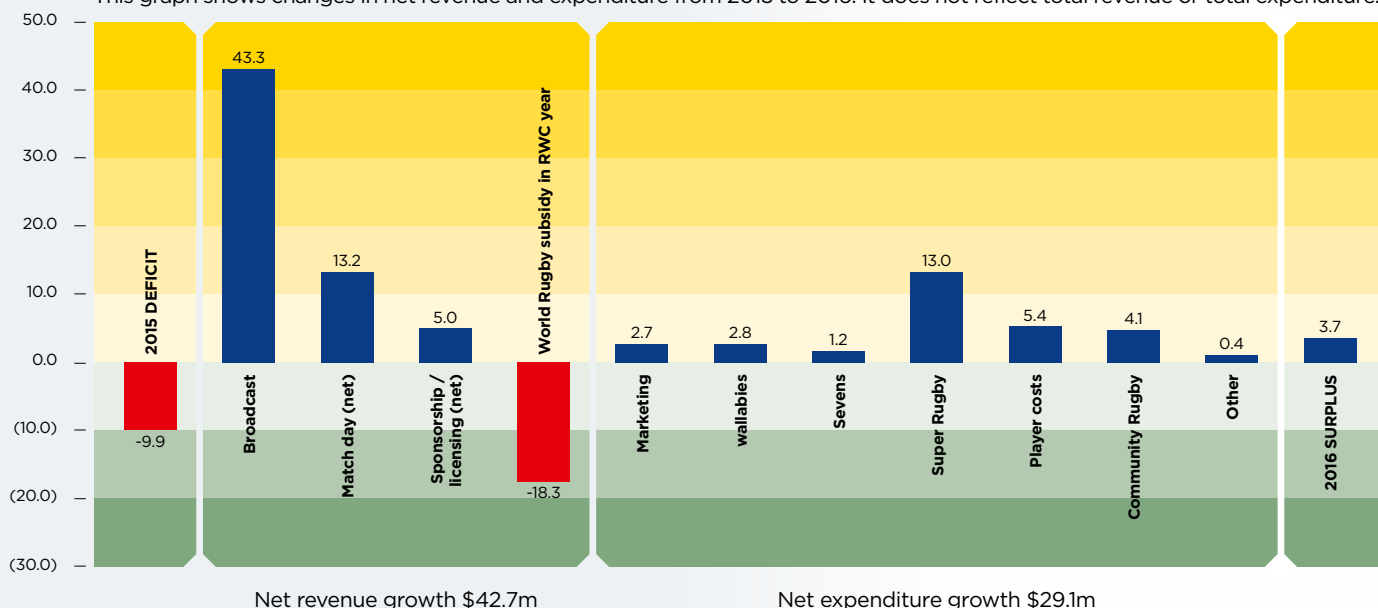
2016 IN BRIEF

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

FINANCIALS

SURPLUS/(DEFICIT) BRIDGE 2015 v 2016 \$'m

This graph shows changes in net revenue and expenditure from 2015 to 2016. It does not reflect total revenue or total expenditure.

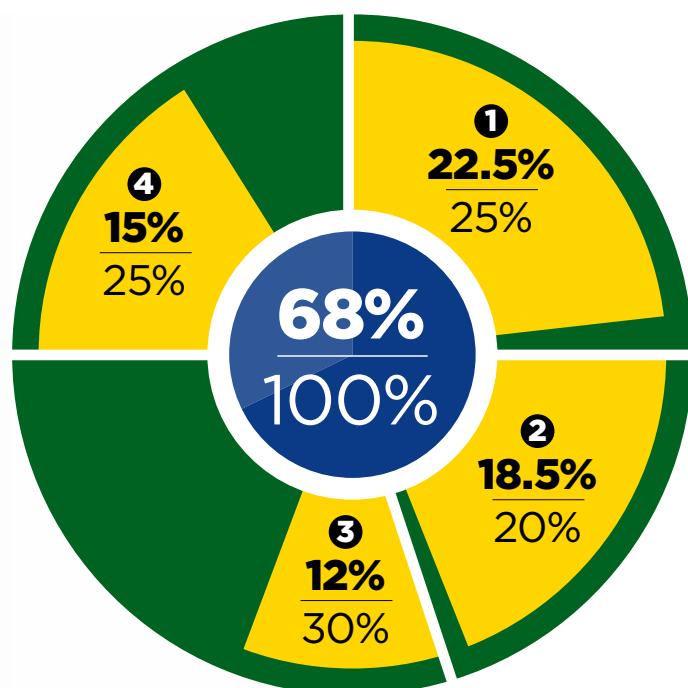


SCORECARD

IN 2016 WE FOCUSED ON:

- ① Making Rugby a game for all
(22.5% / 25%)
- ② Igniting Australia's passion for the game
(18.5% / 20%)
- ③ Building sustainable success in professional rugby
(12% / 30%)
- ④ Creating excellence in how the game is run
(15% / 25%)

We achieved: (68% / 100%)





OBJECTIVES

OBJECTIVE 1

Grow the game through XVs, Sevens and VIVA7s to meet the changing needs of consumers

PRIORITIES INCLUDED	RESULT/ PROGRESS
OVERALL PARTICIPATION GROWTH TO 272,000	ACHIEVED
AND ACHIEVE THIS GROWTH THROUGH:	
<ul style="list-style-type: none"> ● MAINTAINING CLUB XVS NUMBERS / CURBING DECLINING TRENDS OF PRIOR YEARS 	NOT ACHIEVED XV's (97.1% of target achieved) through: <ul style="list-style-type: none"> ● U6-U11 (+3.5% increase) ● U12-18 (-7.5% decline) ● Adult (-0.43% decline)
<ul style="list-style-type: none"> ● GROWING CLUB SEVENS PARTICIPATION BY 30% 	ACHIEVED
<ul style="list-style-type: none"> ● GROWING CLUB VIVA7S PARTICIPATION BY 150% 	ACHIEVED
<ul style="list-style-type: none"> ● GROWING GAME ON PARTICIPATION IN SCHOOLS BY 30% 	ACHIEVED
Weighting: 10% of Corporate Scorecard	9% / 10% Completed

Making rugby 'a game for all' is central to Australian Rugby's 2016-2020 Strategic Plan.

Boosted by funding from the 2016-2020 broadcast deal, the Community Rugby development workforce was increased by 50% to drive new programs in schools and rugby clubs, to address declining participation rates, encourage more girls and women to take up the game and diversify the game's player base.

Significant progress was made in these areas in 2016, however the participation results show ongoing room for improvement.

More people were involved in rugby competitions and programs (five or more games or structured sessions) in 2016 than ever before. Across the country, there were 273,095 participants, reflecting an increase of 2.1% (or an additional 5,632).



Gladstouth South State School students enjoy National Rugby Week

A further 275,307 people across the country had a rugby participation experience within a school, club, camp or event environment.

From 2015 to 2016, there was a 0.8% decline in Club XVs participation. The figures show a slight reversing of trends of prior years (i.e. improving on the 7.6% decline in Club XVs from 2014 to 2015).

There was a 3.5% increase in participation in the Club U6-U11 age group which can be traced back to the successful rollout of the new strategic program 'Game On'. In 2015, Game On was delivered to 26,469 primary school aged boys and girls which directly converted to the 3.5% uplift in 2016 junior club registrations in the U6-U11 age groups.

It was disappointing but not unexpected to see a 7.5% decline in the Club U12-U18 age group.

In 2016 Foxtel partnered with Australian Rugby to drive the growth of VIVA7s



In just the second year of Game On, 2016 participation figures reached 54,890, more than doubling from 2015 when 26,469 participated

Nationwide and across all sports, recruitment and retention of participants in this age bracket is challenging. However, the ARU's strategic plan speaks to this exact challenge, and with the new pathways being created to shepherd new participants into rugby clubs, namely through Sevens, VIVA7s (non-contact rugby) and Game On (a five-week rugby program delivered in primary schools), participation results in coming years should reflect a reversing of this trend.

Adult Club XVs participation decreased by 0.43%, with participation growth in Queensland, Victoria, WA, ACT and the Northern Territory balancing declines in other states.

As forecasted in and accounted for in the ARU Strategic Plan, Club XVs declines were offset by participation growth achieved in Sevens, Foxtel VIVA7s and Game On.

Club Sevens grew by 37% overall, driven by a strong push from Member Unions to capitalise on the 'Olympic

effect', and ambitious Foxtel VIVA7s targets were also exceeded, as more than 11,400 new participants were introduced to the game in a non-contact format, 4,000 of which were high school students. A further 121 VIVA7s referees were accredited during 2016.

Meanwhile, Australian Sports Commission (ASC) data shows rugby is now one of the most popular sports in Australian primary schools with Game On now ranking as the 8th most popular sports program in Australian primary schools, up 20 places from 2015 which was the inaugural year of Game On.

In just the second year of Game On, 2016 participation figures reached 54,890, significantly exceeding the 2020 target of 50,000, and more than doubling from 2015 levels when 26,469 students participated in the five-week, non-contact rugby program.

Game On, which is implemented through the ASC's Sporting Schools network of 5,160 primary schools around the country, is a core strategic tool for the ARU to expand the reach of rugby and make rugby more accessible to children throughout Australia. In 2016, more than 60% of the primary schools that ran Game On were government schools, and more than 40% of participants were female.

The ARU's Annual Participation Census was again undertaken by independent demographers, Street Ryan and Associates.



OBJECTIVES



More than two million females worldwide regularly play rugby, making up 25 per cent of the global rugby playing population. Important progress was made in 2016 to position rugby in Australia as a sport for both genders. The ‘Olympic effect’ of the Women’s Sevens Rio gold medal was significant, contributing to a 33% spike in female Sevens participation, spearheaded by efforts in Sydney and Brisbane schools. Meanwhile, women’s club XV’s rugby grew by 24%.

Establishing a development workforce with a higher proportion of females remains a priority to ensure there are visible, approachable female contacts within the rugby community with whom young girls, mothers and senior female players can identify.

Our women’s teams both gained new sponsors during the year with Sydney Airport joining Qantas and Asics in their sponsorship of the Qantas Australian Women’s Sevens team, and Buildcorp joining the Wallaroos family as naming rights sponsors.

Driving greater media coverage of female tournaments including the Buildcorp Women’s National XV’s Championship, National Youth Sevens Championships and the National Women’s Sevens Championship also increased the profile of women’s and girls’ rugby in Australia.

OBJECTIVE 2

Promote Rugby as a sport which embraces and celebrates female participation

PRIORITIES INCLUDED	RESULT/ PROGRESS
>12% OF RUGBY PARTICIPANTS ARE FEMALE (EXCLUDING GAME ON)	ACHIEVED
>5 FEMALE DEVELOPMENT OFFICERS EMPLOYED BY 30 DECEMBER 2016	NOT ACHIEVED 6 employed during year, but only 4 remaining at 30 Dec 2016
LAUNCH NEW GIRLS’ SCHOOL SEVENS COMPETITIONS IN SYDNEY AND BRISBANE	ACHIEVED
Weighting: 2.5% of Corporate Scorecard 2% / 2.5% Completed	

The 'Olympic effect' of the Women's Sevens Rio gold medal was significant, contributing to a 33% spike in female Sevens participation



OBJECTIVES



In 2016, Australian Rugby prioritised Indigenous Rugby to drive greater diversity in the game. The implementation of Australian Rugby’s second Reconciliation Action Plan (RAP) included the launch of Deadly7s, a five week primary schools program that introduces Aboriginal and Torres Strait Islander boys and girls to rugby, while also teaching students about Indigenous culture, the importance of attending school, healthy lifestyles and teamwork. The target of 400 students participating in Deadly7s in 2016 was substantially exceeded, with 2,426 Indigenous students participating in the program and a total of 5,074 Indigenous and non-Indigenous students participating over the same period.

In conjunction with this, improvements were made to

OBJECTIVE 3

Diversify Rugby so that the game reflects the communities in which we live; step-change in our focus on Indigenous Rugby

PRIORITIES INCLUDED	RESULT/ PROGRESS
RATIFY SECOND RECONCILIATION ACTION PLAN (WHICH INCLUDES DEADLY7S) WITH RECONCILIATION AUSTRALIA	ACHIEVED
CAPTURE BASELINE DATA FOR INDIGENOUS PARTICIPATION	ACHIEVED
SIGN SERVICE LEVEL AGREEMENT WITH LLOYD MCDERMOTT RUGBY DEVELOPMENT TEAM	ACHIEVED
Weighting: 2.5% of Corporate Scorecard	2.5% / 2.5% Completed

data capture processes to ensure Indigenous participation could be more accurately tracked, improving the future capability of the organisation to act on changing participation figures.

The Lloyd McDermott Rugby Development Team (known as the “Lloydies”) and the ARU formalised

their longstanding partnership to maximise the potential of both parties. The Lloydies ran numerous successful Indigenous rugby events during the year, with the ninth annual Coffs Harbour Ella 7s proving an enormous success. Thirty-two teams competed and more than 700 people watched the finals, won by

Skindogs (men's tournament) and Redfern (women's tournament).

The eight Lloydies camps held around Australia in Redfern, Warwick, Townsville, Laidley, Perth, Adelaide, Coffs Harbour and Darwin were similarly successful. Five hundred Indigenous teenagers (50% female) enjoyed the camps.

At the boys', girls', men's and women's National Sevens Championships, there was a National Indigenous team in every division, and the National Indigenous boys' team went on to win the Plate Final.

In the Pacific, the ARU launched Phase 2 of the Australian Government supported Pacific in

Union (PiU) program in Samoa, Fiji, Solomon Islands, and Papua New Guinea, which had over 67,000 participants in 2016 (57% male and 43% female). The ARU also secured funding from DFAT to run the Community Heroes Project in Fiji.

The ARU cemented community partnerships with:

- Disability Sports Australia (Wheelchair Rugby) – Signed

Memorandum of Understanding and currently working together to develop long term plan.

- Pride in Sport – Joined as a foundation member and signed up to participate in the Pride in Sport Index measuring inclusivity in Australian Rugby.
- Modified Rugby Program – An official partnership with GingerCloud will be signed in early 2017.

The target of 400 students in Deadly7s in 2016 was substantially exceeded, with 2,426 Indigenous students participating in the program



32 teams competed in the ninth annual Ella 7s tournament

OBJECTIVES

OBJECTIVE 4:

Organise Rugby's delivery system through building a high quality workforce

PRIORITIES INCLUDED	RESULT/PROGRESS
DEVELOP NATIONAL WORKFORCE PLAN FOR 2017 IMPLEMENTATION	ACHIEVED Noting resourcing for clubs and coaches requires greater focus
FACILITATE REGIONAL ADMINISTRATOR/VOLUNTEER WORKSHOPS	ACHIEVED
>25% OF COACHES REACCREDIT THROUGH ONLINE SMART RUGBY COURSE	ACHIEVED
IMPLEMENT SALESFORCE REPORTING TOOL FOR 34 AUSTRALIAN RUGBY 'MEGAREGIONS'	ACHIEVED
Weighting: 2.5% of Corporate Scorecard	2.5% / 2.5% Completed

The people who 'sell' rugby are critical to the future of the sport, and this includes governing body staff, Development Officers, coaches, club administrators, school administrators, officials and volunteers. Everyone has a role to play in sharing the benefits of rugby with others, and it is important that roles and responsibilities are



clearly delineated to ensure the best outcomes for participants.

In 2016, development began on a National Workforce Plan, which included a realignment of the roles of Development Officers to reflect national priorities. Since staff resourcing is an ongoing challenge, a focus was placed on providing more effective online tools (e.g. Smart Rugby courses being



Each person in rugby influences how others enjoy the game



delivered online rather than by Development Officers; RugbyLink 2.0 training), more targeted regional workshops, and better data collection for performance tracking and identifying growth opportunities.

More than 4,000 coaches were reaccredited through Smart Rugby online. The Online Rugby Learning Centre was also launched in early 2016 with over 40,000 logins by year end, with Member Unions benefitting from \$235k in revenue from the online courses (which would previously have been delivered in person).

Everyone has a role to play in sharing the benefits of rugby with others, and it is important that roles and responsibilities are clearly delineated

OBJECTIVES



The ARU continued to roll out new technologies in 2016 to drive efficiencies

OBJECTIVE 5

Deliver high quality Rugby experiences through maximising integrated technology

To be as efficient as possible, the national rugby workforce needs to be supported by effective systems and processes. Online payment targets for RugbyLink 2.0 were exceeded, but the 32% online registration rate shows significant room for improvement. Similarly, the ARU and Member Unions' joint collection of national insurance funding remains challenging, with better education the priority to ensure better results in the future.

PRIORITIES INCLUDED	RESULT/PROGRESS
IMPLEMENT RUGBYLINK 2.0:	
<ul style="list-style-type: none"> 60% OF PLAYERS REGISTERING ONLINE FROM RUGBYLINK CLUBS (UP FROM 15% IN 2015) 	NOT ACHIEVED 32% registered (53% of target)
<ul style="list-style-type: none"> 15% OF PLAYERS PAYING FEES ONLINE (UP FROM 10% IN 2015) 	ACHIEVED 23% paid online (150% of target)
SUPPORT MEMBER UNIONS TO COLLECT AND REPORT INSURANCE AND REGISTRATION FEES	NOT ACHIEVED >95% of target achieved
Weighting: 5% of Corporate Scorecard	4% / 5% Completed



After national funding allocations were comprehensively reviewed, a new participation funding model based on the Australian Sports Commission (ASC) categorisation model was implemented in 2016.

The ASC categorisation model considers the population, participation rate, past performance and growth potential of regions. Accordingly, the recalibration of national funding allocations to member unions was based on targeted and performance-based investment, rather than allocations of previous years that had been largely based on historical precedent.

The allocation of strategic growth funding focused on strategic national priorities including Foxtel VIVA7s, Game On, women's rugby and Indigenous rugby, as well as the transition of VIVA7s and Game On participants into junior rugby club participants. Despite ongoing resourcing challenges, Development Officers throughout member unions produced positive results as a result of the renewed prioritisation of the above initiatives.

