



THE RUGBY UNION PLAYERS' ASSOCIATION INC.
2011 ANNUAL REPORT





FOR THE PLAYERS
AND THE GAME.



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Our mission:

To collectively develop and promote the best possible professional standards and conditions for our members and for the growth of rugby.

2011 RUPA BOARD



Bruce Hodgkinson SC
Chairman



Adam Freier
President



Pat Howard
Independent Director



Jason Little
Independent Director



Rocky Elsom
Brumbies Player Director



Daniel Halangahu
Waratahs Player Director



James Horwill
Reds Player Director



Stirling Mortlock
Rebels Player Director



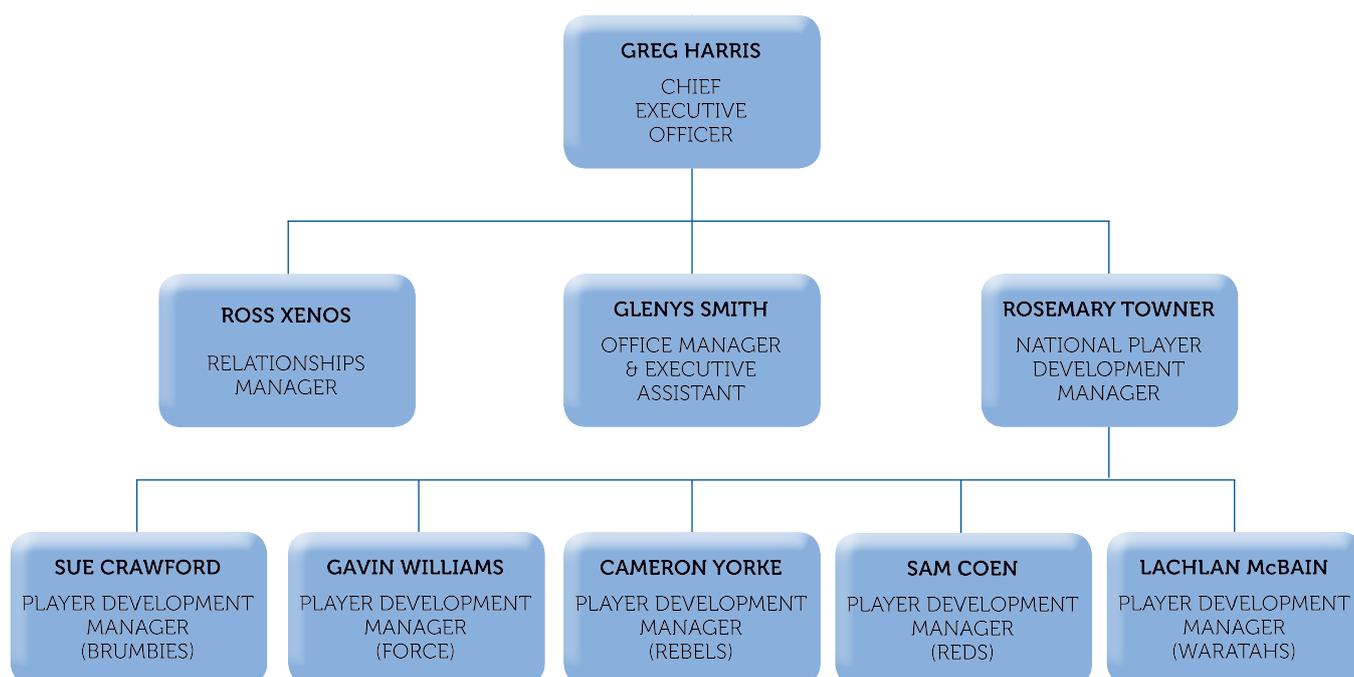
Nathan Sharpe
Force Player Director



Greg Harris
Chief Executive Officer



STRUCTURE & STAFF



CHAIRMAN'S REPORT

In looking back on 2011, RUPA and its membership can take pride in a watershed year for the organisation.

Whilst the majority of RUPA's focus pertains to those activities off the field, it is important to recognize the achievements of our members on the field of endeavour.

Congratulations to the Queensland Reds in winning their maiden Super Rugby title and displaying such dedication and character.

Seeing this momentum of determination continue into the Wallabies defeat of the All Blacks to reclaim the Tri Nations augured well for their ensuing Rugby World Cup campaign and beyond. The efforts of the Wallabies to achieve third place at the RWC were extraordinary and their glimpses of brilliance and perseverance in denying the Springboks in their quarterfinal will be remembered for many years to come.

In these competitions the players delivered a product that resulted in 2011 providing the most successful year for broadcast ratings and commercial revenues in the history of the professional game.

RUPA's highest priority in 2011 however, was to be the negotiations with the Rugby Bodies on the Collective Bargaining Agreement. RUPA engaged in a very rigorous process of consultation with its constituency prior to, and throughout, the CBA negotiation process. The players' position was to deliver a fair and equitable outcome.

To this end, the players were willing to concede a number of entitlements in the interests of the game. This was a testament to the maturity of the leadership within the playing group.

Whilst agreement was not able to be reached, the events of the year have allowed RUPA to gain an even stronger grasp of the key commercial and competitive issues within the game.