OBJECTIVE 6

Drive administrative excellence in Rugby

PRIORITIES INCLUDED	RESULT/PROGRESS
DEVELOP AND IMPLEMENT NEW PARTICIPATION FUNDING MODEL BASED ON AUSTRALIAN SPORTS COMMISSION CATEGORISATION MODEL TO EQUALISE THE DISTRIBUTION OF FUNDING AMONGST MEMBER UNIONS	ACHIEVED
IMPLEMENT NATIONAL STRATEGIC GROWTH FUNDING 2.0	ACHIEVED
Weighting: 2.5% of Corporate Scorecard	2.5% / 2.5% Completed

The allocation of strategic growth funding focused on strategic national priorities including VIVA7s, Game On, women's rugby and Indigenous rugby.

CONCUSSION & WELFARE

The 2016-2020 Strategic Plan reaffirmed Australian Rugby's zero tolerance stance on playing with concussion, which is why concussion recognition and management continues to be a key focus of the ARU's player wellbeing and performance program.

In the professional game (Qantas Wallabies, Buildcorp Wallaroos, Super Rugby, HSBC Sevens World Series and BMW U20s playing internationally), the World Rugby Head Injury Assessment (HIA) process continues to provide medical staff with a process where players with concussion or suspected concussion are removed and assessed. Ongoing research by World Rugby confirms this process has improved the diagnosis and subsequent management of concussion. In 2016, World Rugby released the results of analysis of over 600 HIA events worldwide (including Australia) and subsequently altered rules around the tackle and breakdown in 2017 to reduce the risk of head injury events.

For the Buildcorp NRC, club rugby, schools rugby and junior rugby, the approach is to

recognise and remove all players with concussion or suspected concussion and refer them to a medical doctor for assessment.

The ARU appointed Dr Andrew Gardner as their new concussion consultant in 2016. Dr Gardner is a neuropsychologist and member of the ARU Concussion Advisory Group who has worked extensively both clinically and in research in the area of sports concussion. He contributed to the International Consensus Conference on Sports Concussion (held in Berlin in October 2016), and the outcomes of this conference will guide the worldwide management of concussion for the next four years.

The main focus of work undertaken by the ARU in this area in 2016 included;

- Ongoing review of head injury incidents at national, Super Rugby and Buildcorp NRC levels
- Ensuring advanced video review technology is available to sideline medical staff at Test, Super Rugby and Sevens World Series matches
- Ongoing education for all medical staff involved in the professional game and increasing the access to this education

for medical staff in the non-professional game

- The development of new processes to record concussion at the community level of the game using RugbyLink

- The development of a 'Blue Card' concussion management trial in two regions for the 2017 club season; the Blue Card is available to referees to remove a player from the field if they see an injury that results in concussion or suspected concussion. This card has already been successfully trialled internationally.

In addition, education around concussion and player welfare was promoted through education courses including;

- SmartRugby (for all rugby stakeholders)
- World Rugby's Immediate Care In Rugby (ICIR) Level 2 and 3 courses for medical staff in the professional and semi-professional game
- First Aid in Rugby (FAIR) for non-medically trained personnel in the community game

The number of ICIR and FAIR courses will be increased in 2017, further enhancing the player welfare message.





IGNITE AUSTRALIA'S PASSION FOR THE GAME- **OUR FANS**

OBJECTIVES



Former Wallabies attended the relaunch of rugby.com.au

OBJECTIVE 1

Develop new digital distribution channels

PRIORITIES INCLUDED	RESULT/PROGRESS
RUGBY.COM.AU DEVELOPED AND LIVE	ACHIEVED
AVERAGE MONTHLY DIGITAL TRAFFIC ON RUGBY.COM.AU OF 390,000 (UP FROM 250,863 IN 2015)	ACHIEVED
Weighting: 10% of Corporate Scorecard	10% / 10% Completed

Since Rugby competes in a congested sports and entertainment market in Australia, the game must innovate on and off the field to bring in new fans.

Central to the 2016-2020 Strategic Plan was engaging fans more through digital channels, where Rugby has traditionally had a limited presence. The relaunch of rugby.com.au as an independent media outlet heralded the beginning of a revolutionary new digital approach for Australian Rugby, and

was met favourably by Rugby fans as the website gained an average of 16,000 extra daily users. The fan-focused, news-driven content on rugby.com.au and its related social media channels (which drove 50% of website traffic) is fuelling rugby conversations worldwide, allowing sports fans to connect with Australian Rugby at anytime,

anywhere in the world. Meanwhile, Australian Rugby's corporate and 'housekeeping' information is now housed on aru.com.au.

Digital fan engagement was boosted by organic social media growth that saw followers on Instagram increase by 60%, Twitter increase by 14%, and Facebook increase by 12% during 2016.

During the England Series, the loud and proud Gold Brigade ticket purchasers donned gold crowns



The match day experience is a hallmark of Australian Rugby and critical to engaging existing and new fans. In 2016, Wallabies home Test matches were played at the nation's premier rectangular stadia to ensure a more intimate, exciting fan experience.

Fuelled by the 2015 World Cup rivalry, the England Series sold well with record crowds attending two of the three venues (AAMI Park, Melbourne and Allianz Stadium, Sydney). The audience figures reflected the interest in the matches, exceeding viewing figures for the last June Series in 2014 by 38%.

Interest in the Rugby Championship suffered after the England Series defeat, however it still surpassed 2015 interest in the Championship, which is significant considering 2015 was a World Cup year. This was driven by a strong Bledisloe Cup Festival which was run in partnership with Destination NSW to deliver the Bledisloe Cup Festival Race Day at Royal Randwick Racecourse, the Bledisloe Cup Festival Golf Day at Manly Golf Club, Bledisloe Cup Festival Women in Business & Sport Lunch, and the Qantas Wallabies Fan Day.

Targets for match day satisfaction were not met, which was unsurprising as these results are largely contingent on team performance. Irrespective of this, fan initiatives including the Gold Brigade, in-stadia performances and pre-game events were well received.

Fuelled by the 2015 World Cup rivalry, the England Series sold well, with record crowds attending two of the three venues

OBJECTIVE 2

Provide a more vibrant event experience

PRIORITIES INCLUDED	RESULT/PROGRESS
SELL 247,010 TEST MATCH TICKETS ACROSS SIX DOMESTIC TESTS (FOR \$20.8M TOTAL REVENUE)	<p>NOT ACHIEVED NB: June Series success partially offset missed sales targets for TRC</p> <p>June Series: • Tickets – >100% sold to budget The Rugby Championship (TRC): • Tickets – 86% sold to budget</p>
<p>INCREASE VIEWERSHIP:</p> <ul style="list-style-type: none"> • More than 1.2m average viewers (up from 733,605 in 2014) for June Series Tests • More than 630,000 viewers for domestic Rugby Championship Tests (forecast accounted for Rio Olympics competition and increased number of domestic Rugby Championship matches) 	<p>NOT ACHIEVED</p> <ul style="list-style-type: none"> • Average viewers: 1,011,437 (FOX SPORTS & TEN) • Average viewers: 589,000 (FOX SPORTS & TEN)
LEVEL OF INTEREST IN THE RUGBY CHAMPIONSHIP IS >60%*	ACHIEVED
AVERAGE TEST MATCH DAY EXPERIENCE SATISFACTION OF 90% OR MORE* (ACROSS SIX TESTS)	<p>NOT ACHIEVED 79% Test match day experience satisfaction</p>
Weighting: 5% of Corporate Scorecard	3.5% / 5% Completed

**based on ARU Post Event Satisfaction Survey and Repucom Brand Tracker*

OBJECTIVES

OBJECTIVE 3

Launch new fixtures and competitions

PRIORITIES INCLUDED	RESULT/PROGRESS
DELIVERY OF SYDNEY SEVENS:	
• Sell 50,000 tickets (across two days) for total of \$1.17m revenue	ACHIEVED
• Achieve level of satisfaction with the event day experience of 90% or more*	ACHIEVED
DRIVE NRC 3.0 PROGRAM AND SUPPORT NRC CLUBS TO:	
• Increase game attendance by 10% on 2015	ACHIEVED
• Increase broadcast figures by 10% on 2015	ACHIEVED
Weighting: 5% of Corporate Scorecard	5% / 5% Completed

**based on ARU Post Event Satisfaction Survey*

The inaugural HSBC Sydney7s was an outstanding success with 75,687 tickets sold across the two days – 51% more than budgeted for, and an uplift of almost 300% on the inaugural Gold Coast 7s. General admission and reserved seating tickets sold out nine days before the event.

Approximately 50% of ticket sales came from people who had never bought tickets to any rugby event before, whilst 85% of people who booked corporate suites had never booked a rugby event before. Ticket buyers were significantly younger than traditional rugby purchasers. More than one in ten of all buyers (13%) were 18-24 years of age. The highest purchasing age bracket was those aged 25-34 years who bought



Qantas Australian Men's Sevens' Captain, Ed Jenkins, led the team to the Cup Final in front of a sold-out HSBC Sydney7s crowd.

The 2016 Buildcorp National Rugby Championship took professional rugby back to local club grounds across Australia



The inaugural HSBC Sydney7s was an outstanding success with 75,687 tickets sold across the two days – 51% more than budgeted for

27% of tickets, while 24% were aged 35-44 years, and 21% were aged 45-54 years.

These results were achieved through a wide-reaching marketing campaign on radio, digital and outdoor platforms that showcased the colourful, carnival-like spirit of the tournament. When all marketing platforms were engaged in January, tickets sales increased by more than 200%. This marketing activity was supported by the NSW Government's tourism agency, Destination NSW.

Effective digital communication with the ARU's Customer Relationship Management (CRM) database also drove the third highest presale results in history, stimulating sales momentum that continued throughout the release of general public tickets.

The third iteration of the Buildcorp

National Rugby Championship (NRC) was launched with a marketing focus on engaging local communities and families. Community-focused initiatives such as the Pacific Island Round and the Prostate Cancer Charity Round contributed to driving attendance, while at the games, the NRC picnic rugs and NRC four-person-jerseys promoted the fun, family-focused nature of the events.

Per-game attendance increased by 10% on 2015 numbers, and total viewers grew by 65% on 2015 numbers. However acknowledging there were more games broadcast in 2016, on a per-game basis there

was a viewership increase of 23%.

It was widely agreed that reducing the NRC to eight teams led to a more competitive season, with 'ball in play' statistics increasing from 35 minutes per game to 50 minutes per game and the average amount of tries per game rising to 9.7 per game (up from 9.2 in 2015).

Importantly the competition continued to deliver a financial surplus, with encouraging signs for future growth especially following the announcement that a Fijian team will take part in the 2017 competition, which will drive further interest across Australia and the Pacific.

INTEGRITY

In 2016, the ARU in conjunction with RUPA, continued to implement its best practice medical and supplements policies to both protect the health and wellbeing of players and encourage and educate safe and healthy practices for all participants. The ARU Integrity Unit consulted with, and obtained valuable feedback from professional teams on the operation of these policies.

The ARU Supplements Policy has, for instance, seen a significant change in 2016 with mandatory batch testing of certain performance supplements being introduced for 2017 to mitigate potential (inadvertent) doping violations within the sport.

ANTI-DOPING TESTING PROGRAM

In accordance with the ARU agreement with the Australian Sports Anti-Doping Authority (ASADA), an anti-doping testing program was developed to cover testing of players from the following teams and competitions:

- Qantas Wallabies, Qantas Australian Sevens, Super Rugby, BMW Australian U20s and BMW Australian Schoolboys team; and
- Sydney Shute Shield and Brisbane Premier Club competitions.

ASADA conducted 196 tests for the ARU in 2016. For the Buildcorp National Rugby Championship (NRC), the ARU engaged Sports Drug Testing International (SDTI) to conduct a testing program. World Rugby also conducted testing on our Wallabies, Men's and Women's Sevens and U20s teams.

The ARU received two positive test results from its testing programs. Both matters have been resolved. One athlete received the benefit of a retrospective therapeutic use exemption whilst the other athlete has served a low-end suspension.

ARU ILLICIT DRUG POLICY

The ARU Illicit Drugs Policy and Testing Program has been in place since January 2014.

Sports Drug Testing International (SDTI) were engaged to coordinate the testing program and testing under the ARU Illicit Drugs Policy.

SDTI conducted 237 tests on contracted players and team staff in 2016.

ANTI-CORRUPTION AND BETTING

ARU is party to Product Fee & Integrity Agreements with a number of Betting Operators. These Agreements allow Betting Operators and ARU to share important information and work together to maintain the ongoing Integrity of ARU and Super Rugby matches and competitions.

Sportradar continued to provide bet monitoring services in relation to all Qantas Wallabies matches, all Australian Super Rugby team matches and all Buildcorp NRC matches.

No suspicious betting activity was identified on matches monitored during 2016.

INTEGRITY EDUCATION

In 2016 the ARU Integrity Unit continued to prepare/deliver comprehensive online and face-to-face Integrity education programs covering Sports Science Sports Medicine (SSSM) Policies, Anti-Doping, Illicit Drugs Policy, Anti-Corruption & Betting and Codes of Conduct to players and team management from the Super Rugby teams, Men's and Women's Sevens teams, National Rugby Championship teams and Super U20s teams. Integrity education initiatives across the whole of the game are being reviewed in 2017.





**BUILD
SUSTAINABLE
SUCCESS IN THE
PROFESSIONAL GAME-
OUR ELITE TEAMS**

OBJECTIVES

OBJECTIVE 1

Wallabies Success

PRIORITIES INCLUDED	RESULT/PROGRESS
TEST MATCH WIN RATE OF GREATER THAN 80% WITH A FOCUS ON:	NOT ACHIEVED
• WINNING JUNE SERIES	NOT ACHIEVED 0/3 Test wins against England (June Series)
• WINNING THE RUGBY CHAMPIONSHIP	NOT ACHIEVED 3/6 Rugby Championship wins
• WINNING BLEDISLOE CUP	NOT ACHIEVED 0/3 Bledisloe Cup wins
Weighting: 15% of Corporate Scorecard	0% / 15% Completed

See page 68 for all Qantas Wallabies results.

It was a challenging year for the Qantas Wallabies, who dropped from 2nd to 3rd in the world rankings with a win rate of 40% (although seven losses came at the hands of the top two ranked teams in the world, New Zealand and England). Thirteen Wallabies made their debuts in 2016 - the second highest annual tally of debutants in professional era - showing encouraging signs for the future.

In the first two matches of the June Series against England, the Qantas Wallabies dominated every statistical category in attack but couldn't break through the English defence that secured the visitors two early wins and an unassailable 2-0 series lead.



The final match in Sydney delivered an 84-point thriller, but it was England who triumphed 44-40 to complete the 3-0 series whitewash – the first suffered by the Wallabies since 1971.

The Qantas Wallabies fared better in The Rugby Championship finishing second in the competition, following two wins over Argentina, two losses to New Zealand, and one loss and one win against South Africa. A highlight was the defeat of South Africa in Brisbane where the home town halves, Will Genia and Quade Cooper lit up the field, and Bernard Foley had a 100% success rate with the boot.

The final Bledisloe Cup match loomed as the Wallabies last chance at redemption against the in-form All

Michael Cheika,
Stephen
Larkham and
Mick Byrne all
made long-term
commitments
to coaching the
Wallabies

Blacks but after a close-fought first half, momentum swung in the All Blacks' favour and they raced away to a 37-10 win.

The Wallabies got their Grand Slam tour off to a winning start with a 32-8 defeat of Wales, and a dramatic one-point 23-22 victory over Scotland. The successes continued when the Wallabies triumphed 25-23 over France. The team's first tour loss came at the hands of Ireland who, fresh off their historic defeat of the All Blacks, usurped the Australians 27-24. In the final Spring Tour match Eddie Jones' England continued their winning ways, defeating the Wallabies 37-21 in a brutal contest.



BUILDCORP WALLAROOS

In an historic year for the Buildcorp Wallaroos, the team landed its first sponsor and played the first Wallaroos-Wallabies double header during their New Zealand tour.

The Wallaroos began their New Zealand tour with a thrilling 21-19 win against Auckland Storm. Four days later, the Wallaroos regrouped for the historic double-header clash against the Black Ferns at Eden Park – their first international Test in two years – with twelve debutants named in the Australian lineup. The Wallaroos scored an early penalty, however from then on, New Zealand showed their experience and class, soaring to a 67-3 victory.

For the second Test, Wallaroos coach Paul Verrell made major changes to his starting side, which paid dividends with a radically improved scoreline. Despite going down 29-3, the gutsy Wallaroos' performance showed the potential of the young side.

In total, thirteen debutants were introduced to international rugby during the tour, which provided a valuable opportunity for players and coaches to establish themselves in the lead up to the 2017 Women's Rugby World Cup in Ireland.

Off the field, Michael Cheika re-signed as Head Coach until the 2019 World Cup, Stephen Larkham signed to become full-time Wallabies Assistant Coach following the 2017 Super Rugby season and Mick Byrne was appointed Wallabies Skills Coach. Twelve key Wallabies re-joined or signed long-term contract extensions with Australian Rugby, demonstrating their commitment to Australian Rugby.

The loss of key Wallabies to overseas clubs remains a major issue facing Australian Rugby, and it was disappointing to lose players such as Matt Toomua, Kurtley Beale, Liam Gill and Joe Tomane to overseas clubs. However,

thanks to efforts in player contracting, many overseas-based Wallabies returned or were available for Wallabies duty (including Will Genia, Drew Mitchell, Matt Giteau, Adam Ashley-Cooper, Sekope Kepu and Quade Cooper).

A new initiative, the Wallaby XV, was also trialled where former Australian representatives and development players donned the gold jersey in an exhibition match against the French Barbarians.

The Wallabies continued to enjoy strong support from major partners Qantas and Asics, and several new brands joined the Wallabies partnership family including RM Williams, Falken Tyres and Bet365.

OBJECTIVES



The highlight of the year – across all Australian Rugby – was the success of the Qantas Australian Women’s Sevens team at the Rio de Janeiro Olympic Games, where they claimed the Rugby Sevens Gold Medal.

Drawn in Pool A at the Olympics, Australia clinically disposed of Colombia (53-0) and Fiji (36-0) before a shock 12-12 draw with USA. By finishing top of the pool, the Australians went through to the Quarter Final where they cruised to a 24-0 victory over Spain. Emilee Cherry scored a double against Canada in the Semi Final to put Australia into the gold medal match against Trans-Tasman rivals, New Zealand. In the close-fought encounter, the sin-binning of New Zealand’s Portia Woodman proved pivotal, as the Australians’ confidence leapt and they were able to create history with their thrilling 24-17 gold medal victory.

The Olympic final reached a global audience of 600 million, and

OBJECTIVE 2

Sevens Success

PRIORITIES INCLUDED	RESULT/PROGRESS
WIN WOMEN'S OLYMPIC GOLD MEDAL	ACHIEVED
WIN MEN'S OLYMPIC GOLD MEDAL	NOT ACHIEVED Men - 8th in Olympic Games (Quarter Final achieved)
Weighting: 10% of Corporate Scorecard	7% / 10% Completed

See pages 68-69 for all Qantas Australian Sevens teams results.

captured the imagination of the Australian public leading to \$7m in media coverage. Charlotte Caslick was named best women’s player of the Olympics, and was later named World Rugby’s Player of the Year.

The iconic victory came three months after the team secured its maiden World Series Championship title following tournament wins at Dubai, Sao Paulo and Atlanta. At Dubai, the first tournament of the 2015/2016 HSBC World Rugby Sevens Series, the Qantas Australian Women’s Sevens team stamped their Olympic year intentions,

going undefeated through the two-day event to take the title from arch rivals New Zealand. They were just as imperious at their next tournament in Sao Paulo, blazing through undefeated to the final and vanquishing Canada 29-0 in the rain-sodden decider. At the Atlanta Sevens, Player of the Tournament Emma Tonegato scored an incredible ten tries to guide the team to their first North American tournament victory. With key players rested, the team took out third at Langford Sevens and followed it up with a second-place

finish at Clermont Ferrand which secured them the HSBC World Rugby Sevens Series title.

The Qantas Australian Men's Sevens team recorded their best World Series finish in six years in 2016, finishing fourth. Under interim Head Coach Scott Bowen, the team had a slow start to the World Series, finishing sixth at Dubai, seventh in Cape Town and fifth in Wellington. However, in front of home crowd and with new Head Coach Andy Friend at the helm, the team soared through to the HSBC Sydney7s Cup Final. In the see-sawing decider, Australia went down against New Zealand on the buzzer. Another Cup Final appearance followed in Las Vegas but the team again fell agonisingly short after Fiji staged a second-half fightback to prevail 21-15. Creditable campaigns at Vancouver and Hong Kong saw the team finish third and fourth, respectively. Their World Series campaign ended with a seventh place at Singapore, sixth place at Paris and tenth at London.



The Australian Women's team at the Olympic Games claimed the first ever Gold Medal for Rugby Sevens

At the Rio Olympics, the Australian men stumbled early against France, falling 31-14, but won 26-12 against Spain and overcame South Africa, 12-5, to finish third in the pool – enough to secure a Quarter Final berth. The Australians met South Africa again in the Quarter Finals and this time couldn't shut down the South African speedsters who won 22-5. Australia went on to finish eighth after a 26-21 loss to Argentina in the Seventh Place Play-Off.

Off the field, Qantas Australian Women's Sevens Head Coach Tim Walsh signed a contract until 2018 to lead the women's team to the Gold Coast Commonwealth Games and Sevens World Cup, while the appointment of Andy Friend as Head Coach reinjected stability into the men's camp.

Sevens pathways were also given a significant boost with the announcement of the 2017 Women's University Sevens Series, and the results of the Men's Unirooms who won the World University Sevens Championship and the Australian Boys' Youth Team who won the World Youth Sevens tournament in Auckland.



OBJECTIVES



The BMW Australian U20s recorded their first win over New Zealand at the U20s level in 2016



OBJECTIVE 3

Athlete Pathways & Development

PRIORITIES INCLUDED	RESULT/PROGRESS
NATIONAL PATHWAYS REVIEW COMPLETED (INCLUDING SCHOOLS, JUNIOR GOLD CUP AND U20S)	ACHIEVED
SUPER U20S COMPETITION SUCCESSFULLY ESTABLISHED	ACHIEVED
SYSTEMS ESTABLISHED TO INFORM ATHLETE DEVELOPMENT, INCLUDING NATIONAL ATHLETE TRACKING PROGRAM, INTEGRATED GAME ANALYSIS SYSTEMS AND >90% ATHLETE DATA MANAGEMENT SYSTEM ('SMARTABASE') COMPLIANCE	ACHIEVED
2016 NATIONAL INJURY SURVEILLANCE STUDY COMPLETED	ACHIEVED
Weighting: 5% of Corporate Scorecard	5% / 5% Completed

Considerable work was done in 2016 to review existing pathways for boys' and girls' rugby.

The Super U20s competition was launched in 2016 with the Queensland team taking out the title, and nine players securing full Super Rugby contracts for 2017. The competition also provided a solid foundation for the BMW Australian U20s program.

The BMW Australian U20s recorded their first ever win over New Zealand in a pre-U20s World Championship match, and went on to finish sixth at the U20s World Championship in Manchester.

The BMW Junior Gold Cup (JGC)

was won by Western Sydney in the U17s division and by Perth in the U15s. With this competition now in its third year, its position as a conduit between club and Australian representative rugby for teenagers (e.g. Australian Schools and U20s) is now well-established. In the future, it is expected the JGC will be finessed to provide better pathways for the U16s age group who, at that age, start prioritising sports (and football codes) if offered more secure pathways.

Concerted efforts from the ARU and Australian Schools Rugby Union (ASRU) were made in 2016 to align pathways and goals across both organisations. As part of this, a National Schools Strategy is being developed led by ARU Board Director, Paul McLean MBE. Consultation on the Strategy spanned more than 150 schools across traditional and non-traditional rugby schools and metropolitan and regional areas. The Strategy will cement understandings between all parties (schools, ASRU, Member Unions and the ARU) and establish common goals for the future.

At the National Youth Sevens

Championship competition, ten boys and ten girls' teams from across the nation competed (Tasmania was the only state not represented). NSW Blue won the boys' division while QLD Red took out the girls' competition. Post-Olympics, a focus was placed on expanding Sevens pathways for girls in Brisbane and Sydney schools, with the view to further expansion in coming years.

In 2016 a National Athlete Tracking program was established in which GPS information for all Super Rugby and Super U20s players was captured centrally to provide valuable benchmarking data for the future. A national rollout of a new integrated game analysis system and Athlete Data Management system ('Smartabase') also streamlined analysis processes to capture more useful data to inform decision-making about player wellbeing and performance. Pleasingly, the Annual Injury Surveillance Report provided through the 'Smartabase' system corroborated existing ARU data, signifying that Australian Rugby's prior research into player safety and welfare was well-directed and already informing positive decision-making.

Amy Perrett became the first female Super Rugby Assistant Referee



REFEREEING TO THE TOP

It was a milestone year for Australian Rugby's referees with Angus Gardner refereeing two major Tier 1 Tests (Ireland v Italy, NZ v SA), Amy Perrett becoming the first female Assistant Referee for Super Rugby and first female referee for an NRC match, and Amy Perrett and Anthony Moyes representing Australia in a refereeing capacity at the Rio Olympics Rugby Sevens.

This success reflects the ARU's strategy to identify and develop world class referees, with five new full-time referees coming on board in 2016.



The 'Pathway to Gold' was boosted by BMW's sponsorship



SUPER RUGBY IN 2016

The twenty-first season of Super Rugby saw two new international teams – the Sunwolves from Japan and Argentina's Jaguares – join the competition, while South Africa's Southern Kings also returned to the fold.

With some significant personnel changes across the Super Rugby teams in 2016, efforts were made to formalise and standardise collaboration between the Wallabies and Australian Super Rugby teams to streamline and strengthen high performance programs. The ARU also commenced the process of centralising key Super Rugby performance data (e.g. player GPS data), which enabled significant collaboration across the Australian Rugby high performance environment.

Throughout the 2016 season the Australian teams had mixed results with the Brumbies ultimately proving the strongest Australian team, securing a Quarter Final berth in which they fell 15-9 to the Highlanders. All other Australian teams finished in the bottom half of the ladder.

It was widely acknowledged that the new 18-team competition structure had challenges around fan engagement and interest across the Australian, New Zealand and South African markets. Australia was the only market to record an increase in regular season broadcast viewership figures (an increase of

1%, compared to -1% in NZ and -21% in South Africa) but attendance fell by 9% (compared to 21% growth in NZ and a 22% decline in South Africa).

To respond to these challenges, as well as the changing political, economic and social contexts in the Southern Hemisphere markets, SANZAAR commenced work on creating a 10 year strategy. Along with clearly outlining SANZAAR's role and vision, this work involved reviewing the Super Rugby competition structure and identifying the strategic initiatives to drive the joint venture and secure the future of Southern Hemisphere rugby.

At the time of going to print, a SANZAAR review into the short-term future of the Super Rugby competition was underway, with an outcome expected to be announced imminently.

In 2016, the Australian teams had mixed results with the Brumbies proving the strongest



CREATE
EXCELLENCE
IN HOW THE
GAME IS RUN –
OUR ADMINISTRATION

OBJECTIVES

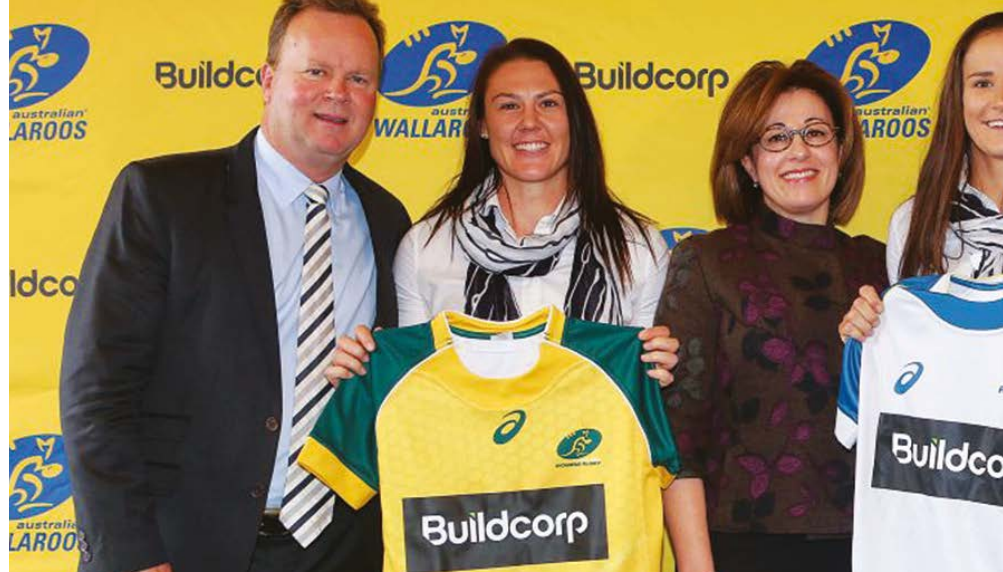
The ARU recorded a surplus of \$3.7m in 2016, after having been on track to exceed the net surplus target of \$8.0m, before implementing the Western Force alliance agreement at a cost of \$4.8m – a necessary investment to secure the short term financial viability of the team and ensure ARU's commitments to SANZAAR and broadcasters continued to be fulfilled.

With a significantly improved broadcast deal worth \$285m over 2016-2020 (a 148% increase on revenue achieved from the previous media rights arrangements), which was announced in December 2015, concerted efforts were made in 2016 to reinvest in strategic growth projects and create a sustainable financial model for the future.

Community rugby development was a central focus, and the Development Officer workforce was increased by 50% to drive new programs in schools and rugby clubs, address declining participation rates, encourage more girls and women to take up the game, and diversify the game's

The sold-out Sydney 7s and England June Series contributed to match day revenue increases of \$13.2m

New partnerships drove increased revenue for the ARU in 2016



OBJECTIVE 1

Drive Rugby Economy & Rugby Partnerships

PRIORITIES INCLUDED	RESULT/PROGRESS
REVENUE TARGET: \$127.1M	ACHIEVED
NET SURPLUS (DEFICIT): \$8.0M	NOT ACHIEVED Achieved net surplus of \$8.5m before implementing Western Force alliance, reducing surplus to \$3.7m
NET CASH TARGETS: \$5.6M	ACHIEVED \$18.5m (pre-Western Force alliance) \$13.7m (post-Western Force alliance)
Weighting: 15% of Corporate Scorecard	10% / 15% Completed

player base.

Investment in certain areas of professional rugby and pathways rugby increased, most notably for the Australian Sevens teams in the lead up to the Rio Olympics.

Australia's Super Rugby franchises operate in a challenging environment, which in light of the financial boost from the new

broadcast arrangement, saw them allocated \$13m more than 2015 to put them on a surer financial footing. However, as many continue to experience reduced commercial and match day revenue, the financial challenges remain.

The sold-out HSBC Sydney 7s (February) and England Series (June) contributed to match day



revenue increases of \$13.2m over 2015 (noting only two Tests were held in Australia in 2015 due to the Rugby World Cup), however ticket sales for The Rugby Championship were disappointing.

The organisation's bottom line was also boosted by 18% growth in sponsorship income, bolstered by new partnership agreements with Destination NSW, Foxtel, Falken Tyres, Bet365, RM Williams, Sydney Airport, and new commitments from Qantas, BMW, Buildcorp, Swisse, Dove and Seiko.

OBJECTIVE 2

Drive Rugby Economy - Australian Rugby Foundation

PRIORITIES INCLUDED	RESULT/PROGRESS
NET SURPLUS: > \$1.0M (INCLUSIVE OF INVESTMENTS INTO RUGBY)	NOT ACHIEVED Year end surplus of \$0.1m
DELIVER 13 HIGH QUALITY EVENTS (INTERNATIONAL AND DOMESTIC)	NOT ACHIEVED Six events delivered
Weighting: 2.5% of Corporate Scorecard	0% / 2.5% Completed

The Australian Rugby Foundation was established in 2015 as a not-for-profit organisation and Official Foundation for Australian Rugby dedicated to supporting the rugby community in Australia, particularly Indigenous, grassroots and women's rugby, and those affected by rugby injuries.

After hosting a range of fundraising events which included the London Gala Dinner, Corporate VIVA7s Challenge, Leadership Series Launch and the Bledisloe of Wine, the

Australian Rugby Foundation ended the year with a modest \$0.1m surplus, after having reinvested \$0.4m into rugby initiatives during the year.

Investments went to funding vital nutritional and massage programs for the Qantas Australian Women's Sevens team, Indigenous rugby camps and tours, and welfare grants for rugby players who had suffered serious injuries (including funding wheelchair accessible vehicles and social rugby experiences, amongst other things).



The Australian Rugby Foundation ran numerous fundraising events in 2016

OBJECTIVES



ARU Chairman
Cameron Clyne
has overseen the
progress of the ARSG

In conjunction with the development of Australian Rugby's 2016-2020 Strategic Plan, the Australian Rugby Strategy Group (ARSG) was formed to oversee the delivery of the plan. The ARSG is comprised of the CEOs of all the ARU's Member Unions, representing all the various unions, competitions and clubs across the country. Despite the high turnover of senior executives within the Member Unions, the recruitment and handover processes were managed well, resulting in a common alignment for the future.

Throughout the year the ARSG met to discuss and debate the key issues facing our game, including the strategic priorities and funding models in rugby. The group also reviewed the performance of each Union's execution of the strategic priorities so that success or underperformance could be pinpointed, measured and acted upon. In late 2016, the group commenced a review of the 2016-2020 Australian Rugby Strategic Plan, which will again involve consultation with a variety of stakeholders across Australian Rugby, which is due for completion in early 2017.

The development of an Australian Rugby Values Framework was absorbed into a broader values research project that is slated for completion in 2017.

In developing a Human Capital Strategic Plan, staff resourcing was reviewed across Australian Rugby and the Member Unions to establish consistent management practices and consider greater resource-sharing.

In June 2016, construction commenced on the Australian Rugby Development Centre (ARDC) at Moore Park. Australian Rugby will share the building with UTS, bringing together elite athletes, a high-performance training facility, sector-leading sports scientists, UTS students and the community within one of Australia's leading sports and entertainment precincts.

OBJECTIVE 3

Drive administrative excellence in Rugby

PRIORITIES INCLUDED	RESULT/PROGRESS
FORM AND OPERATE THE AUSTRALIAN RUGBY STRATEGY GROUP (ARSG)	ACHIEVED
ESTABLISH A WHOLE-OF-RUGBY STRATEGIC PLANNING PROCESS	ACHIEVED
START AUSTRALIAN RUGBY DEVELOPMENT CENTRE	ACHIEVED
AGREE A NEW COLLECTIVE BARGAINING AGREEMENT WITH RUPA BY END 2016	NOT ACHIEVED CBA agreement put on hold to 2017
DEVELOP HUMAN CAPITAL STRATEGIC PLAN FOR RUGBY	NOT ACHIEVED Human Capital project is ongoing
DEVELOP AUSTRALIAN RUGBY VALUES FRAMEWORK	NOT ACHIEVED Absorbed into larger project to be completed in 2017
Weighting: 7.5% of Corporate Scorecard	5% / 7.5% Completed

The project, which is primarily funded by the Federal Government and NSW Government, remains on-time and on-budget, and is due to open in late 2017.

Negotiations commenced on a new Collective Bargaining Agreement (CBA) in 2016, which was due to be finalised by the end of the year. The negotiation process was robust and complex given the range of items for discussion. As a result, the original timeline for completion was not achieved, with negotiations to continue during 2017.

Within the organisation, there was an organisational restructure of the leadership team to reflect the ARU's strategic priorities. Meanwhile staff engagement survey results show increasingly positive trends of employee satisfaction and engagement. Ongoing work with Our Watch and Elite Male Sport Champions of Change continues

to drive cultural change and gender diversity, repositioning rugby as a sport where women can excel at all levels - from the touchline to the boardroom. In 2016, 32% of all ARU staff were female, including two female executive managers and the three female board members: Ann Sherry AO, Elizabeth Broderick AO and Pip Marlow.