In addition, the discussions brought RUPA and the ARU together and fostered a mature working relationship. It is critical for the development of the game that a collaborative relationship exists between the players and their employer.

My sincere thanks to Campbell Fisher and his firm, FCB Group for their continued support throughout these discussions.

RUPA's engagement of such an experienced industrial relations and workplace law specialist has been invaluable and we look forward to continuing this relationship in years to come.

The Personal & Career Development Program (PACD) continues to provide improved support and welfare services to our members. Rosemary Towner and her staff at each of the Australian Super 15 teams, continue to ensure that all players are actively participating or reviewing their educational requirements and career aims.

It is essential that players look beyond their next game or contract to a life after rugby.

RUPA has a committed staff who continue to deliver outstanding service to all members. The appointment of Greg Harris in August 2010, has added significantly to RUPA's sporting and commercial intellectual property. His foresight and energy in the role have reinvigorated the organisation.

In December 2011, RUPA launched a new brand. Congratulations to Ross Xenos for not only his management of the RUPA rebranding and but also his ongoing servicing of the players and new marketing initiatives.

It is a privilege for me to serve as Chairman of RUPA and to lead a Board of passionate, intelligent and professional Directors. Implementing strategies and initiatives for the improvement of the collective welfare and entitlements of our members is the main strategic priority for the Board.

I would like to acknowledge the efforts of the RUPA Board Members for their contributions to the organisation and the game. My thanks to Adam, James, Daniel, Rocky, Stirling, Nathan, Pat, Jason and Greg.

I would also like to thank the senior management of the Australian Rugby Union, in particular CEO and Managing Director, John O'Neill, President, Ron Graham and Chairman, Peter McGrath.

There is no doubt that 2011 presented the game with significant financial challenges. The ARU's management of the game and efforts to minimise the economic damage of the RWC needs to be acknowledged.

I look forward to 2012 as RUPA continues to represent its membership in developing and promoting the best possible professional standards and conditions for our members and for the growth of rugby.



Bruce Hodgkinson SC
Chairman





PRESIDENT'S REPORT

"2011 presented the opportunity for RUPA to continue its evolution and benefit from a renewed strength and invigoration of its corporate character."

What a year in Rugby that 2011 was!

Congratulations to the Reds on their dominant Super Rugby triumph, becoming only the second Australian team to win the title since the Brumbies in the early 2000's. On and off the field, it is incredibly apparent that the Reds were and continue to be, a well disciplined and dedicated squad. They have now firmly identified themselves as the benchmark for all of the other Australian teams.

And not long after we had caught our breath from the Reds victory, the Wallabies borrowed their fortress to steal the Tri-Nations trophy from the All Blacks. It was unfortunate that the Wallabies couldn't then take that momentum with them to the end as they took on the world across the Tasman at the RWC. Their performances, though admittedly not at their best, were valiant.

It was busy times too for RUPA. After the wave of constitutional, governance and leadership changes that occurred at RUPA in 2010, 2011 presented the opportunity for RUPA to continue its evolution and benefit from a renewed strength and invigoration of its corporate character.

From the first meeting of the new Board in late 2010, it was clear that the main focus of the year would be on attempting to renegotiate the current Collective Bargaining Agreement.

Despite continuing until January 2016, the current CBA is out-dated and stale in parts. Without doubt it would benefit from revision. The RUPA membership has provided a clear and strong mandate to the RUPA Board that the withering of current entitlements and employment conditions would not be acceptable.

This is balanced too by an understanding by the playing group, that as the key stakeholder in the game, the players must consider the commercial and economic effects of their CBA position, and act responsibly. In some instances this is looking beyond their own benefit, and to that of the game.

While the year has lapsed and there has not been a new CBA agreed to, a new agreement is not off the cards. All players continue to be protected by the current agreement, and the fostering of better relations between RUPA and the ARU is a positive sign for the future.

In March, work commenced on reviewing the current RUPA brand identity and communications approach. After nine months of collaboration and development, the new RUPA brand was unveiled at the 2011 Awards Lunch to deserved pomp and ceremony. The new brand and associated marketing, including the new website, give RUPA a strong, dynamic and contemporary identity as a commercially reputable organisation. The swell of positive feedback has been a pleasure to receive.

The middle of the year also saw a review of the previous RUPA Player Group Insurance Policy for catastrophic and career-ending injuries. Through an investigation of domestic and international insurance models throughout the year, RUPA was successfully able to restructure a policy for 2012 based on an income protection model which not only increases the financial benefit, but the period of transition out of the game. It is the first policy (to our knowledge) to be majority funded by players salary sacrifice.

My sincere thanks must go to RUPA's outstanding CEO Greg Harris and to newly appointed Chairman Bruce Hodgkinson SC, for their achievements in their first twelve months in their respective roles.

A renewed and prosperous RUPA is largely a product of their wisdom and toil.

My best wishes to Omar Hassanein, who after years of brilliant service to

RUPA departed to run the Irish Rugby Union Players' Association (IRUPA). Congratulations to Ross Xenos who has stepped into the player services and commercial portfolios for his sensational work in this role. I would personally also like to thank Glenys Smith for her efforts in looking after our players. And also to Rosemary Towner and her team of Player Development Managers at the five teams. Though we may not always seem it, we are incredibly grateful for your constant guidance and support.