Extensive research was undertaken in 2016 to inform and enrich Australian Rugby's whole-of-rugby strategic planning process.

The Australian Rugby Development Centre (ARDC) will be a sporting and community hub



OUR PARTNERS

WALLABIES & NATIONAL SEVENS TEAMS NAMING RIGHTS PARTNER



MAJOR PARTNERS



NATIONAL TEAM PLAYING & TRAINING APPAREL PARTNER



COMPETITION PARTNERS



BROADCASTING PARTNERS



GOVERNMENT PARTNERS



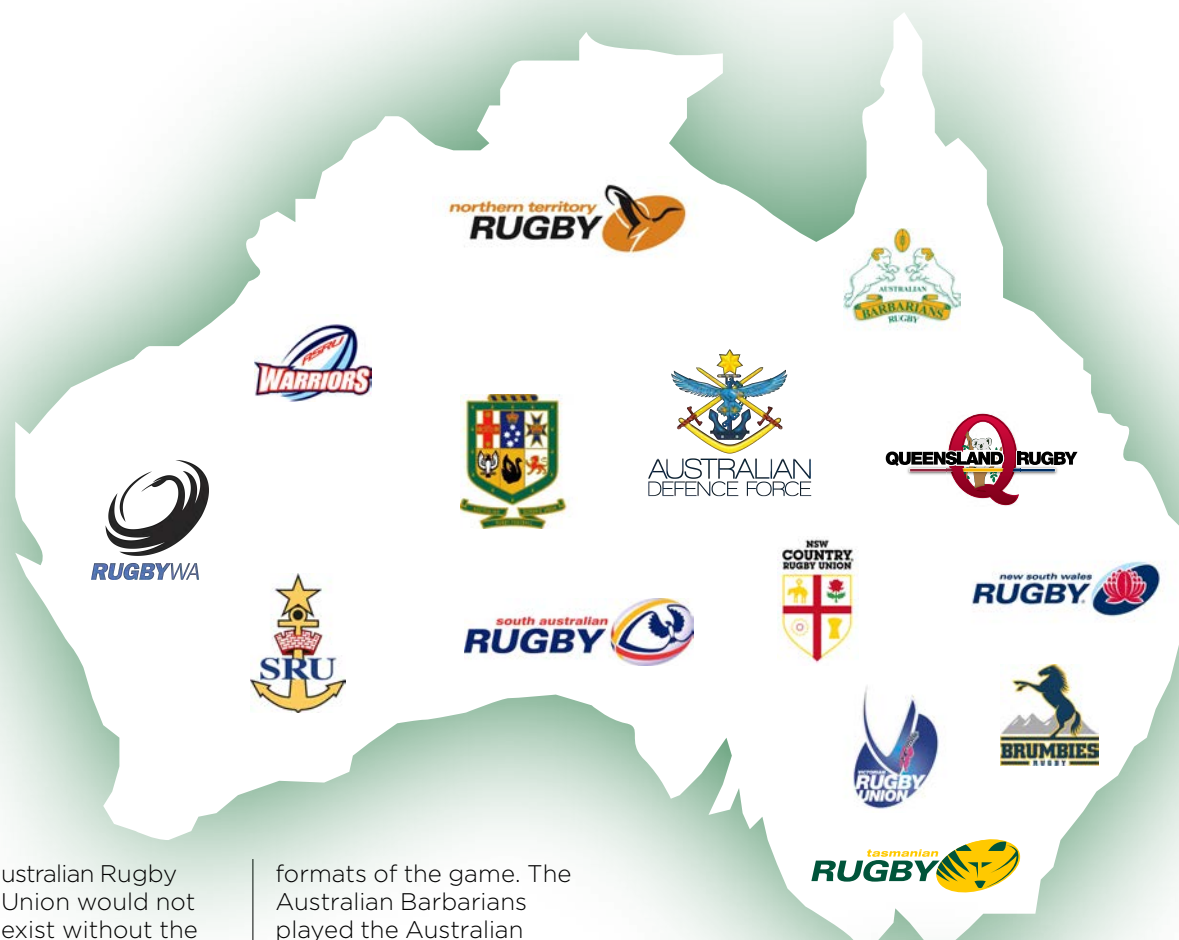
OFFICIAL PARTNERS



OFFICIAL SPONSORS & SUPPLIERS



OUR COMMUNITY



Australian Rugby Union would not exist without the ongoing support of its Member & Affiliate Unions who represent the various competitions and clubs around the country. The respective Annual Reports of each Member & Affiliate Union can be consulted for detailed information on their operations during 2016.

SOME 2016 HIGHLIGHTS FROM MEMBER & AFFILIATE UNIONS

RugbyWA, Queensland Rugby Union, New South Wales Rugby Union, Victorian Rugby Union and ACT & Southern NSW Rugby Union continued to work closely with their Super Rugby teams and the ARU to drive participation in all

formats of the game. The Australian Barbarians played the Australian U20s in May and were defeated 45-20.

The Australian Schools Rugby Union team toured Samoa and New Zealand, winning all but two games, including a last-gasp loss to NZ Schools.

Australian Schools Barbarians beat Tongan Schools in Sydney, 38-26.

At the Australian Schools Rugby Union Championships, NSW 2 defeated NSW 1 in a tight final.

The Australian Services Force Men's XV played the Australian Police Rugby Union for the inaugural MAJGEN Alwyn Grey Trophy; ADFRU won 55-16.

The Australian Services Women's XV toured the US, winning all four matches. Two Australian Services women were selected in the Buildcorp Wallaroos squad that toured NZ.

The Australian Services men's team competed in the National Sevens Championship for the first time, taking out the Bowl final against WA.

NTRU ran their first VIVA7s event at Mindil Beach with plans to expand in 2017 to engage non-rugby playing members of the NT community.

NT local La-Toniya Norris made the Australian

Youth Girls' Sevens Squad after only playing rugby for a few months before the National Sevens Championships.

After three years in the Junior Gold program, the South Australian JGC U15s team had their first win over the NSW Hunter region.

Country NSW recorded XVs participation growth in 2016 thanks to the tireless work of its volunteers.

Tasmanian Rugby Union pathways were boosted by the announcement that a local team will compete in the 2017 Aon Women's Uni 7s competition.

ACKNOWLEDGEMENTS

In 2016, we paid tribute to many within the rugby community



Daniel Carroll

2016 WORLD RUGBY HALL OF FAME

In 2016 **Daniel Carroll**, Wallaby #93, was inducted into the World Rugby Hall of Fame. The two-Test Wallaby played in Australia's 1908 gold medal winning Olympic rugby team, before going on to represent USA in rugby at the 1920 Olympics, where he claimed a second gold.

WALLABIES HALL OF FAME

The following former Wallabies were inducted into the Wallaby Hall of Fame in 2016 for demonstrating outstanding ability, sportsmanship, commitment, character and personal contribution to their team and the game in their era:



Michael Purcell



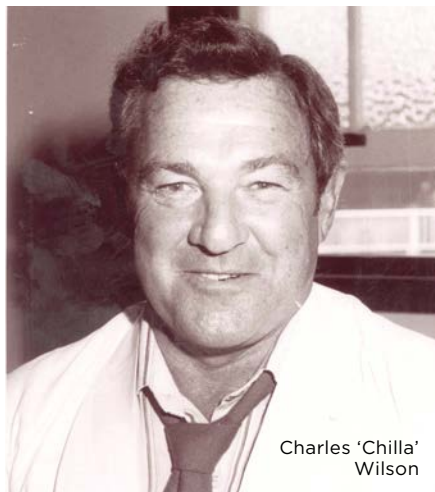
John 'Jack' Ford

John 'Jack' Ford, Wallaby #224
John Solomon, Wallaby #366
Peter Johnson, Wallaby #453

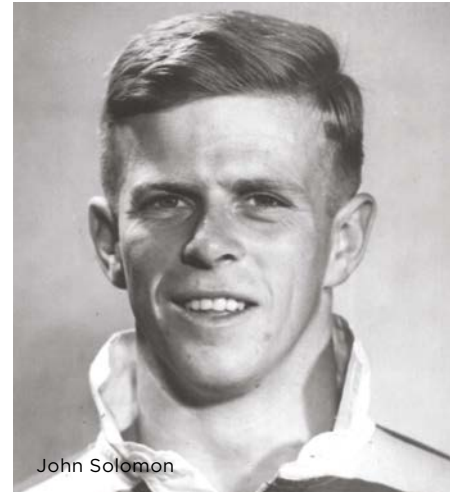
IN MEMORIAM

During 2016, the Australian Rugby community paid tribute to Wallabies who passed away during the year. Their achievements will be remembered forever.

Michael Purcell, Wallaby #500
 (6 September 1945 – 5 January 2016)
Peter Johnson, Wallaby #453
 (29 July 1937 – 12 July 2016)
Charles 'Chilla' Wilson, Wallaby #424
 (4 May 1931 – 2 September 2016)
Terry Curley, Wallaby #418
 (6 June 1938 – 17 October 2016)



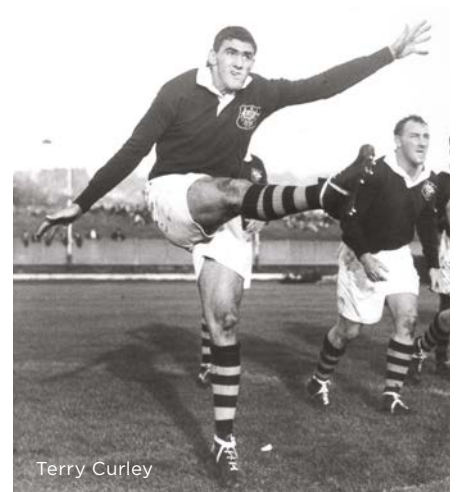
Charles 'Chilla' Wilson



John Solomon



Peter Johnson



Terry Curley

& AWARDS



2016 John Eales
Medal winner,
Michael Hooper

JOHN EALES MEDAL AWARDS

John Eales Medal: Michael Hooper

Qantas Wallabies Rookie of the

Year: Dane Haylett-Petty

Qantas Wallabies Try of the

Year: Drew Mitchell (most responsible for Adam Ashley-Cooper's try), Australia v Argentina, Twickenham Stadium, 2015 Rugby World Cup Semi Final

Australia's Choice - Qantas Wallaby of the Year:

Michael Hooper

Asteron Life Super Rugby Player

of the Year: Sean McMahon, Melbourne Rebels

Asteron Life Super Rugby Team

of the Year: Brumbies

Asteron Life Super Rugby Coach

of the Year: Stephen Larkham, Brumbies

Asteron Life Super Rugby

Rookie of the Year: Reece Hodge, Melbourne Rebels

Asteron Life Super Rugby Try

of the Year: Nick Frisby (most responsible for Jake McIntyre's try), Queensland Reds v Blues, Suncorp Stadium, Round 4, 2016

Super Rugby TNT Referee of the

Series: Angus Gardner

Buildcorp National Rugby

Championship Player of the

Year: Irae Simone, Sydney Rays

BMW Australian U20s Player of the

Year: Tyrel Lomax

Shawn Mackay Award Qantas Men's Sevens Player of the Year:

Ed Jenkins

Shawn Mackay Award Qantas

Women's Sevens Player of the

Year: Charlotte Caslick

Women's XVs Player of the

Year: Ashleigh Hewson

Joe French Award: Alec Evans

Nick Farr-Jones Spirit of Rugby

Award: Megan and Anthony Elliot

Roger Vanderfield Award - Referee

of the Year: Angus Gardner

HSBC Volunteer of the Year:

Deon Norval, Uni Norths Owls Rugby Club, ACT

HSBC Lifetime Volunteer of the

Year: Dougal Whitton, Royals Rugby Club, ACT

HSBC Young Volunteer of the Year

(U25): Hayden Croghan, Palmyra Rugby Club, WA

Geoff 'Bunter' Shaw Community

Coach of the Year: Kylie Dawson, Farrer Memorial Agricultural High School Rugby, Tamworth, NSW and NSW Central North Rugby

2016 DEBUTANTS

Qantas Wallabies:

Rory Arnold

Dane Haylett-Petty

Samu Kerevi

Nick Frisby

Adam Coleman

Allan Alaalatoa

Reece Hodge

Tom Robertson

Lopeti Timani

Sefanaia Naivalu

Leroy Houston

Tolu Latu

Kyle Godwin

Qantas Australian Men's Sevens

John Porch

Quade Cooper

Conor Mitchell

Frank Winterstein

Charlie Taylor

Sam Caslick

Tim Anstee

Michael Adams

Simon Kennewell

Qantas Australian Women's Sevens

Mahalia Murphy

Dominique Du Toit

Shenae Ciesiolka

Demi Hayes

Georgia Friedrichs

Emma Sykes

Buildcorp Wallaroos

Ivy Kaleta

Hana Ngaha

Vesinia Schaaf-Tatufa

Shontelle Stowers

Nareta Marsters

Sarah Riordan

Alanna Patison

Grace Hamilton

Emily Robinson

Kirby Sefo

Ariana Kaiwai

Katrina Barker

Chloe Leaupepe

PLAYER MILESTONES

50 Qantas Wallabies Caps

Israel Folau

Nick Phipps

Dean Mumm

CORPORATE GOVERNANCE

In 2016, the ARU's 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 the ARU. The Board is committed to the highest level of governance and endeavours to foster a culture that promotes ethical standards and corporate integrity. This statement sets out the extent to which the Directors believe the ARU satisfies the ASX Corporate Governance Principles and Recommendations (ASX Recommendations) during the financial year ended 31 December 2016. Unless otherwise stated, the Directors believe that the corporate governance practices comply with the ASX Recommendations.

PRINCIPLE 1: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

The Directors are responsible for the activities and performance of the ARU in both the short and longer term. Their focus is to ensure the ARU is properly managed.

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

- setting objectives, goals and strategic direction for the ARU;
- monitoring financial performance and integrity of financial reporting including approving business plans, annual budgets and financial statements, and 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 the ARU and its stakeholders.

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

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

Board Committees

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

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

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

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

PRINCIPLE 2: STRUCTURE THE BOARD TO ADD VALUE

The ARU 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 the ARU and Directors with an external perspective;
- the size of the Board is conducive to effective discussion and efficient decision-making; and

- The Chair of the Board must not at the same time be the Managing Director.

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

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

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

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

Board Independence

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

Board Evaluation

The Nominations Committee is responsible for scheduling regular Board performance reviews. At the end of 2016 an independent consultant was engaged to perform a review of the Board and individual Directors' performance. The consultant produced a report which has been reviewed by the Nominations Committee and used to assist in its own review of the performance of the Board and individual Directors.

Nominations Committee

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

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

During 2016, the Committee met on three occasions.

PRINCIPLE 3: PROMOTE ETHICAL AND RESPONSIBLE DECISION-MAKING

Code of Conduct

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

Each Member Union and each Affiliated Union is obliged:

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

Inclusion Policy

The ARU has an inclusion policy which seeks to stamp out all forms of discrimination in Rugby and foster equal opportunity in the workplace, providing a work environment that is inclusive and where all employees are treated with dignity, courtesy and respect. In relation to gender diversity, the table below shows the proportion of women employees in the ARU as at 8 March 2017:

Position	Number	Percentage
Board	3	33%
Management	2	18%
Other	51	33%
TOTAL	56	32%

Champions of Change

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

The group was established under the guidance of then-Australia's Sex Discrimination Commissioner Elizabeth Broderick who is now an ARU Board Director.

The Male Sport Champions of Change are committed to ensuring their organisations break down unintended gender biases to ensure women and men are on an equal footing at all levels of the organisation. At the ARU in 2016, this involved the CEO meeting with males and females in the organisation to better understand the obstacles that can prevent females from reaching senior management positions, implementing a defined action plan to overcome these challenges, and publicly reporting on progress.

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 the ARU.

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

The Committee met twice during 2016. Details of these Directors' attendance at Committee meetings are set out in the Directors' Report.

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

- Formulate Corporate Governance Principles, Guidelines and Policies and bring forward to the Board as recommendations for adoption. Periodically review same to ensure that they are being complied with and remain relevant;
- Review and make recommendations to the Board on any new Government regulations in

relation to sport;

(c) Facilitate the orientation and induction of new Directors to the Board;

(d) Facilitate a continuing education program for the Board as a whole;

(e) Conduct an annual review of the Directors' Handbook;

(f) Monitor and periodically review the Company's Constitution and bring forward to the Board any recommendations for change to put before General Meetings for adoption;

(g) In consultation with the Chair of the Board, monitor the operations of the Board Committees to ensure the Committees operate efficiently;

(h) In consultation with the Chair of the Board, conduct an annual review of the composition of Board Committees and each of their Charters; and

(i) Consider any matters of governance and policy referred to it by the Board for deliberation.

PRINCIPLE 4: SAFEGUARD INTEGRITY IN FINANCIAL REPORTING

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

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

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

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

Financial Statements

- Reviewing the quality and reliability of financial statements and other financial information distributed externally.
- Liaising with external auditors to ensure the annual statutory audit is conducted in an effective manner.
- Monitoring the procedures in place to ensure that the company is

CORPORATE GOVERNANCE

in compliance with the Corporations Act and other legislative and reporting requirements specifically including the annual financial statements.

- Reviewing related party transactions and considering the adequacy of disclosure of those transactions in the financial statements.
- Recommend to the Board approval of annual audited financial statements.
- Conduct regular reviews of financial progress against future year initiatives.

External Auditors

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

Controls

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

Risk

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

- Review an annual report from management on the adequacy of insurance coverage.

Workplace Health & Safety

- Reviewing and making recommendations to the Board in respect of the ARU's management of its workplace health and safety responsibilities.

In addition, the Committee shall examine any other matters referred to it by the Board.

The Committee has the authority to seek any information it requires from any officer or employee of the ARU. 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 state in writing to the Board in each reporting period that the ARU's financial reports present a true and fair view, in all material respects, of the ARU's financial position and operational results and that they are in accordance with relevant accounting standards.

External Auditors

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

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

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

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

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

Media Policy

The ARU's media policy seeks to promote and protect the profile, image and reputation of ARU and Rugby in general as a leading mass entertainment and participant sport. All media communications are designed to support and advocate ARU's vision, functions, practices, goals, objectives and programs. The policy establishes guidelines for interaction between ARU 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 ARU, the ARU Board, other ARU employees, ARU sponsors, licensees and suppliers, or as a general rule the squads and teams that compete in tournaments controlled by Rugby bodies in Australia.

PRINCIPLE 7: RECOGNISE AND MANAGE RISK

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

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

- Risk Identification: identify

all significant foreseeable risks associated with business activities in a timely and consistent manner;

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

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

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

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

PRINCIPLE 8: REMUNERATE FAIRLY AND RESPONSIBLY

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

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

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

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

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

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

- (a) Monitor the Company's management of its human resources, including review of its HR & Diversity policies and procedures to ensure consistency with the overall strategy of the Company;
- (b) Make recommendations to the Board in respect of the employment agreement and remuneration arrangements for the MD/CEO;
- (c) Review and authorise the employment agreements and terms applicable for direct reports to the MD/CEO, including the Head Coach of the Wallabies and the Men's and Women's Sevens;
- (d) Oversee and review strategies and policies in relation to Wallabies player payments, and authorise payments outside of approved policy parameters on behalf of the

Board;

- (e) Monitor and review the Company's succession planning, including in respect of the MD/CEO and senior executives;
- (f) Approve the Key Performance Indicators (KPIs), Short Term Incentive (STI) and Long Term Incentive (LTI) policies and structure proposed for direct reports to the MD/CEO;
- (g) Annually approve the proposed remuneration increases/variations, KPI performance and STI awards to the direct reports of the MD/CEO;
- (h) Authorise proposed termination arrangements for direct reports to the MD/CEO in the event that the terms of termination are different to those provided in the executive's employment agreement; and
- (i) Recommend to the Board procedures to ensure appropriate succession planning for the Committee, including the role of Chair.

The Committee has the authority to seek any information it requires from any officer or employee of the ARU. 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.

ARU NOMINATIONS COMMITTEE

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

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

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

In February 2013, The Hon Peter Heerey was appointed to the Nominations Committee by the ARU Board, and Ms Josephine Sukkar and Mr John Massey were elected by the ARU's members.

The Hon Peter Heerey AM QC

After practice at the Victorian Bar, Mr Heerey served as a judge of the Federal Court of Australia from 1990 until retirement in 2009. On the Bench he had particular involvement in intellectual property, competition law and administrative law. He is Chairman of the Australian Electoral Commission, Vice-President of the Arts Law Centre and a keen supporter of the Melbourne Rebels.

Ms Josephine Sukkar

Ms Josephine Sukkar is Principal and Co-Owner of Buildcorp. She is currently a director of Opera Australia, the Centenary Institute, the Australian Rugby Foundation and the Sydney University Football Club Foundation, and is Chair of the Buildcorp Foundation. She has previously been a director of The Trust Company and Co-President of the YWCA NSW. In 2015 Ms Sukkar conducted a governance review of NSW Rugby Union and Waratahs Rugby. She is President of Australian Women's Rugby. Through Buildcorp she has been a major sponsor of men's and women's rugby for over 25 years including the naming rights

sponsors of the National Rugby Championship and the Wallaroos.

Mr John Massey

Mr John Massey has extensive commercial, strategic, governance and leadership experience as a Chairman, Director and Chief Executive spanning many different industries. He is currently Chairman of Transurban Queensland, UQ Holdings, Wiggins Island Coal Export Terminal, Director of Stockyard / Kerwee Beef and a member of the Board of Governors of the Committee for the Economic Development of Australia (CEDA). Mr Massey is a Life Fellow of the Australian Institute of Company Directors and has been awarded the Institute's Gold Medal which recognises the Outstanding Queensland Company Director.

COMMITTEE ACTIVITIES

The Committee met three times during 2016, carrying out the following tasks in fulfilling the duties and responsibilities mandated by its Charter.

DIRECTOR RE-ELECTIONS

After serving as a director for three years since being elected in 2013, Mr John Eales was required to retire and stand for re-election at the ARU's Annual General Meeting in April 2016. Following consideration of the balance of skills, experience, expertise and diversity on the ARU's Board, the Nominations Committee resolved to nominate Mr Eales for re-election and Mr Eales was unanimously voted in by the members at the AGM.

NEW DIRECTORS

Following the retirement of Mr Michael Hawker and the resignation of Ms Nerolie Withnall in 2015, Ms Elizabeth Broderick AO and Ms Pip Marlow were appointed by the Board to fill the resulting vacancies on the ARU Board. Under ARU's Constitution, Ms Broderick and Ms Marlow were required to stand for election by ARU's members at the AGM in April 2016. Following

consideration of the balance of skills, experience, expertise and diversity of the Board, including a balance in terms of gender representation, the Nominations Committee resolved to nominate Ms Broderick and Ms Marlow for re-election at the 2016 AGM, and both candidates were unanimously voted in by the members.

BOARD PERFORMANCE REVIEW

The Nominations Committee engaged Robert Webster of Korn/Ferry to undertake a review of the Board's performance during 2016. The review comprised individual director questionnaires and interviews with Mr Webster. The report emanating from this review was used by the Committee to assess the Board's and individual directors' effectiveness following the new appointments made in 2016, including the appointment of Mr Cameron Clyne as the new Chair and Dr Brett Robinson as Deputy Chair, and the election of Ms Elizabeth Broderick and Ms Pip Marlow as new directors.

BOARD SUCCESSION PLANNING

The Nominations Committee noted ARU'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). Mr John Eales and Dr Brett Robinson currently satisfy this requirement but they will have served the maximum 9-year term in 2019 and 2020 respectively. With a view to succession planning, the Nominations Committee identified several former Wallabies in 2016 who have the necessary business expertise and experience to make a strong contribution to the ARU Board, and who would complement the balance of skills, experience, expertise and diversity on the ARU's Board. The Committee will evolve this list of former Wallabies over time as part of the succession planning process.

Australian Rugby Union Limited

ABN 36 002 898 544

Concise Financial Report
31 December 2016

Concise Financial Report

The concise financial report is an extract from the financial report. The financial statements and specific disclosures included in the concise financial report have been derived from the financial report.

The concise financial report cannot be expected to provide as full an understanding of the financial performance, financial position and financing activities of the entity as the financial report.

Further information can be obtained from the financial report which is available, free of charge, on request to the Australian Rugby Union.

Australian Rugby Union Limited

Directors' report

The Directors of Australian Rugby Union Limited ('the Company') 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 2016 and the Auditor's report thereon.

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

1. Directors

John Eales AM
Non-Executive Director

John joined the ARU Board in April 2010 and is a member of the Human Resources Committee. John played for the Wallabies from 1991 to 2001 and captained them from 1996 to 2001. He is a founding partner of Mettle Group, which was acquired by Chandler Macleod in 2007. John is a director of Flight Centre Limited, International Quarterback, Fuji Xerox-DMS, Palladium Group and Executive Health Solutions. He is also an Ambassador for the Australian Indigenous Education Foundation.

Dr Brett Robinson
MBBS, Dr. Phil (Oxon) FAICD
Deputy Chairman and Non-Executive Director

Brett joined the ARU Board in April 2011 and was appointed Deputy Chairman effective 1 January 2016. He is also the Chair of the Governance & Policy Committee. Brett was the inaugural captain of the ACT Brumbies in the Super 12 competition and played 16 Tests for the Wallabies. From 2002 to 2005 he was the General Manager of ARU's High Performance Unit. Brett is the Chief Executive Officer of BOQ Specialist, a private bank that finances medical professionals and the healthcare sector. Prior to his appointment to BOQ Specialist he held executive management roles which have included Managing Director and CEO of ICON Cancer Care, the Australian Chief Executive Officer of Allianz Global Assistance (formerly Mondial Assistance) and executive leadership roles within Insurance Australia Group (IAG) with responsibility for its key brands of NRMA, CGU and Swann in Queensland. In 2014 Brett was appointed as Chairman of Kings College at the University of Queensland. Brett is registered to practice in Queensland and continues to assist orthopaedic colleagues in advanced joint replacement surgery. Brett remains actively involved in clinical research.

Ann Sherry AO
BA, Grad Dip IR, FAICD
FIPAA, HonDLitt Macq
HonDBus UQ
Non-Executive Director

Ann joined the ARU Board in June 2012. She is the Chair of the Human Resources Committee and a member of the Governance & Policy Committee. Ann is the Executive Chair of Carnival Australia, the largest cruise ship operator in Australasia. She was Chief Executive Officer at Carnival Australia for 9 years, and for 12 years before that Ann was a senior executive in the banking sector, including as Chief Executive Officer, Westpac New Zealand, Chief Executive Officer Bank of Melbourne and Group Executive of People and Performance at Westpac. Ann was the First Assistant Secretary of the Office of the Status of Women in Canberra. Ann is a non-executive director of ING Global, ING Direct (Australia), Sydney Airport Corporation and Palladium. She is a director of Cape York Partnerships, The Museum of Contemporary Art and Infrastructure Victoria.

Geoffrey Stooke OAM
Non-Executive Director

Geoffrey joined the Board in March of 2012 after a lengthy stint as Chairman of RugbyWA from 1988 to 2011. He is a member of the Audit and Risk Committee and the Governance & Policy Committee. Geoffrey is the Chairman and Managing Director of Standard Wool Investments Pty Limited and Chairman of Troppus IT & Management Services Pty Limited. Prior to his current roles, he held senior management roles in the resources, fishing and food industries, after his early career saw him as an Officer in the Australian Regular Army - which included service in Australia and abroad. Geoffrey was a director of the Australian Sports Commission from 2005 to 2006. He has had a lifelong involvement in rugby and since 1965 has played over 800 grade games including over 600 for the Associates club in Perth.

Australian Rugby Union Limited

Directors' report (*continued*)

Paul McLean MBE
Non-Executive Director

Paul joined the Board on 27 August 2013 and is a member of the Human Resources Committee. He concluded his 27-year executive career with the global real estate services provider, Savills, in February 2017, where he was CEO from 2006. He remains a consultant to the company. Paul is a former Wallaby and Queensland captain and was inducted into the Wallaby Hall of Fame in 2011. He was President of Queensland Rugby Union from 1999 – 2005, President of the Australian Rugby Union from 2005-2009 and was a member of World Rugby's Executive Committee from 2007-2009. Paul is also a Director of Youngcare.

Cameron Clyne
Chairman and Non-Executive Director

Cameron joined the Board in October 2013 and was appointed Chairman effective 1 January 2016. He is also the Chair of the Audit & Risk Committee. Cameron was the Managing Director and Group Chief Executive Officer of the National Australia Bank from January 2009 until August 2014. He joined NAB in 2004 following more than 12 years with PricewaterhouseCoopers, leading the Financial Services Industry practice in the Asia Pacific. Cameron was selected as one of 245 people globally as a Young Global Leader by the World Economic Forum to address global challenges including health, education and the environment.

Bill Pulver
Managing Director and CEO

Bill was appointed CEO of Australian Rugby Union in February 2013. Prior to rugby Bill was CEO of Appen, a linguistic technology company. From 2008 to 2010 he was Chairman of Repucom International, a global leader in sports marketing research. Bill also spent eight years as President and Chief Executive Officer of the New York based, NASDAQ-listed internet media research company NetRatings Inc. Prior to that he spent 17 years at global marketing research company ACNielsen, in roles that included Managing Director in Australia, Group Chief Executive for Japan and Korea based in Tokyo; and President of ACNielsen eRatings.com, an internet audience measurement company based in London.

Liz Broderick
Non-Executive Director

Liz joined the Board in February 2016 and is a member of the Human Resources Committee. She served as Australian Sex Discrimination Commissioner from 2007 to 2015 which included developing the Male Champions of Change strategy and leading the first independent review into the treatment of women within the Australian Defence Force. She is Global Co-Chair of the Women's Empowerment Principles Leadership Group and a former Member of World Bank's Advisory Council on Gender and Development. She is also a Special Advisor to the Executive Director of UN Women on private sector engagement (New York). Liz was previously a partner and board member at law firm Blake Dawson (now Ashurst).

Pip Marlow
Non-Executive Director

Pip joined the Board in February 2016 and is a member of the Audit & Risk Committee. She is the CEO of Strategic Innovation at Suncorp. Prior to this she spent 21 years at Microsoft, in roles that included Managing Director of Microsoft Australia, General Manager for US Channel Sales (based at Microsoft's head office in Seattle, US), Director of Small and Medium Business Solutions and Partners, Public Sector Director, and Enterprise and Partner Group Director. She also sits on the Vice-Chancellor's Advisory Board at UTS and is a member of Chief Executive Women (CEW), an organisation committed to supporting and growing women in executive positions. Pip was born and raised in Palmerston North, New Zealand where she developed a lifelong passion for rugby.

Australian Rugby Union Limited

Directors' report (*continued*)

2. Directors' meeting

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 J Eales	6	6			1	2				
Dr B Robinson	6	6					2	2		
Ms A Sherry	5	6			2	2	2	2		
Mr G Stooke	6	6	3	3			2	2		
Mr P McLean	6	6			2	2				
Mr C Clyne	6	6	3	3					3	3
Ms E Broderick	5	6			0	2				
Ms P Marlow	4	6	3	3						
Mr W Pulver	6	6								

A = Number of Meetings Attended

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

3. Environmental regulations

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

4. Principal activities

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

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

5. Review of operations and results of those operations

Overview of the consolidated entity

The consolidated entity comprises the Australian Rugby Union Ltd ("ARU") and the Australian Rugby Foundation Ltd ("ARF"). The operating surplus of the consolidated entity for the financial year before allocations and other payments to Member Unions was \$9,345,000 (2015: deficit of \$3,035,000).

The net surplus of the consolidated entity for the financial year after allocations and other payments to Member Unions was \$3,749,000 (2015: deficit of \$6,329,000).

In 2016 the ARU operated in its first year of the new five year broadcast period through to 2020. The new broadcast agreements delivered a significant increase in revenue in 2016 which allowed for greater investment into Super Rugby, Community Rugby and other in the development of the game.

In August 2016, the ARU entered into an Alliance Agreement with Western Australian Rugby Union Inc. ("WARU"). ARU incurred net expenditure of \$4,819,000 for the period to 31 December 2016 under this arrangement.

The ARF, established in 2014 to attract greater private investment for the promotion and development rugby, reported a surplus of \$72,000 (2015: \$699,000), after allowing for investment activities of \$409,500. Those investment activities included support for Australian Women's Sevens program and Indigenous programs via the Lloyd McDermott Rugby Development Team.

Directors' report (*continued*)

6. Significant changes in the state of affairs

In August 2016, the ARU entered into an Alliance Agreement with WARU whereby the commercial operations and professional rugby program of the Western Force Super Rugby team were integrated into the operations of ARU.

During 2016 the ARU entered into a joint venture arrangement with the University of Technology Sydney ("UTS") for the construction of the Australian Rugby Development Centre ("ARDC") on lands controlled by the Sydney Cricket & Sports Ground Trust at Moore Park. Each of ARU and UTS contribute funds for the construction of the building in return for long term leasehold over the land occupied. ARU's investment in the construction has been funded by Federal and State government grants as well as ARU's own contribution

There were no other significant changes in the state of affairs.

7. Events subsequent to reporting date

In the interval between the end of the financial year and the date of this report, no item, transaction or event of a material and unusual nature has arisen, in the opinion of the Directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

8. Likely developments

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

9. Indemnification and insurance of officers

In accordance with the Company's Constitution, during the financial year the Company 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).

10. Lead auditor's independence declaration

The Lead auditor's independence declaration is set out on page 6 and forms part of the Directors' report for the financial year ended 31 December 2016.

11. Rounding off

The Company is of a kind referred to in ASIC Class Order 2016/191 dated 10 July 1998 and in accordance with that Class Order, amounts in the consolidated financial report and directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

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



C. Clyne
Director



W. Pulver
Director

Dated at Sydney this 22nd day of March 2017



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

To the Directors of Australian Rugby Union Limited

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 31 December 2016 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
22 March 2017

Income Statements

For the year ended 31 December 2016

	2016 Consolidated Entity	2016 Parent Entity	2015 Consolidated Entity	2015 Parent Entity
	\$'000	\$'000	\$'000	\$'000
Revenue				
Broadcasting	61,387	61,387	18,102	18,102
Matchday	31,752	31,055	16,022	12,322
Sponsorships	27,741	27,731	23,579	21,361
Licensing	1,724	1,724	1,901	1,886
Government grants	2,656	2,656	2,385	2,385
World Rugby grants	676	676	18,990	18,990
Other income	2,639	2,571	3,858	3,018
Total revenue and other income	128,575	127,800	84,837	78,064
Operating expenditure				
Commission & Servicing costs	4,192	4,140	3,864	2,960
Matchday operations	11,224	11,055	6,622	5,522
Marketing & media	5,510	5,506	3,198	2,819
Wallabies team costs	8,456	8,456	5,637	5,637
National Sevens teams costs	4,736	4,736	3,493	3,493
Super Rugby teams costs	8,084	8,084	4,178	3,304
Super Rugby funding	33,332	33,332	19,701	25,152
Player payments & RUPA costs	18,188	18,188	14,982	12,778
High Performance & National Teams	5,849	5,499	5,338	5,105
SANZAR office	1,282	1,282	1,237	1,237
Community Rugby	4,237	4,207	2,368	2,366
Corporate	14,609	14,520	17,562	14,549
Total operating expenditure	119,699	119,005	88,180	84,922
Operating surplus/(deficit) before financing income	8,876	8,795	(3,343)	(6,858)
Finance income	156	156	1,579	1,575
Finance costs	(107)	(98)	(1,464)	(1,465)
Net finance income	49	58	115	110
Surplus/(Deficit) after net finance income	8,925	8,853	(3,228)	(6,748)
Share of (loss)/profit of jointly controlled entity	420	420	193	193
Surplus/(Deficit) before tax	9,345	9,273	(3,035)	(6,555)
Income tax expense	-	-	-	-
Surplus/(Deficit) for the period before allocations	9,345	9,273	(3,035)	(6,555)
Allocations to Member Unions & Affiliates	(5,596)	(5,596)	(3,294)	(3,294)
Surplus/(Deficit) for the period	3,749	3,677	(6,329)	(9,849)
Profit attributable to:				
Members of the Company	3,677	3,677	(5,595)	(9,849)
Non-controlling interests	72	-	(734)	-

The income statements are to be read in conjunction with the notes to the concise financial report

Statements of comprehensive income
For the year ended 31 December 2016

	2016 Consolidated Entity	2016 Parent Entity	2015 Consolidated Entity	2015 Parent Entity
	\$'000	\$'000	\$'000	\$'000
Surplus/(Deficit) for the period	3,749	3,677	(6,329)	(9,849)
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	-	-	387	387
Total items that will never be reclassified to profit or loss	-	-	387	387
Items that may be reclassified subsequently to profit or loss				
Net change in fair value of realised cash flow hedges transferred to profit and loss	(155)	(155)	(325)	(325)
Net change in fair value of realised cash flow hedges taken to equity	12,752	12,752	-	-
Net change in fair value of cash flow hedges taken to equity	(10,403)	(10,403)	1,680	1,680
Total items that may be reclassified subsequently to profit or loss	2,194	2,194	1,355	1,355
Other comprehensive income for the period	2,194	2,194	1,742	1,742
Total comprehensive income/(loss) for the period	5,943	5,871	(4,587)	(8,107)
Comprehensive income/(loss) for the period attributable to:				
Members of the Company	5,871	5,871	(3,853)	(8,107)
Non-controlling interests	72	-	(734)	-

The statements of comprehensive income are to be read in conjunction with the notes to the concise financial report.