RUPA is forever indebted to our many sponsors, partners and supporters. There is no doubt that we would not be in the stable and formidable position that we currently find ourselves, without your support, passion and generosity.

To that end, some thanks should be made to:

- PKF, Standard Chartered Bank and Link Market Services for your ongoing sponsorship of the RUPA;
- Braham Dabscheck for his academic and industry analysis along with the introduction of good humour into RUPA's activities;
- And finally to Campbell Fisher and his firm, FCB Group, for his untiring and substantial contributions to the formulating and negotiating of our industrial relations position.



Adam Freier
President

CHIEF EXECUTIVE'S REPORT

RUPA has two fundamental responsibilities with respect to its core constituency, the professional rugby players. These are the workplace entitlements and the educational/welfare services which are provided to those players.

The scale and scope of the workplace entitlements and the educational/welfare services which the players receive are dependent upon the collective economic capacities of the Australian rugby bodies and RUPA's ability to negotiate fair and equitable outcomes with them.

The commercial barometer of the game defines the level of entitlements which the players receive as a result of the principal commercial relationship between the players and the rugby bodies as defined in the Collective Bargaining Agreement (CBA) between the parties.

This principle is that the players receive a minimum of 26% of the Generated Player Revenues (GPR) which are obtained by the Australian rugby bodies.

The prosperity of the Australian rugby bodies and the players are thus inextricably linked. Accordingly in representing the interests of the players it is important that RUPA embraces an holistic methodology in its negotiations with the rugby bodies on the overall structure and health of the game. This includes the strategic plans for the game's development both on and off the field.

The capacity of the players to make a positive and constructive contribution on the direction of the game in turn is dependent upon the standard of RUPA's corporate governance. RUPA's awareness of this responsibility led to the review of the RUPA constitution and the introduction of a new corporate governance structure in late 2010.

Accordingly, a priority in 2011 was to ensure that the RUPA player directors were senior, experienced players who could effectively engage with their respective constituencies and provide them with sound leadership and representation.

President, Adam Freier and player directors, Rocky Elsom (Brumbies), James Horwill (Reds), Daniel Halangahu (Waratahs), Stirling Mortlock (Rebels) and

Nathan Sharpe (Force) delivered these qualities.

The election of Chairman, Bruce Hodgkinson SC, and former Wallabies Patrick Howard and Jason Little to the Board provided a complementary mixture of experience, knowledge and skill sets.

An excellent platform for the RUPA Board to interface with the constituency was established through the Strategic Planning Conference in December 2010. This was further enhanced in 2011 through the ongoing engagement with the players via numerous visits to the Super Rugby clubs by RUPA staff and through regular electronic communications.

The establishment of strategic external relationships and partnerships in 2011 provided significant benefits to RUPA, especially with respect to improving the intellectual capacity of the organization to develop policy and strategies in the best interests of the players and the game.

RUPA benefited substantially in 2011 from the expert advice and support received from our workplace law consultants, the FCB Group, in particular Managing Partner and Solicitor Director, Campbell Fisher.

The support which RUPA received from Campbell and his colleagues at FCB was critical to RUPA's capacity to represent the best interests of the players in the 2011 CBA negotiations.

RUPA's CBA negotiations also benefited considerably from the unique insights and guidance provided by industrial relations and sports law consultant and academic, Braham Dabscheck. Braham's contribution to our CBA preparations and negotiations was invaluable.

The CBA negotiations which were originally scheduled to begin in 2009 eventually commenced in April 2011. Well in advance of the commencement of the CBA negotiations RUPA unsuccessfully requested that the ARU agree to bring



forward discussions on two critical player matters; the Rugby World Cup bonus payments and the Australian Rugby Player Contracting Rules. This was a disappointing outcome.

It would be fair to say that a major objective of the Rugby Bodies during the CBA negotiations was to substantially reduce overall current and future player payments. This was understandable given that player payments had grown to be decidedly greater than 26% of GPR and as a result of significant reductions in Australian rugby revenues. These occurred primarily as a result of the financial impact of the 2011 Rugby World Cup and a general downturn in domestic interest in the game.

During the CBA negotiations in 2011, RUPA met with the ARU on over 13 occasions with exchanges of over 30 information and position papers. RUPA's primary objective during the CBA negotiations was to achieve a fair and equitable outcome for the parties involved.

The initial propositions of the Rugby Bodies during the CBA negotiations, if accepted by RUPA, would have significantly reduced total player

payments for the period 2012 to 2015. Included in the proposals were the reduction of grants to Super Rugby Clubs, the application of salary caps, the reduction of Wallaby Test Match Payments and the reduction or deletion of the projected 2013 Generated Player Revenue (GPR) Surplus payment to players. Not surprisingly these proposals were rejected by RUPA.

Following extensive negotiations agreement was reached on the majority of matters. However by the end of 2011 the Rugby Bodies and RUPA could not agree on the key issue of the term of the new CBA. It was agreed that further discussions would occur in 2012.

RUPA remains optimistic that a new CBA will be struck in 2012.

In January 2011 RUPA General Manager, Player Services, Omar Hassanein, was appointed to the position of CEO of the Irish Rugby Union Players Association.