Statements of financial position
As at 31 December 2016

	2016 Consolidated Entity	2016 Parent Entity	2015 Consolidated Entity	2015 Parent Entity
	\$'000	\$'000	\$'000	\$'000
Current assets				
Cash and cash equivalents	13,699	12,916	10,347	9,737
Restricted cash and cash equivalents	13,072	13,072	-	-
Trade and other receivables	4,247	4,196	5,144	5,053
Financial assets	115	115	1,078	1,078
Other assets	3,732	3,732	1,258	1,258
Total current assets	34,865	34,031	17,827	17,126
Non-current assets				
Trade and other receivables	285	285	78	78
Financial assets	-	-	547	547
Other assets	-	-	731	731
Property, plant and equipment	2,091	2,091	1,949	1,949
Intangible assets	9,996	9,996	3,570	3,570
Investment in Joint Venture	1,154	1,154	734	734
Total non-current assets	13,526	13,526	7,609	7,609
Total assets	48,391	47,557	25,436	24,735
Current liabilities				
Trade and other payables	10,034	9,960	8,969	8,956
Deferred revenue	17,289	17,289	11,212	11,212
Other liabilities	335	335	-	-
Employee entitlements	1,459	1,459	797	797
Financial liabilities	2,972	2,972	720	720
Total current liabilities	32,089	32,015	21,698	21,685
Non-current liabilities				
Other liabilities	-	-	212	212
Employee entitlements	390	390	155	155
Financial liabilities	10,526	10,526	3,928	3,928
Total non-current liabilities	10,916	10,916	4,295	4,295
Total liabilities	43,005	42,931	25,993	25,980
Net assets	5,386	4,626	(557)	(1,245)
Equity				
Retained surplus	4,076	4,076	399	399
Minority interest	760	-	688	-
Realised cash flow hedge reserve	12,597	12,597	-	-
Total capital position	17,433	16,673	1,087	399
Asset revaluation reserve	1,290	1,290	1,290	1,290
Unrealised cash flow hedge reserve	(13,337)	(13,337)	(2,934)	(2,934)
Total equity	5,386	4,626	(557)	(1,245)

The statements of financial position are to be read in conjunction with the notes to the concise financial report.

Australian Rugby Union Limited

Statement of changes in equity (Parent company)
For the year ended 31 December 2016

	Retained earnings		Asset revaluation reserve		Cash flow hedge reserve realised		Cash flow hedge reserve unrealised		Total equity	
	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
Balance at beginning of period	\$'000 399	\$'000 10,248	\$'000 1,290	\$'000 903	\$'000 -	\$'000 325	\$'000 (2,934)	\$'000 (4,614)	\$'000 (1,245)	\$'000 6,862
Total comprehensive (loss)/income for the period										
Net (deficit)/surplus for the year	3,677	(9,849)	-	-	-	-	-	-	3,677	(9,849)
Other comprehensive (loss)/income										
Net change in fair value of fixed assets transferred to equity	-	-	-	387	-	-	-	-	-	387
Net change in fair value of cash flow hedge transferred to profit and loss	-	-	-	-	(155)	(325)	-	-	12,597	(325)
Net change in fair value of cash flow hedge transferred to equity	-	-	-	-	12,752	-	(10,403)	1,680	(10,403)	1,680
Total comprehensive (loss)/income for the period	3,677	(9,849)	-	387	12,597	(325)	(10,403)	1,680	5,871	(8,107)
Balance at end of period	4,076	399	1,290	1,290	12,597	-	(13,337)	(2,934)	4,626	(1,245)

The statement of changes in equity is to be read in conjunction with the notes to the concise financial report.

Australian Rugby Union Limited

Statement of changes in equity
(Consolidated entity)
For the year ended 31 December 2016

	Retained earnings		Asset revaluation reserve		Cashflow hedge reserve realised		Cashflow hedge reserve unrealised		Non-controlling Interest		Total equity	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Balance at beginning of period	399	19,012	1,290	903	-	325	(2,934)	(4,614)	688	(11,596)	(557)	4,030
Balance released on subsidiary loss of control	-	(13,018)	-	-	-	-	-	-	-	13,018	-	-
Total comprehensive (loss)/income for the period	3,677	(5,595)	-	-	-	-	-	-	72	(734)	3,749	(6,329)
Net (deficit)/surplus for the year	3,677	(5,595)	-	-	-	-	-	-	72	(734)	3,749	(6,329)
Other comprehensive (loss)/income												
Net change in fair value of fixed assets transferred to equity	-	-	-	387	-	-	-	-	-	-	-	387
Net change in fair value of cash flow hedge transferred to profit and loss	-	-	-	-	(155)	(325)	-	-	-	-	12,597	(325)
Net change in fair value of cash flow hedge transferred to equity	-	-	-	-	12,752	-	(10,403)	1,680	-	-	(10,403)	1,680
Total comprehensive (loss)/income for the period	3,677	(5,595)	-	387	12,597	(325)	(10,403)	1,680	72	(734)	5,943	(4,587)
Balance at end of period	4,076	399	1,290	1,290	12,597	-	(13,337)	(2,934)	760	688	5,386	(557)

The statement of changes in equity is to be read in conjunction with the notes to the concise financial report.

Statement of cashflows
For the year ended 31 December 2016

	2016 Consolidated Entity	2016 Parent Entity	2015 Consolidated Entity	2015 Parent Entity
	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities				
Cash receipts in the course of operations	127,455	126,502	100,125	95,155
Cash payments in the course of operations	(125,297)	(124,517)	(95,851)	(91,249)
Net cash provided by/(used in) operating activities	2,158	1,985	4,274	3,906
Cash flows from investing activities				
Net interest received	150	150	54	50
Proceeds from sale of property, plant and equipment	-	-	63	-
Payments for property, plant and equipment	(277)	(277)	(157)	(157)
Payments for intangibles	(500)	(500)	(980)	(980)
Grant proceeds received for ARDC construction	15,056	15,056	-	-
Payments for ARDC construction	(6,984)	(6,984)	-	-
Dividends from equity-accounted investees	-	-	559	559
Net cash used in investing activities	7,445	7,445	(461)	(528)
Cash flows from financing activities				
Net Proceeds from / (repayment) of borrowings	27	27	1,813	1,813
Loans issued to related parties	(207)	(207)	-	-
Allocations to Member Unions & Affiliates	(5,596)	(5,596)	(3,294)	(3,294)
Proceeds from sale of foreign exchange contracts	12,597	12,597	-	-
Net cash used in financing activities	6,821	6,821	(1,481)	(1,481)
Net increase / (decrease) in cash held	16,424	16,251	2,332	1,897
Cash at beginning of year	10,347	9,737	8,015	7,840
Cash at end of year	26,771	25,988	10,347	9,737

The statements of comprehensive income are to be read in conjunction with the notes to the concise financial report.

Australian Rugby Union Limited

Notes to the concise financial report

For the year ended 31 December 2016

Note 1 Reporting entity

Australian Rugby Union Limited (the 'Company') is a not-for-profit company, limited by guarantee, domiciled in Australia. The address of the Company's registered office is Ground Floor, 29-57 Christie Street, St. Leonards, NSW 2065.

Note 2 Basis of Preparation

The requirements of AASB 1039 *Concise Financial Reports* do not have mandatory applicability to Australian Rugby Union Ltd. However, the Directors of the Company have prepared the concise financial report, in accordance with the presentation and disclosure requirements of AASB 1039 *Concise Financial Reports* for the distribution to the members. This financial report does not substitute nor is it intended to replace the mandatory requirements applicable to Australian Rugby Union Ltd under the Corporations Act 2001.

The financial statements and specific disclosures required by AASB 1039 have been derived from the consolidated entity's full financial report for the financial year. Other information included in the concise financial report is consistent with the consolidated entity's full financial report.

The concise financial report cannot be expected to provide as full an understanding of the financial performance, financial position and financing and investing activities of the consolidated entity as the full financial report. A full financial report is available to the members free of charge, upon request to the Company.

The concise financial report is presented in Australian dollars.

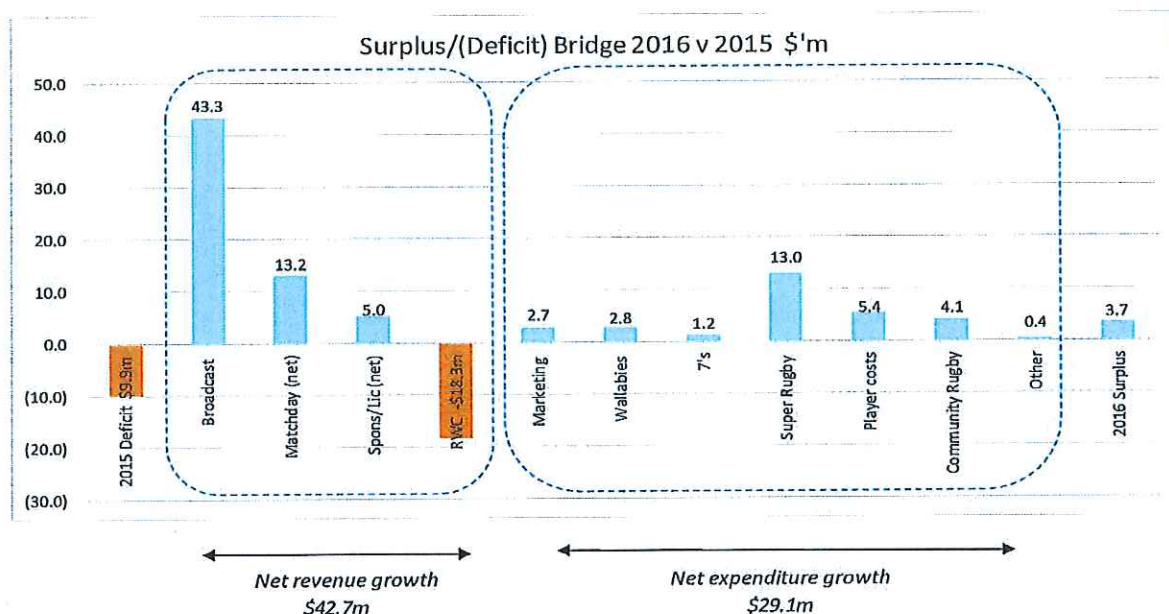
The concise financial report is prepared on the historical cost basis except that financial instruments are valued at fair value through the profit and loss as well as derivative financial instruments and memorabilia which are measured at fair value.

The concise financial report has been prepared on a going concern basis based on an analysis of the forecast cash flows from operations of the consolidated entity.

A full description of accounting policies adopted by the consolidated entity may be found in the consolidated entity's full financial report.

Notes to the concise financial report
For the year ended 31 December 2016

Note 3 Management Discussion and Analysis



The financial statements for 2016 are presented as a consolidated financial report, with the results of the Australian Rugby Foundation Ltd (ARF) consolidated with the results of Australian Rugby Union (ARU). Consolidation of ARF is required under accounting regulations due to the control that the ARU has over board appointments for this entity. (The 2015 comparative results include the consolidation of the Melbourne Rebels Rugby Union Ltd for the six months to June 2015. The ARU relinquished control effective 30 June 2015 with a change in ownership of the entity).

The financial analysis provided below relates only to the results of the ARU ("Parent Entity").

A surplus after allocations of \$3.7m was recorded for the year, compared to a deficit after allocations of \$9.9m in 2015. The improved result was principally due to the impact of the new broadcast arrangements for 2016-20 coming into effect, and the return to a normalised year with a full domestic test match schedule compared to the 2015 year with its truncated domestic test match schedule due to the 2015 Rugby World Cup (RWC).

Revenue

Broadcast

Broadcast revenue recorded for the year was \$61.4m, an increase of \$43.3m from 2015. The increase is due to the impact of the new broadcast arrangements for 2016-20 coming into effect, together with the effect of more domestic test match content delivered in 2016.

Matchday

Net matchday revenues were \$20m for the year, an increase of \$13.2m from 2015. The increase is due to the effect of the return to a normalised year with a full domestic test match schedule, including a strong commercial result from the England series, and additional Spring Tour matches.

Sponsorship

Sponsorship revenue (net) was \$23.6m for the year, an increase of \$5m from 2015. The increases were due to new government event sponsorship deals brokered during the year, and incremental growth in sponsorship revenues for Wallabies and Sevens properties.

Notes to the concise financial report
For the year ended 31 December 2016

Note 3 Management Discussion and Analysis (*continued*)

Other revenue

- Licensing revenue of \$1.8m was in line with the previous year.
- Government grants funding of \$2.7m was generally in line with the previous year. This funding is associated with support for Sevens high performance programs and other community based programs.
- World Rugby grants were \$0.7m for the year, a reduction of \$18.3m from 2015 being the effect of RWC grants received in that year.
- Other revenue of \$3m includes management fees services provided to member unions, insurance proceeds, and royalties from betting operators.

Expenditure

Net expenditure increased \$29.1m in 2016. Major factors contributing to this increase were:

- Marketing increased \$2.7m as part of strategic priorities to increase customer engagement, and due to increased match content;
- Wallabies team expenditure increased by \$2.8m predominantly due to return to a full test match calendar and additional Spring Tour matches, compared to the truncated match schedule in 2015;
- Sevens team expenditure increased by \$1.2m predominantly due to increased investment for Olympic preparation and participation of both Men's & Women's teams;
- Super Rugby expenditure increased by \$13m comprising:
 - Super Rugby teams costs of \$8.1m, an increase of \$4.8m, being share of increased costs (predominantly travel costs) resulting from the expanded Super Rugby competition;
 - Super Rugby funding of \$33.3m, an increase of \$8m. Components of Super Rugby funding for the year were:
 - \$21.5m (2015: \$12m) for share of net broadcast and other commercial revenues;
 - \$6m (2015: \$8.2m) for high performance program funding;
 - \$5.8m (2015: \$5m) for special support funding for teams;
- Player costs increased \$5.4m represented by \$0.8m in Wallaby test match payments from higher number of matches played; \$1m increased Sevens player payments in preparation for Olympics year, and \$3.6m in Western Force player costs assumed by ARU under management agreement with Rugby WA;
- Community rugby expenditure increased by \$4.1m, of which \$2.3m was increased direct funding to Member Unions, and \$1.8m was increased ARU program expenditure.

Statement of Financial Position

The Statement of Financial Position shows a total capital position of \$16.7m, up from \$0.4m in 2015. The increase is attributable to the current year surplus of \$3.7m, plus the addition of \$12.6m to the realised cash flow hedge reserve. This reserve arose from the restructuring of future foreign currency forward contracts over the 2017-2020 period which had the effect of bringing forward future cash flow. The reserve will be amortised to the P&L over the next four years.

A negative unrealised cash flow hedge reserve of \$13.3m was recorded as at 31 December 2016. The value in this reserve represents the difference between the forward rates contracted for foreign currency revenues to be received in the future and the spot rate at 31 December 2015.

There was an increase in cash of \$3.2m for the year to \$12.9m. There is a further cash balance of \$13.1m classified as "Restricted cash and cash equivalents" as at 31 December 2016. This cash represents the balance of unspent funds received for the construction of the Australian Rugby Development Centre. The funds in hand are solely for the purpose of funding ARU's share of future construction costs and therefore do not form part of the ordinary cash available for distribution.

Australian Rugby Union Limited

Directors' declaration

In the opinion of the directors of Australian Rugby Union Limited ('the Company') and its controlled entity ('the Group');

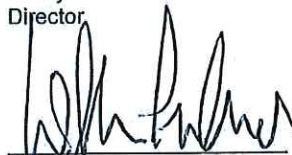
- a) the Company is not a reporting entity;
- b) the consolidated financial statements and notes, are in accordance with the Corporations Act 2001, including:
 - i. giving a true and fair view of the financial position of the Company and the Group as at 31 December 2016 and of its performance, as represented 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 (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 Company will be able to pay its debts as and when they become due and payable.

Dated at Sydney this 22nd March 2017

Signed in accordance with a resolution of the directors:



C. Clyne
Director



W. Pulver
Director



Independent Auditor's Report

To the Members of Australian Rugby Union Limited

Opinion

We have audited the **Concise Financial Report** of Australian Rugby Union Limited (the Company) derived from the full financial report of the Company for the year ended 31 December 2016.

In our opinion, the accompanying Concise Financial Report, including the discussion and analysis, of the Group and Company complies with *Accounting Standard AASB 1039 Concise Financial Reports*.

The **Concise Financial Report** comprises:

- Statements of financial position as at 31 December 2016
- Income statements, Statements of comprehensive income, Statements of changes in equity, and Statements of cash flows for the year then ended
- related notes
- 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 Concise Financial Report* section of our report.

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

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Concise Financial Report

The Concise Financial Report does not contain all the disclosures required by *Australian Accounting Standards* in the preparation of the full financial report. Reading the Concise Financial Report and auditor's report thereon, therefore, is not a substitute for reading full financial report and the auditor's report thereon.



The full financial report and our report thereon

We expressed an unmodified audit opinion on the full financial report in our report dated 22 March 2017.

Responsibilities of the Directors for the Concise Financial Report

The Directors are responsible for preparing the Concise Financial Report in accordance with *Australian Accounting Standard AASB 1039 Concise Financial Reports* and the *Corporations Act 2001* and implementing necessary internal control to enable the preparation of the Concise Financial Report.

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

Our responsibility is to express an opinion on whether the Concise Financial Report, in all material respects, complies with AASB 1039 *Concise Financial Reports* and whether the discussion and analysis complies with AASB 1039 *Concise Financial Reports* based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

KPMG

Trent Duvall
Partner

Sydney
22 March 2017

MATCH RESULTS

QANTAS WALLABIES

ENGLAND SERIES

Australia 28-39 England

11 June, Suncorp Stadium, Brisbane

Australia 7-23 England

18 June, AAMI Park, Melbourne

Australia 40-44 England

25 June, Allianz Stadium, Sydney

THE RUGBY CHAMPIONSHIP

Australia 8-42 New Zealand

20 August, ANZ Stadium, Sydney

Australia 9-29 New Zealand

27 August, Westpac Stadium, Wellington, NZ

Australia 23-17 South Africa

10 September, Suncorp Stadium, Brisbane

Australia 36-20 Argentina

17 September, nib Stadium, Perth

Australia 10-18 South Africa

1 October, Loftus Verfield, Pretoria, South Africa

Australia 33-21 Argentina

8 October, Twickenham Stadium, London, England

Australia 10-37 New Zealand*

22 October, Eden Park, Auckland, NZ

*(Bledisloe Cup game, not counted towards The Rugby Championship)

SPRING TOUR

Australia 32-8 Wales

06 November, Millennium Stadium, Cardiff, Wales

Australia 23-22 Scotland

13 November, Murrayfield, Edinburgh, Scotland

Australia 25-23 France

20 November, Stade de France, Paris, France

Australia 24-27 Ireland

27 November, Aviva Stadium, Dublin, Ireland

Australia 21-37 England

04 December, Twickenham Stadium, London, England

BUILD CORP WALLAROOS

Australia 21-19 Auckland Storm

17 October, Bell Park, Pakuranga

Australia 3-67 New Zealand

22 October, Eden Park, Auckland, New Zealand

Australia 3-29 New Zealand

26 October, North Harbour Stadium, Auckland, New Zealand

QANTAS AUSTRALIAN MEN'S SEVENS

HSBC WORLD RUGBY SEVENS WORLD SERIES

Wellington, New Zealand (2015/16 Series) 30-31 January 2016

Australia 19-12 Portugal (Pool D)

Australia 26-22 Canada (Pool D)

Australia 17-12 Kenya (Pool D)

Australia 14-26 South Africa (Cup QF)

Australia 17-5 USA (Plate SF)

Australia 21-5 Argentina (Plate GF)

Sydney, Australia (2015/2016 Series) 6-7 February

Australia 24-7 Portugal (Pool A)

Australia 26-12 Canada (Pool A)

Australia 17-17 New Zealand (Pool A)

Australia 17-12 England (Cup QF)

Australia 12-7 South Africa (Cup SF)

Australia 24-27 New Zealand (Cup GF)

Las Vegas, USA (2015/16 Series) 4-6 March

Australia 26-0 Scotland (Pool B)

Australia 35-5 Japan (Pool B)

Australia 36-7 England (Pool B)

Australia 26-12 Argentina (Cup QF)

Australia 14-12 South Africa (Cup SF)

Australia 15-21 Fiji (Cup GF)

Vancouver, Canada (2015/16 Series) 12-13 March

Australia 43-5 Russia (Pool B)

Australia 12-14 Canada (Pool B)

Australia 49-14 Wales (Pool B)

Australia 24-17 Scotland (Cup QF)

Australia 19-28 New Zealand (Cup SF)

Australia 19-12 Fiji (3rd Place Playoff)

Hong Kong, Hong Kong (2015/16 Series) 8-10 April

Australia 28-0 Argentina (Pool C)

Australia 45-7 Portugal (Pool C)

Australia 7-22 USA (Pool C)

Australia 14-5 England (Cup QF)

Australia 5-34 Fiji (Cup SF)

Australia 12-14 South Africa

(3rd Place Playoff)

Singapore, Singapore (2015/16 Series) 16-17 April

Australia 7-12 Argentina (Pool D)

Australia 17-12 Japan (Pool D)

Australia 31-12 Wales (Pool D)

Australia 14-19 Fiji (Cup QF)

Australia 7-31 New Zealand (Plate QF)

Paris, France (2015/16 Series)

13-15 May

Australia 38-0 Brazil (Pool C)

Australia 24-19 England (Pool C)

Australia 0-31 South Africa (Pool C)

Australia 15-17 Fiji (Plate QF)

Australia 26-7 Kenya (Plate SF)

Australia 7-17 South Africa (Plate GF)

London, England (2015/16 Series)

21-22 May

Australia 22-10 Wales (Pool B)

Australia 7-10 England (Pool B)

Australia 0-26 Fiji (Pool B)



Australia 17-12 Portugal (Bowl QF)
 Australia 22-21 Samoa (Bowl SF)
 Australia 19-24 Wales (Bowl GF)
Dubai, UAE (2016/17 Series)
2-3 December

Australia 19-14 Japan (Pool D)
 Australia 28-0 France (Pool D)
 Australia 17-12 Kenya (Pool D)
 Australia 12 - 21 Wales (Cup QF)
 Australia 20-12 NZ (5th Place SF)
 Australia 19-12 Scotland (5th Place Playoff)

Cape Town, South Africa (2016/17 Series) 10-11 December

Australia 0 - 19 United States (Pool A)
 Australia 36 - 0 Russia (Pool A)
 South Africa 29 - 7 Australia (Pool A)
 Australia 42-12 Uganda
 (Challenge Trophy QF)
 Australia 17-21 Argentina
 (Challenge Trophy SF)

2016 RIO DE JANEIRO OLYMPIC GAMES

9-11 August, Deodoro Stadium, Rio de Janeiro

Australia 14-31 France (Pool B)
 Australia 26-12 Spain (Pool B)
 Australia 12-5 South Africa (Pool B)
 Australia 5-22 South Africa (QF)
 Australia 21-26 Argentina
 (7th Place Play-Off)

QANTAS AUSTRALIAN WOMEN'S SEVENS

WOMEN'S WORLD RUGBY SEVENS SERIES

Sao Paulo, Brazil (2015/2016 Series) 20-21 February

Australia 26-17 Fiji (Pool A)
 Australia 19-5 Ireland (Pool A)
 Australia 29-14 Canada (Pool A)
 Australia 10-0 Fiji (Cup QF)
 Australia 34-0 USA (Cup SF)
 Australia 29-0 Canada (Cup GF)
Atlanta, USA (2015/2016 Series) 8-9 April

Australia 7-21 England (Pool A)
 Australia 34-0 Colombia (Pool A)
 Australia 22-5 Fiji (Pool A)
 Australia 22-5 USA (Cup QF)
 Australia 26-14 Canada (Cup SF)



Australia 24-19 New Zealand
 (Cup GF)

Langford, Canada (2015/2016 Series) 16-17 April

Australia 12-7 France (Pool A)
 Australia 28-7 Brazil (Pool A)
 Australia 21-7 Russia (Pool A)
 Australia 28-0 Spain (Cup QF)
 Australia 5-15 England (Cup SF)
 Australia 19-12 France
 (3rd Place Play-Off)

Clermont-Ferrand, France (2015/2016 Series) 28-29 May

Australia 34-0 Fiji (Pool C)
 Australia 40-5 Ireland (Pool C)
 Australia 19-12 France (Pool C)
 Australia 35-0 Spain (Cup QF)
 Australia 14-5 New Zealand (Cup SF)
 Australia 19-29 Canada (Cup GF)
Dubai (2016/2017 Series)

1-2 December

Australia 38-5 South Africa (Pool A)
 Australia 20-7 Russia (Pool A)
 Australia 19-10 United States (Pool A)
 Australia 42-0 France (Cup QF)
 Australia 31-10 England (Cup SF)
 Australia 5-17 New Zealand (Cup GF)

2016 RIO DE JANEIRO OLYMPIC GAMES

6-8 August, Deodoro Stadium, Rio de Janeiro

Australia 53-0 Columbia (Pool A)
 Australia 36-0 Fiji (Pool A)
 Australia 12-12 USA (Pool A)
 Australia 24-0 Spain (Olympic QF)
 Australia 17-5 Canada (Olympic SF)
 Australia 24-17 New Zealand
 (Gold Medal Match)

SUPER RUGBY

Round 1: 26/27 February

Brumbies 52-10 Hurricanes,
 GIO Stadium, Canberra

Waratahs 30-10 Reds,
 Allianz Stadium, Sydney

Force 19-25 Rebels,
 nib Stadium, Perth

Round 2: 4/5 March

Brumbies 32-15 Waratahs,
 GIO Stadium, Canberra

Reds 6-22 Force, Suncorp
 Stadium, Brisbane

Bulls 45-25 Rebels, Loftus
 Versfeld, Pretoria

Round 3: 11/12 March

Force 14-31 Brumbies,
 nib Stadium, Perth

Rebels 25-23 Reds,
 AAMI Park, Melbourne

Round 4: 18/19 March

Hurricanes 41-6 Force, Central
 Energy Trust Arena, Palmerston North

Waratahs 26-30 Highlanders,
 Allianz Stadium, Sydney

Sunwolves 9-35 Rebels, Prince
 Chichibu Memorial Stadium, Tokyo

Reds 25-25 Blues,
 Suncorp Stadium, Brisbane

Stormers 31-11 Brumbies,
 DHL Newlands, Cape Town

Round 5: 25-27 March

Chiefs 53-10 Force, FMG Stadium
 Waikato, Hamilton

Rebels 3-27 Highlanders,
 AAMI Park, Melbourne

Cheetahs 18-25 Brumbies,
 Free State Stadium, Bloemfontein

Round 2: 4/5 March

Brumbies Colts U20s 19-31 Gen Blue U20s, GIO Stadium, Canberra
Queensland U20s 43-7 Western Force U20s, Suncorp Stadium, Brisbane

Round 3: 11/12 March

Western Force U20s 13-21 Brumbies Colts U20s, nib Stadium, Perth
Melbourne Rebels U20s 31-39 Queensland U20s, AAMI Park, Melb

Round 4: 19 March

Gen Blue U20s 26-39 Melbourne Rebels U20s, Sydney University, Sydney
Queensland U20s 34-20 Brumbies Colts U20s, Suncorp Stadium, Brisbane

Round 5: 26 March

Melbourne Rebels U20s 21-44 Brumbies Colts U20s, AAMI Park, Melbourne
Western Force U20s 23-28 Gen Blue U20s, UWA Sports Park, Perth
Grand Final: 3 April
Queensland U20s 35-5 Melbourne Rebels U20s, Ballymore, Brisbane

BUILDCORP NATIONAL RUGBY CHAMPIONSHIP

Round 1: 27/28 August

Perth Spirit 20-16 Melbourne Rising
NSW Country Eagles 22-12 Brisbane City
Sydney Rays 50-30 Western Sydney Rams
Queensland Country 20-58
UC Vikings

Round 2: 3/4 September

Sydney Rays 28-8 Perth Spirit
Brisbane City 44-36 Western Sydney Rams
Melbourne Rising 46-32 Queensland Country
UC Vikings 28-60 NSW Country Eagles

Round 3: 10/11 September

Western Sydney Rams 24-30 Perth Spirit
Queensland Country 22-30 Sydney Rays
Brisbane City 20-52 UC Vikings

NSW Country Eagles 32-30 Melbourne Rising

Round 4 - 17/18 September

Sydney Rays 16-36 NSW Country Eagles
Melbourne Rising 46-28 Brisbane City
UC Vikings 22-16 Western Sydney Rams
Perth Spirit 66-36 Queensland Country

Round 5: 24/25 September

Western Sydney Rams 50-46 Queensland Country
NSW Country Eagles 48-24 Perth Spirit
UC Vikings 44-60 Melbourne Rising
Brisbane City 32-38 Sydney Rays

Round 6: 1/2 October

Queensland Country 40-38 NSW Country Eagles
Sydney Rays 58-14 UC Vikings
Perth Spirit 60-22 Brisbane City
Melbourne Rising 30-68 Western Sydney Rams

Round 7: 8/9 October

Western Sydney Rams 40-44 NSW Country Eagles
UC Vikings 36-42 Perth Spirit
Melbourne Rising 32-38 Sydney Rays
Brisbane City 58-52 Queensland Country
Semi Finals: 15/16 October
NSW Country Eagles 50-24 Melbourne Rising
Sydney Rays 24-42 Perth Spirit
Final: 22 October
NSW Country Eagles 16-20 Perth Spirit



AUSTRALIAN U20S

OCEANIA U20S TOURNAMENT**3-7 May, Gold Coast**

Australia 10-30 New Zealand
Australia 25-24 New Zealand

TRIAL MATCHES**24-28 May, Sydney**

Australia 45-20 Australian Barbarians
Australia 66-0 NSW Country

WORLD RUGBY U20S**CHAMPIONSHIP****7-25 June, Manchester, England**

Australia 24-55 New Zealand
Australia 35-19 Scotland
Australia 13-17 England
Australia 38-10 Italy

BUILDCORP NATIONAL WOMEN'S XVS CHAMPIONSHIPS

Round 1: 24 June

Sydney 38-5 ADFRU (Pool A)
WA 19-0 VIC (Pool A)
QLD 0-5 NSW Country (Pool B)
ACT 24-0 SA (Pool B)

Round 2: 24 June

Sydney 36-0 VIC (Pool A)
WA 10-0 ADFRU (Pool A)
ACT 22-0 NSW Country (Pool B)
QLD 39-0 SA (Pool B)

Round 3: 25 June

VIC 10-17 ADFRU
NSW Country 24-7 SA
Sydney 35-0 WA
ACT 10-19 QLD

5th Place Play-Off: 26 June

VIC 27-5 SA

Plate Final: 26 June

ADFRU 0-17 NSW Country

Cup Final: 26 June

Sydney 35-3 ACT

NATIONAL SEVENS CHAMPIONSHIPS

Adelaide, SA, 19/20 November**WOMEN'S COMPETITION****Round 1: 19 November**

NSW Rugby Blue 57-0 Tasmanian Rugby

MATCH RESULTS



Reds 13-15 Waratahs, Suncorp Stadium, Brisbane
Round 6: 1-3 April
Highlanders 32-20 Force, Forsyth Barr Stadium, Dunedin
Brumbies 23-48 Chiefs, GIO Stadium, Canberra
Waratahs 17-21 Rebels, Allianz Stadium, Sydney
Round 7: 8/9 April
Force 19-20 Crusaders, nib Stadium, Perth
Reds 28-27 Highlanders, Suncorp Stadium, Brisbane
Round 8: 15/16 April
Rebels 13-38 Hurricanes, AAMI Park, Melbourne
Waratahs 20-26 Brumbies, Allianz Stadium, Sydney
Bulls 41-22 Reds, Loftus Versfeld, Pretoria
Round 9: 22-24 April
Rebels 36-14 Cheetahs, AAMI Park, Melbourne
Force 13-49 Waratahs, nib Stadium, Perth
Stormers 40-22 Reds, DHL Newlands, Cape Town
Brumbies 14-40 Crusaders, GIO Stadium, Canberra
Round 10: 29/30 April
Force 20-42 Bulls, nib Stadium, Perth
Blues 36-30 Rebels,

Eden Park, Auckland
Highlanders 23-10 Brumbies, Rugby Park Stadium, Invercargill
Reds 30-17 Cheetahs, Suncorp Stadium, Brisbane
Stormers 30-32 Waratahs, DHL Newlands, Cape Town
Round 11: 6/7 May
Crusaders 38-5 Reds, AMI Stadium, Christchurch
Brumbies 23-6 Bulls, GIO Stadium, Canberra
Sunwolves 22-40 Force, Prince Chichibu Memorial Stadium, Tokyo
Waratahs 21-6 Cheetahs, Allianz Stadium, Sydney
Round 12: 13/14 May
Rebels 22-30 Brumbies, AAMI Park, Melbourne
Hurricanes 29-14 Reds, Westpac Stadium, Wellington
Waratahs 31-8 Bulls, Allianz Stadium, Sydney
Round 13: 20/21 May
Crusaders 29-10 Waratahs, AMI Stadium, Christchurch
Reds 35-25 Sunwolves, Suncorp Stadium, Brisbane
Chiefs 36-15 Rebels, FMG Stadium Waikato, Hamilton
Force 13-17 Blues, nib Stadium, Perth
Round 14: 27-29 May
Waratahs 45-25 Chiefs, Allianz Stadium, Sydney

Brumbies 66-5 Sunwolves, GIO Stadium, Canberra
Rebels 27-22 Force, AAMI Park, Melbourne
Round 15: 1/2 July
Brumbies 43-24 Reds, GIO Stadium, Canberra
Sunwolves 12-57 Waratahs, Prince Chichibu Memorial Stadium, Tokyo
Rebels 31-57 Stormers, AAMI Park, Melbourne
Cheetahs 30-29 Force, Free State Stadium, Bloemfontein
Round 16: 8/9 July
Blues 40-15 Brumbies, Eden Park, Auckland
Reds 5-50 Chiefs, Suncorp Stadium, Brisbane
Crusaders 85-26 Rebels, AMI Stadium, Christchurch
Waratahs 17-28 Hurricanes, Allianz Stadium, Sydney
Force 3-22 Stormers, nib Stadium, Perth
Round 17: 15/16 July
Blues 34-28 Waratahs, Eden Park, Auckland
Reds 28-31 Rebels, Suncorp Stadium, Brisbane
Brumbies 24-10 Force, GIO Stadium, Canberra
Quarter Finals: 22/23 July
Brumbies 9-15 Highlanders, GIO Stadium, Canberra
Hurricanes 41-0 Sharks, Westpac Stadium, Wellington
Lions 42-25 Crusaders, Ellis Park Stadium, Johannesburg
Stormers 21-60 Chiefs, Newlands Stadium, Cape Town
Semi Finals: 30 July
Hurricanes 25-9 Chiefs, Westpac Stadium, Wellington
Lions 42-30 Highlanders, Ellis Park Stadium, Johannesburg
Final: 6 August
Hurricanes 20-3 Lions, Westpac Stadium, Wellington