This appointment recognized the significant service which Omar had made to RUPA over an extensive period of time. Omar was a popular and capable member of the RUPA family who will no doubt be a

success in his new position.

Following Omar's departure a review of the organizational structure was undertaken. An important outcome of the review was the need to restructure the role of the RUPA General Manager, Player Services. The role was redefined and the responsibilities expanded to better reflect the requirements and expectations of the organization's key stakeholders. In March 2011 Ross Xenos was appointed to the position of RUPA Relationships Manager.

Amongst other tasks Ross was given the responsibility of rebranding RUPA and developing a new website for the organization. The end product received widespread support and endorsement from both the RUPA constituency and our external partners.

The educational and welfare services provided to the Australian professional rugby players are widely recognized as industry leading. A comprehensive narrative of the services provided to the RUPA members in 2011 is chronicled in the report of the National Player Development Manager, Rosemary Towner. Rosemary and her staff do an exceptional job and I would like to acknowledge the role



they perform and the opportunities and support they provide to our players.

One specific area of player welfare which has created angst amongst the players in recent years has been the inadequate level of insurance for career ending injuries. The players have consistently requested that they receive a more beneficial career ending injury insurance coverage than that which has been provided by the rugby bodies in recent years. This issue has special significance as the players do not receive worker's compensation insurance.

In 2011 RUPA conducted extensive research for an appropriate income protection policy for the players. Numerous underwriters and brokers were approached. After months of screening various policy options final agreement was reached with SLE as the underwriters and Australian Reliance as the brokers.

Following extensive negotiations with the ARU and discussions with the players an agreement was reached whereby both the rugby bodies and the players would share the responsibility for the payment of the premiums for the policy. The ARU were supportive in making a substantial financial commitment to the payment with the players agreeing to salary sacrifice a percentage of their base salary towards the premium.

In the event of a career ending injury players are now eligible to receive 75% of their base salary up to a maximum of \$300,000 per annum for two years.

A unique initiative in the Australian sports industry resulting in a substantial improvement in the benefits provided to the players. I would like to acknowledge the drive and passion which Rocky Elsom displayed in ensuring that this important player welfare benefit was achieved.

On the field 2011 was a year of mixed results. A sensational season for the Queensland Reds was capped with their ultimate success in winning the 2011 Super Rugby Championship. A great result for the Reds and Australian Rugby. Congratulations to coach, Ewen McKenzie, captain, James Horwill, and all of the players and support staff.

The peak achievement of the Wallabies in 2011 was definitely their success in the Tri-Nations Championship. The series provided some memorable moments, not the least of which was the courageous victory over the All Blacks in Brisbane.

That victory provided Australian Rugby

with high expectations for success to be experienced later in the year at the Rugby World Cup in New Zealand.

The heroic efforts of the Wallabies in winning in the quarter-final against South Africa at the Rugby World Cup arguably left the team vulnerable in their match against New Zealand in the semi-final. No one could deny that the players did not give their all at the World Cup. The result in the final was indeed testimony to the strength and especially the depth of New Zealand Rugby.

For the Wallabies to consistently be the best team in the world Australian Rugby has to acquire a much broader talent base to draw on than that which it currently possesses.

Since 2001 RUPA has awarded the RUPA Medal for Excellence annually to the player who has excelled in on-field achievements and by making an outstanding contribution to charitable work, vocational skills and their commitment to the development of the game. The other annual RUPA award has been the Newcomer of the Year Award, again for excellence in both on-field and off-field endeavours. In 2011, RUPA introduced two new awards. These were:

The Community Service Award – for a fully contracted player who provided extraordinary service to the public via attendance at charity events, appearances, promotion of community events and/or not-for-profit entities; And,

The Academic Achievement – for fully contracted players who have excelled in any level of education. The award takes into consideration the players' dedication and commitment to his personal and professional development across a broad range of studies.

I would like to congratulate 2011 winners of these awards and the winner of the 2011 John Eales Medal which is conducted jointly by the ARU and RUPA.

RUPA Medal for Excellence
Nathan Sharpe

Newcomer of the Year Award
Ben Tapuai

Community Service Award
David Pocock

Academic Achievement Award
Matt Hodgson

John Eales Medal
Kurtley Beale

RUPA's ability to service its membership is dependent upon the support which it receives from a range of external organizations.

I would like to acknowledge the following corporate partners which supported RUPA in 2011: PKF, The Wine Society, Standard Chartered Bank, RGC, and FCB Group. I would also like to acknowledge RUPA's educational partners including Open Universities Australia, who are referred to in more detail in the Player Development Report.

I would also like to acknowledge and thank the RUPA staff who have provided me with great assistance and support in 2011. Ross Xenos, Rosemary Towner, Glenys Smith and Omar Hassanein were always willing to go the extra yard for the organization.

The staff at the coalface with the Super Rugby clubs, the RUPA personal and career development staff, Sam Coen, Lachlan McBain, Sue Crawford, Cameron Yorke and Gavin Williams. These RUPA staff members have also provided excellent service to the players this year.

The major challenge for the game of rugby in Australia is to grow its footprint in the highly competitive Australian sporting marketplace.

Whether this is for an improved share of the athlete market place or the commercial market place all stakeholders in the game need to embrace a diversity of thought and ideas via a spirit of collaboration. This is essential for the game to grow and prosper in the most competitive football marketplace in the world.

It is an important challenge for RUPA and the players to play a constructive role in addressing this challenge.



Greg Harris
Chief Executive Officer

PLAYER SERVICES REPORT

From CBA Negotiations to Catastrophic Injury Insurance with a little bit of colour and branding in between, 2011 was a year that RUPA focused on our core constituency aiming to best safeguard and promote our members entitlements and benefits.

Player Services

Employment as a professional rugby player is a unique, rewarding and challenging occupation. With it comes an extraordinary set of expectations and obligations, and it is RUPA's core focus to ensure that these obligations are complemented with a minimum level of conditions and entitlement, for all players, which are articulated through the Collective Bargaining Agreement.

A significant amount of time and energy was invested throughout 2011 on the renegotiation of the current CBA with the Rugby Bodies. Whilst the current CBA expires in early 2016, the evolution of the game since the agreement was struck in 2004 make many elements of it ambiguous and severely outdated.

The position advocated by the RUPA negotiating committee throughout all discussions was constantly that adopted and created by the RUPA Board – on the basis of the advice and direction of the membership. Whilst the detail of this position is detailed elsewhere in this annual report, and while no significant agreement was able to be reached between the parties this year, the engagement of the RUPA membership throughout the CBA process has been a clear indication that the players are united in their views, and their support of RUPA.

Outside of CBA discussions, RUPA has been able to provide representation for all players on several key player entitlements in the last year, including Catastrophic Injury Insurance (see below), Long Service Leave and Early Release.

Brand and Marketing

Almost every element of RUPA has evolved since the foundation of RUPA in 1995. At the start of the year, the major outlier was the RUPA brand, which entered its 16th year of loyal service.

As rugby continues further into the professional era, and in particular the commercialization of the game and its stakeholders continues, it was of paramount importance to the organisation that we are continued to be, and be perceived as an organisation that is in many ways at the forefront of player representation, education and development. With an outdated and stagnant brand, the time was right to change.

After a comprehensive review of the current brand and marketing activities, and comparison the branding of other codes, clubs and player associations, RUPA engaged Sydney creative agency Russell Gibson Costello to execute a brief that involved the modernisation and strength of the organisation, and maximizing the equity that has been built over the years in the name, RUPA.

Months of concepts and criticism were invested and finally a new corporate image was gained. Succinct and dynamic, RUPA's brand now reflects the contemporary and professional organisation that represents our youthful and engaged membership. After its endorsement by the Board, the brand, along with the new RUPA website, were publicly launched at the Awards Lunch in December.

With the brand confirmed and website live, work continued throughout the year and into early 2012 creating and incorporating a new electronic newsletter

and other communications templates into RUPA's operations. 'Lineout' as it is now known continues to grow in distribution, featuring important updates for players, agents and information for the public alike. Most importantly, it – along with the website - provides RUPA with an opportunity to broadcast the achievements and efforts of our members off the field, in the community and in their studies, to a growing audience.

To date, feedback on the new-look RUPA has been positive from the public, and most importantly from the players. Their organisation now better reflects their energy and professionalism.

Agent Accreditation Scheme

At the end of 2011, over 80 agents were accredited under the RUPA Player Agent Accreditation Scheme. The Scheme aims to ensure that all Agents representing players demonstrate an appropriate level of knowledge and understanding of rugby contracting and are aware of the expectations of their players, and of RUPA in their implementation of agreements and the services that they provide. To be accredited, all agents must have in 2011:

- Attended the full-day RUPA Agent Accreditation Professional Development Workshop;
- Completed and passed a multiple choice exam based on the key employment contracts, scheme regulations, and standard agreements;
- Have in place Professional Indemnity Insurance up to a value of \$1 million; and
- Made payment of the annual Agent Accreditation Fee.

2011 also saw the appointment of a new Chairman of the Agent Accreditation Board – Richard Breden – who replaced Warwick McDonald, who chaired the Scheme since its inception.

It was clear immediately that not only did Richard bring a wealth of industrial relations and employment law knowledge



to the Board, but also a fervent professional approach. Richard's understanding of the game and of nature of the player management business are also great assets for the Board as it continues to develop and implement new initiatives to improve the Scheme.

Braham Dabscheck and John Langford continued as the RUPA and ARU Representatives respectively on the Agent Accreditation Board, maintaining their commitment and conscientious contributions which the Scheme has benefitted from since its inception.

On behalf of RUPA, I would like to thank the Board for their efforts in 2011, and more personally, for their warm welcome and support of me in my new role.

Player Occupational Health & Safety

The Player Occupational Health & Safety Committee met on a bi-monthly basis in 2011 with a charter of responsibility for all aspects of Player Health and Safety.

With the resignation of Bruce Hodgkinson from the Committee to take up the Chairmanship of RUPA Board, a new Independent Chairman was appointed to this Committee—Gerard Phillips.

Gerard is the senior partner at Middletons specializing in OH&S legislation and related matters. In a time of significant legislative change in this area, and in addition to his extensive experience, Gerard has been an invaluable addition to the Committee.

In 2011, other members of the OH&S Committee were:

ARU representatives - David Nucifora, Scott Bowen, and Dr Martin Raftery; and

RUPA representatives - Dr Seamus Dalton, Benn Robinson and Ross Xenos.