SUPER U20S

Round 1: 27 February
Gen Blue U20s 22-37 Queensland U20s, Kippax Oval, Moore Park, Sydney
Western Force U20s 26-30 Melbourne Rebels U20s, nib Stadium, Perth

MATCH RESULTS

National Indigenous 19-12

NSW Rugby White

QLD Rugby Red 43-0 SA Rugby

Australian Universities 29-7 VIC

Rugby

ACT Rugby 15-7 QLD Rugby White

WA Rugby 41-0 NT Rugby

Round 2: 19 November

NSW Rugby White 14-26 NSW Rugby

Blue

National Indigenous 55-0 Tasmanian

Rugby

QLD Rugby Red 52-0 VIC Rugby

Australian Universities 7-19 SA Rugby

ACT Rugby 41-7 NT Rugby

WA Rugby 10-17 QLD Rugby White

Round 3: 19 November

NSW Rugby White 55-0 Tasmanian

Rugby

NSW Rugby Blue 38-0 National

Indigenous

VIC Rugby 5-27 SA Rugby

QLD Rugby Red 39-0 Australian

Universities

NT Rugby 0-45 QLD Rugby White

ACT Rugby 5-20 WA Rugby

Qualifying Finals: 20 November

NSW Rugby Blue 57-0 SA Rugby

QLD Rugby Red 41-0 NSW Rugby

White

QLD Rugby White 22-5 ACT Rugby

WA Rugby 24-0 National Indigenous

Semi Finals: 20 November

Australian Universities 39-0

Tasmanian Rugby

VIC Rugby 5-20 NT Rugby

SA Rugby 17-22 National Indigenous

QLD Rugby Red 19-0 QLD Rugby

White

ACT Rugby 5-12 NSW Rugby White

WA Rugby 7-19 NSW Rugby Blue



Finals: 20 November

VIC Rugby 27-5 Tasmanian Rugby -

(11th Place Playoff)

SA Rugby 0-19 ACT Rugby

(7th Place Playoff)

Australian Universities 29-0 NT Rugby

(Bowl Final)

NSW Rugby White 10-7 National

Indigenous (Plate Final)

WA Rugby 5-19 QLD Rugby White -

(3rd Place Playoff)

QLD Rugby Red 29-17 NSW Rugby

Blue (Cup Final)

MEN'S COMPETITION

Round 1: 19 November

NSW Rugby 28-7 ADFRU

National Indigenous 5-20 VIC Rugby

QLD Rugby Red 55-0 SA Rugby

QLD Rugby White 33-12 WA Rugby

ACT Rugby 40-5 Tasmanian Rugby

Australian Universities 27-26 NT Rugby

Round 2: 19 November

NSW Rugby 15-5 VIC Rugby

National Indigenous 10-5 ADFRU

QLD Rugby Red 45-0 WA Rugby

QLD Rugby White 27-5 SA Rugby ACT

Rugby 25-19 NT Rugby

Australian Universities 40-0

Tasmanian Rugby

Round 3: 19 November

VIC Rugby 35-0 ADFRU

NSW Rugby 29-7 National Indigenous

WA Rugby 26-14 SA Rugby

QLD Rugby Red 28-0 QLD Rugby

White

NT Rugby 59-0 Tasmanian Rugby

ACT Rugby 7-10 Australian

Universities

Qualifying Finals: 20 November

VIC Rugby 12-19 ACT Rugby

NSW Rugby 17-19 NT Rugby

QLD Rugby Red 26-12 National

Indigenous

Australian Universities 38-7 QLD

Rugby White

Semi Finals: 20 November

ADFRU 19-14 SA Rugby

VIC Rugby 24-22 National Indigenous

NSW Rugby 33-12 QLD Rugby White

WA Rugby 24-10 Tasmanian Rugby

QLD Rugby Red 21-17 ACT Rugby

Australian Universities 32-7

NT Rugby

Finals: 20 November

SA Rugby 35-28 Tasmanian Rugby -

(11th Place Playoff)

QLD Rugby White 0-40 National

Indigenous (7th Place Playoff)

WA Rugby 5-17 ADFRU (Bowl Final)

VIC Rugby 27-26 NSW Rugby

(Plate Final)

NT Rugby 7-31 ACT Rugby

(3rd Place Playoff)

QLD Rugby Red 31-19 Australian

Universities (Cup Final)

MESSAGE FROM THE ASC

The Australian Sports Commission (ASC) congratulates our National Sporting Organisations (NSOs) on their achievements this year. In particular, we congratulate all of our athletes who represented Australia in the Rio Olympic and Paralympic Games. You did so with great distinction. The country is proud of your commitment and dedication, and the manner in which you conducted yourself throughout the campaigns.

In the aftermath of the Games, the Board of the ASC has re-committed to the core principles of Australia's Winning Edge, the ASC's ten year plan for high performance sport introduced in 2012. The four key principles are: high aspirations for achievement; evidence-based funding decisions; sports owning their own high performance programs; and a strong emphasis on improved leadership and governance.

We are confident these principles serve the long term interests of sporting sector.

We will also use the experience of the last four years to seek to improve implementation of Winning Edge in ways that will benefit the sector.

The ASC is equally committed to increasing community participation in sport, particularly amongst our children and youth. We have been pleased this year to see our flagship participation program Sporting Schools reach over 4,300 schools in partnership with NSOs.

Innovations by the ASC this year included the release of our Integrity Guidelines for Directors and Leaders of Sporting Organisations, which provides directors with comprehensive and practical guidance for the first time on anti-doping, sport science and medicine, illicit drugs, match-fixing, child protection and member protection – vital issues for maintaining trust and respect in the sporting sector.

We also staged our inaugural Athlete and Coaches

Forum, giving Australia's elite athletes and coaches the opportunity to share their experiences and enhance their leadership capabilities.

And we were delighted to see fruits of our efforts to improve female opportunity in sports, with improved elite and participation opportunities in women's sport, better media exposure, some outstanding new commercial deals, and an increase in female representation at NSO board level from 27 per cent to a 39 per cent across the top 23 NSOs.

Looking ahead, ASC priorities include:

- further institutional and governance reform in sport, with an emphasis on increased national integration and alignment
- increased funding for sport, including new non-government sources of funding
- further embedding sport in schools' educational programs
- improved national coordination of sports infrastructure spending, and
- Improved use of data and technology in sports.

Reforms like this are often hard to achieve but have profound long term benefits. The evermore competitive environment in world sport on display in Rio highlights the critical importance of further reform if Australia is to maintain its proud reputation and traditions as a sporting nation.

It is appropriate to use this opportunity to recognise and thank the efforts of the ASC's outgoing CEO Simon Hollingsworth, who has led the Commission very capably and with considerable effect for the past five years.

The ASC thanks all of our sector partners for your effort and contribution to Australian sport. We look forward to continued success and progress together.

John Wylie AM
Chair, Australian Sports Commission



QANTAS WALLABIES

MATCH	England	England	England	New Zealand	New Zealand	South Africa	Argentina																					
Date	Saturday 11 June	Saturday 18 June	Saturday 25 June	Saturday August 20	Saturday August 27	Saturday 10 Sepr	Saturday 17 Sep																					
Kick Off (Local Time)	8:00pm	8:00pm	8:00pm	8:05pm	6:40pm	8:05pm	6:05pm																					
City	Brisbane	Melbourne	Sydney	Sydney	Wellington	Brisbane	Perth																					
Venue	Suncorp Stadium	AAMI Park	Allianz Stadium	ANZ Stadium	Westpac Stadium	Suncorp Stadium	nib Stadium																					
Full Time Score	L 28-39	L 7-23	L 40-44	L 8-42	L 29-9	W 23-17	W 36-20																					
Half Time Score	19-13 England	10-7 England	18-17 Australia	32-3 New Zealand	15-9 New Zealand	13-14 South Africa	21-6 Australia																					
Yellow/Red Cards	Scott Sio (53 min)				Adam Coleman (36min)		Sio (32), Cooper (67)																					
Cittings (suspensions)	N/A	N/A	N/A	N/A	N/A	N/A	N/A																					
Referee	Romain Poite	Craig Joubert	Nigel Owens	Jac Peyper	Romain Poite	Nigel Owens	Wayne Barnes																					
Crowd	48,735	29,871	44,063	65,328	35,372	30,327	16,202																					
Tournament/Trophy	Cook Cup series	Cook Cup Series	Cook Cup Series	Bledisloe Cup I	Bledisloe Cup II	The Rugby Championship	The Rugby Championship																					
Player	Wal caps pre 2016	Wal pts pre 2016	Pos	Cap	T	C	P	DG	Pos	Cap	T	C	P	DG	Pos	Cap	T	C	P	DG	Pos	Cap	T	C	P	DG		
Alaalatoa, Allan	0	0													18	1					18	1						
Arnold, Rory	0	0	4	1					4	1											19	1						
Ashley-Cooper, Adam	114	90													14	1					14	1						
Beale, Kurtley	60	118																										
Carter, Sam	12	0							5	1																		
Coleman, Adam	0	0													19	1					5	1						
Cooper, Quade	58	154																			5	1	1			5	1	
Douglas, Kane	23	0																			10	1				10	1	
Fardy, Scott	30	0													4	1					4	1						
Folau, Israel	38	90		6	1				6	1					6	1					6	1						
Folau, Israel	38	90		15	1	1			15	1	1				15	1					15	1					15	1
Foley, Bernard	27	269		10	1		1	2	10	1		1			10	1		1	3	3	12	1		2			12	1
Frisby, Nick	0	0		22	1				21	1																		
Genia, Will	66	40													9						9	1					9	1
Giteau, Matt	102	698													12	1												
Godwin, Kyle	0	0																										
Hanson, James	10	0																										
Haylett-Petty, Dane	0	0		14	1				14	1					14	1	1				11	1					14	1
Hodge, Reece																					23	1		1			11	1
Hooper, Michael	51	45		7	1	2			7	1					7	1	1				7	1					7	1
Holmes, Greg	24	10		3	1				18	1					18	1												
Horne, Rob	29	20		11	1				11	1					11	1					23	1						
Horwill, James	61	30		19	1																							
Houston, Leroy	0	0																										
Leali'ifano, Christian	16	124		23	1				22	1																		
Kepu, Sekope	63	10		18	1				3	1					3	1					3	1					3	1
Kerevi, Samu	0	0		12	1				12	1											13	1					13	1
Kuridrani, Tevita	31	45		13	1	1			13	1					13	1					22	1					23	1
Lance, Jonno	0	0																										
Latu, Silatolu	0	0																										
McCalman, Ben	47	20							20	1					6	1												
McMahon, Sean	6	15		21	1				8	1																	20	1
Mitchell, Drew	70	170																			23	1					21	1
Moore, Stephen	102	25		2	1				2	1	1				2	1					2	1					2	1
Morahan, Luke	1	0							23	1																		
Mumm, Dean	44	20		20	1				19	1					19	1					20	1					6	1
Naivalu, Sefanaia	0	0																									6	1
Naiyaravoro, Taquele	1	5																										
Palu, Wycliff	57	5													23	1	1											
Phipps, Nick	39	25		9	1				9	1					21	1	1				21	1					22	1
Pocock, David	55	35		8	1										8	1					8	1					8	1
Polota-Nau, Tatafu	61	10		16	1				16	1					16	1					16	1					16	1
Robertson, Tom	0	0																									18	1
Simmons, Rob	60	10		5	1										5	1											4	1
Sio, Scott	16	0		1	1										1	1											1	1
Skelton, Will	14	10													4	1					19	1						
Slipper, James	74	0		17	1				1	1					1	1					17	1					17	1
Smith, Toby	3	0							17	1																		
Speight, Henry	5	5																										
Timani, Lopeti																												
Tomane, Joe	17	25																									20	1
Toomua, Matt	31	20																										
White, Nic	22	18							12	1					22	1												

South Africa	Argentina	New Zealand	Wales	Scotland	France	Ireland	England																																											
Saturday 2 Oct 8:00pm Pretoria Loftus Versfeld L 18-10 12-10 South Africa Folau (34) N/A Wayne Barnes	Saturday 9 Oct 7:30pm London Twickenham W 21-33 8-18 Australia Hooper (17), Coleman (31) N/A Mathieu Raynal	Saturday 22 Oct 7:35pm Auckland Eden Park L 37-10 15-7 New Zealand N/A Nigel Owens	Saturday 5 Nov 2:30pm Cardiff Principality Stad. W 8-32 3-20 Australia N/A Craig Joubert	Saturday 12 Nov 2:35pm Edinburgh Murrayfield Stad. W 22-23 17-10 Scotland Skelton (69) N/A John Lacey	Saturday 19 Nov 9:00pm Paris Stade de France W 23-25 11-13 Australia N/A Glen Jackson	Saturday 26 Nov 5:30pm2:30pm Dublin Aviva Stadium L 27-24 17-7 Ireland Mumm (23), Foley (80) Dean Mumm Jerome Garces	Saturday 3 Dec London Twickenham L 37-21 13-16 Australia Haylett-Petty (72) Jaco Peyper																																											
51,762 The Rugby Championship	48,515 The Rugby Championship	47,744 Bledisloe Cup III	55,776 Spring Tour	65,295 Spring Tour	78,000 Spring Tour	51,000 Spring Tour	81,787 Spring Tour																																											
Pos	Cap	T	C	P	DG	Pos	Cap	T	C	P	DG	Pos	Cap	T	C	P	DG	Pos	Cap	T	C	P	DG	Pos	Cap	T	C	P	DG	Pos	Cap	T	C	P	DG	2016 Wal. caps	2016 Wal. tries	2016 Cons	2016 Pens	2016 Ds	2016 Points	Career Wal. caps	Career Wal. tries							
	18	1					18	1					18	1					3	1					18	1											9	0	0	0	0	0	0	9						
	4	1					4	1	1				4	1										4	1													2	0	0	0	0	0	90	116					
																																							0	0	0	0	0	0	118	60				
																																							1	0	0	0	0	0	0	13				
5	1						5	1	1				5	1										22	1															9	20	0	0	10	10	9				
10	1	1	1				10	1					23																										9	0	1	1	0	5	159	67				
19	1						19	1											4	1				19	1		4	1												8	0	0	0	0	0	0	31			
20	1						20	1											6	1																			9	0	0	0	0	0	0	39				
15	1						15	1					15	1										15	1		15	1											14	20	0	0	10	100	52					
12	1			2	3		12	1	1	1			10	1	1	2	1		10	1	1	2	2		10	1	3		10	1										15	4	23	21	0	129	398	42			
							21	1					21	1										21	1															5	0	0	0	0	0	0	5			
9	1						9	1					9	1					9	1				9	1															8	20	0	0	10	50	74				
																			12	1																				1	0	0	0	0	0	0	1			
16							16	1																																2	0	0	0	0	0	0	12			
14	1						14	1					14	1										14	1	1		14	1												14	4	0	0	0	20	20	14		
11	1						11	1					12	1	1									12	1		12	1													10	20	2	0	16	16	10			
7	1						7	1					7	1										7	1		7	1															14	4	0	0	0	20	65	65
																																									3	0	0	0	0	0	10	27		
																																									4	0	0	0	0	0	0	20	33	
																																									1	0	0	0	0	0	30	62		
	21	1																																							1	0	0	0	0	0	0	1		
																																									3	0	0	0	0	0	124	19		
3	1						3	1					3	1										3	1		3	1															14	0	0	0	0	0	10	77
13	1			2			13	1	2																																	8	30	0	0	15	15	8		
22	1						23	1																																			14	50	0	0	25	70	45	
																																									0	0	0	0	0	0	0	0		
																																									4	0	0	0	0	0	0	4		
																																									2	0	0	0	0	0	0	20	49	
8	1																																								9	0	0	0	0	0	15	15		
																																									1	0	0	0	0	0	0	170	71	
2	1						2	1					2	1	1									16	1		2	1														15	20	0	0	10	35	117		
																																									2	0	0	0	0	0	0	3		
6	1			1			6	1					21	1										20	1		6	1													13	10	0	5	25	57				
23	1						23	1																																			6	10	0	0	5	5	6	
																																									1	10	0	0	5	10	2			
																																									1	0	0	0	0	0	5	58		
21	1						22	1					9	1					21	1				21			21													13	10	0	0	5	30	52				
													20	1																										11	0	0	0	0	0	35	66			
													6	1																										7	0	0	0	0	0	10	68			
18	1						17	1					17	1										18	1																7	0	0	0	0	0	0	7		
4	1						19	1					19	1										5	1		5	1														11	0	0	0	0	0	10	71	
1	1	1					1	1					1	1										17	1		1	1															14	10	0	0	5	5	30	
																																									4	0	0	0	0	0	10	18		
17	1												17	1										1	1		17	1													12	0	0	0	0	0	0	86		
																																									1	0	0	0	0	0	0	4		
																																									6	0	0	0	0	0	5	11		
																																									6	0	0	0	0	0	0	6		
																																									0	0	0	0	0	0	25	17		
																																									2	0	0	0	0	0	20	33		
																																									0	0	0	0	0	0	18			



AUSTRALIAN RUGBY UNION LTD.

ARU Headquarters,
Ground Floor, 29-57 Christie St,
St Leonards NSW 2065
Telephone +61 2 8005 5555
Fax +61 2 8005 5699
www.rugby.com.au
ACN 002 898 544

Photo credits: Getty, Stu Walmsley, ARU Media