The Committee discussed a variety of relevant OH&S issues in 2011, which most notably included:

- The adoption of protocols to deal with unsafe playing surfaces at all National and Super Rugby level matches during season 2011;
- The implementation of heat guidelines enforced with correspondence prior to summer training. An emphasis was also placed on planning and proper scheduling of matches and training sessions to ensure that players were not exposed to extreme heat conditions

Concussion and head knocks were also topical issues in 2011, which the Committee was fortunate to have the expertise of Dr Raftery onboard to discuss, particularly given his close association to the IRB and their policy development for concussion management.

During the course of the year, the IRB updated its Concussion Guidelines which were communicated to all Super Rugby Clubs. The subjective nature of the diagnosis of a concussion and the potential ramifications of this diagnosis remain the most contentious areas of discussion.

However, it was indicated that future policies would look to frameworks which would be enacted in the event of a suspected concussion, further improving the safety of all players.

Player Insurance Policy

In a sport dominated by collisions and the contest, unfortunately injuries are part and parcel of the game. In rare instances, it can be a single hit, tackle or scrum which ends a career. RUPA, with the support of the ARU, has been committed to providing coverage to players in the event of a catastrophic injury, through the placement of a group insurance policy. Since 2007, three players have been forced to retire from the game due to single, one-off accidents which have occurred on the field, and benefitted from this policy.

In 2011, the level of benefit for players experiencing catastrophic injury was:

Accidental Death - \$500,000
 Total Permanent Disablement - \$400,000
 Career Ending Injury – \$50,000 (Or \$35,000 for those over 30).

While the above levels of coverage are better than no cover at all, in RUPA's opinion they are far from ideal. Unfortunately, they are the result of the insurers and underwriters concern of future injuries, and the almost \$1 million drawn from the policy to date.

As a result, RUPA spent a significant amount of time in 2011 investigating options to restructure the professional player group insurance policy for 2012. Driven by current Board Member Rocky Elsom, and assisted by David Gibson, who was engaged by RUPA on a consultative basis, a review of overseas and domestic models of similar insurance policies was conducted.

A broad range of structures were considered – from a self-insured policy

as managed by the NZRPA, to lump-sum payout models.

It followed from this review that there were two key factors needing consideration in this new model: the quantum of funds paid to a successful claim, to replace monies lost by not being able to fulfill future contracts; and the period of time that a player has to transition from his playing career into the workforce, facilitating further training or education in any chosen field.

On the basis of these objectives, an income protection model for career ending injuries was identified as the preferred model.

An 'Expression of Interest' scoping document was then sent out to the market, and responses were received from three global sports insurers: AON, Australian Reliance and the incumbent, JLT.

After months of presentations, meetings and further investigation, the policy began to come together with one major sticking point – funding.

In late 2011, RUPA approached all players for their support in continuing to pursue a policy which would be majority funded by the players themselves, through salary sacrificed deductions.

The playing group unanimously saw the benefit in this improved coverage, and agreed.

While more detail on this is reserved for the 2012 installment of this report, a sensational outcome was reached by RUPA.

On 1 February 2012, a new policy-mix was enacted with a combination of JLT and Australian Reliance which sees players benefit from big increases in benefits for catastrophic injury.

This is only possible on the back of each player agreeing to contribute 2% of their base salary to the scheme, up to a maximum contribution of \$6,000 per player.

All players should be applauded for their focus on their future and livelihoods in supporting this Australian first.

I'd like to thank Rocky and David for their efforts in assisting the establishment of this policy, along with all the brokers and underwriters we met with during this process.

2011 John Eales Medal

In a significant change from previous years, The John Eales Medal was staged under the Big Top in stadium seating at Luna Park prior to the Wallabies departure for the Rugby World Cup.

Arguably the most prestigious honour in rugby, the JEM is won by the player who accumulates the most votes from his peers on a 3-2-1 basis over the 10 Tests stretching from the 2010 Spring Tour of Europe until the end of the 2011 Tri Nations.

The top five in the voting for this year were:

Kurtley Beale	127
Stephen Moore	122
David Pocock	100
James Horwill	96
Will Genia	78

2011 RUPA Awards Lunch

The RUPA Awards Lunch was once more held in The Ivy Ballroom in Sydney, with over 300 people in attendance on Wednesday 14 December.

The event was sponsored by HSBC Bank Australia Limited, SCG Trust and PKF, with Rhys Muldoon effortlessly steering proceedings and getting more than the occasional laugh out of the crowd of RUPA's sponsors, supporters, and new found friends.

Winning the RUPA Medal For Excellence for a third time is certainly no mean feat, but something that Nathan Sharpe was able to achieve in 2011.

Voted on by all Super Rugby Members, the MFE criteria is based on the overall on and off-field contributions of players to the game, their team and the community.

Joining a very small and elite group which includes the Georges – Gregan and Smith – the honour capped off a stellar year for Sharpe, whose form flourished for the Force and at the Rugby World Cup.

The achievements in 2011 of Ben Tapuai (Rookie of the Year), David Pocock (Community Service) and Matt Hodgson (Academic Achievement) were also recognized.

The event was co-managed by Front Row Events who were tremendous in assisting with the pre-event planning and ran the majority of logistics on the day.

My sincere thanks to Ross, David and the entire FRE team for their efforts.

Most significantly, the day also provided the opportunity for RUPA to raise funds for a worthwhile cause, and we were pleased to be able to contribute approximately \$5,000 from the day's proceeds to Hearts in Union.

Super 15 Tipping Comp

In 2011, RUPA once again conducted the very popular Air Pacific/RUPA Tipping Competition with a division for both Past and Current Players.

The winners were Lachie McCaffrey and Brad Harrison respectively.

The winner's prize was a holiday for two people to Fiji was courtesy of Air Pacific and Fiji Visitors Bureau. During his time in Fiji the winner hosts a clinic for the locals promoting Rugby in the community.

Due to commercial restraints, this was the last year of Air Pacific's support of the tipping comp, and we thank them for their many years of friendship.

Thanks

My sincere thanks must go to a number of people for their support throughout the year. Firstly, to Omar Hassanein for his unbelievable handover. Your passion was infectious and I could not have hoped for a better way to commence working at RUPA. I wish you all the best with your new role with IRUPA and enjoying life in Ireland.

To the many sponsors and partners of RUPA – PKF, Standard Chartered, Link Market Services, The Wine Society, RGC and TransTasman Business Circle, thank you for your ongoing support. Thank you also to Jason Moore for your continued efforts to promote the commercial elements of RUPA.

Thank you to the entire RUPA team for making 2011 such an enjoyable and rewarding year. I look forward to many more of them.



Ross Xenos
Relationships Manager



PERSONAL & CAREER DEVELOPMENT REPORT

"To provide nationally consistent services which will assist Rugby Union Players to undertake education, vocation and personal development opportunities whilst pursuing and achieving excellence in professional Rugby Union."

The Mission Statement of the joint ARU-RUPA Personal & Career Development (PACD) Program.

2011 marked a milestone in the PACD program with Sue Crawford recognized at the Award function in December for her 10 years of dedication and service to the RUPA and players at the Brumbies.

Sue was presented with her Award by RUPA President, Adam Freier who had been assisted by Sue during his time at the Brumbies at the start of his professional career.

New Governance

Towards the end of 2011, the RUPA and ARU agreed that the PACD Committee structure, as set out in the Collective Bargaining Agreement, should be reinstated to provide the program with the appropriate corporate governance structure under which it can operate.

Subsequently, the Committee was named as follows:

Chairman
David Giffin

NPDM
Rosemary Towner

RUPA Representatives
Greg Harris,
Daniel Vickerman,
Braham Dabscheck

ARU Representatives
Chris Webb,
Anthony Eddy,
Jim Carmichael.

The Committee held its first meeting in February 2012.

Workshops and Seminars

A list of courses delivered to Super 15 and National Academy players co-ordinated and delivered through the PACD in 2011 is listed below:

- Diploma in Business Management
- Anti-Vilification sessions

- Financial planning – budgeting
- Financial planning – investments/stock market
- Financial planning – property investment
- Financial planning – Wealth Creation strategies
- Cert III & Cert IV (Fitness)
- Responsible Gambling
- Responsible Alcohol & Behaviour
- Illicit drug education
- Level 1 Coaching
- Senior First Aid
- Career options in Real Estate
- Public Speaking
- Presentation Skills – small group
- Intensive 1:1 presentation skills
- Media awareness and skills
- Personal Branding
- Brand Building
- Leadership Development
- Study Skills
- Goal setting
- Local issues and safety
- Men's Health and wellbeing
- Building your network
- Embracing professionalism
- Cooking for performance
- Road Awareness Program (SA Fire Brigade)

Cybersecurity

The PACD continued to deliver Guidelines in relation to Facebook Security and Twitter usage to ensure players are aware of potential issues and protected from inappropriate use of the technology.

Players at this year's Induction Camp also received a briefing on Cybersecurity across all areas including internet banking, website security and social networking media from the Australian Federal Police.

Elite Athlete Friendly Universities (EAFU)

The PACD continued to represent all professional sports on the EAFU Committee. This committee discusses university policy and service delivery models and how they impact upon the professional player.



The EAFU network provides support to players and allows such things as extensions on assignments to suit playing schedules and the sitting of exams at convenient locations.

All members of the network are thanked and congratulated for their input into the careers of professional players.

Anti Vilification

This program, developed in conjunction with the Anti Discrimination Board, focuses around racial issues in sport and their affect on the game, the player and wider community. All staff are trained in the delivery of the program.

Welfare and Counselling

The personal welfare and well being of the Players and their partners continued to be supported by the Chaplains Gary Speckman (Waratahs), David McDonald (Brumbies), and Andy Gourlay (Reds).

Relationships Australia also maintained their long standing support of the ARU/ RUPA PACD through their continued role providing confidential counselling service

to Players and their partners. Relationships Australia provides experts in areas such as gambling, alcohol, grief, dealing with separation and divorce.

Individual support for players in need in relation to any aspect of their off field life was also provided either inhouse or via external experts in the field.

Cambridge/Oxford Scholarships

There were no applicants for Scholarship this year.

Previous scholarship winners include:

- Ed Carter (Cambridge)
- Adam Magro (Oxford)
- Jason Reilly (Cambridge)
- Joe Roff (Oxford)
- Daniel Vickerman (Cambridge)
- Daniel Guinness (Oxford)
- Marty Wilson

Newcomer of the Year Award

The Newcomers Award is provided to that first year contracted player who has contributed at the highest level 'on field' and had outstanding success in his off field

endeavours. Nominations are received from PACD Advisors in each state and the winner selected by the RUPA board.

After receiving eight (8) nominations, the winner of the Award in 2011 was Ben Tapuai (Qld Reds). Ben joins previous winners of the Newcomer of the Year Award Berrick Barnes (2006 Qld Reds) and David Pocock (2007 Western Force), Ben Lucas (2008 Qld Reds), Laurie Weeks (2009 Qld Reds) and Pat McCabe (2010 Brumbies).

Academic Achievement Award

A new Award in 2011, the Academic Achievement Award is for fully contracted players who have undertaken and excelled in any level of education. It reflects the players dedication and commitment to his personal and professional development across a broad range of studies and is not confined to university level education. Nominations for this award can be made by team mates, team managers, RUPA Board members and RUPA staff. The winner is selected by a panel appointed by the RUPA Board.

Seven nominations were received and the inaugural winner was Matthew Hodgson.



The RUPA Foundation Award

Also a new Award, the RUPA Foundation Award is for fully contracted players who have undertaken extraordinary service to the public via attendance at charity events, appearances, promotion of a community event or not-for-profit via social media. Nominations for this award can be made by team mates, team managers, RUPA Board members and RUPA staff. The winner is selected by a panel appointed by the RUPA Board.

Eight (8) nominations were received and the inaugural winner announced as David Pocock (Western Force).

Induction camp

Twenty two (22) Players (2 x Qld Red, 11 x Brumbies, 4 x Western Force, 3 x Waratahs and 2 x Rebels) attended the 9th Annual Professional Rugby Players Induction Camp.

Throughout the camp, various guests and specialist presented attended and worked with players to develop their off field skills and interests. Past players invited to participate at the camp in 2011 were former Reds player Charlie Fetoai and Wallaby James Holbeck both highlighted to the players the importance of preparing for life after finishing playing Rugby and provided the opportunity for Players to consider many options available to them.

Players participated in various workshops including financial & tax management, responsible gambling, Cybersecurity, etiquette and RUPA member services and heard a hard hitting presentation from the South Australian Fire Bridge Road Awareness Program.

At the final dinner, ten (10) special guests from Mission Australia joined the players to share a meal and some life experiences.

Rebels Induction

The PDM for the Melbourne Rebels held a week long Induction for new players to the team which included a race around Melbourne, media training, smart rugby accreditation and time spent with our charities, conducting coaching clinics at schools and a day of work experience.

Wallaby Partners Function

In recognition of the contribution made by the partners &/or mothers of Wallabies by supporting and encouraging players throughout the season. The RUPA Chairman, Bruce Hodgkinson, hosted a morning tea prior to the Wallabies departure to the Rugby World Cup. As well as the players guests, Penny Deans

(Head Coach Robbie Deans wife) and Sally Loane (NSW Waratahs Board member) also attended.

Simone Thurtell from ABC Grandstand undertook a series of light hearted, yet informative interviews, with Penny Deans, Emma Pocock, Sally Loane & Sue Crawford about life with a Wallaby.

Feedback from the event was very positive and it is planned to make this an annual event.

AAA Welfare Committee

The Australian Athletes Alliance formed a Welfare Committee in 2012 to discuss areas specific to the needs of athletes off field endeavours. Chaired by Daniel Kowalski from the Australian Swimmers Association, members include representatives from Rugby Union, Rugby League, Netball, Cricket, Football, AFL and Jockeys.

Financial Planning

Eligible players were provided with an initial briefing with financial specialists PKF. They were provided with budgeting, taxation and general planning information.

Training & Education Funding

Since its inception in 2001, the PACD has provided RUPA members with the opportunity to access funds through the Training & Education (T&E) Scheme.

Players have used the funds to undertake a range of opportunities including tertiary and post graduate studies and TAFE Diplomas.

Funding distributed in 2011, for expenses incurred in 2010, totalled \$255,185.28. It was provided to 79 RUPA members at an average of \$3,230.19 per player.

Presentations

Through the year, the following presentations were made by the National Player Development Manager and staff of the PACD program:-

- RUPA Agent Accreditation Workshops
- NSW Department of Community & Sport
- Equestrian Australia Education Conference
- Barker College Year 10 Work Experience group
- ACPE Sports Business Year 1 Professional Experience group
- NSW Rugby Board;
- Athlete Career Development Program

Research Group from Juntendo University Japan

- National Gold Squad – Canberra (Players & Parents)
- Junior Rebels
- Australian College of Psychologists (ACP), Canberra Branch - Monthly meeting in March
- EAFU National Conference

Supporters

The ARU/RUPA PACD acknowledges the support of:

PKF
Australian Institute of Fitness
Relationships Australia
Drake Training
Open Universities Australia
Australian Vocational Training Academy

Final Note

Thank you to:

All of the ARU/RUPA PACD Career and Education Advisors...

Sue Crawford (Brumbies),
Lachie McBain (Waratahs),
Sam Coen (Reds),
Cameron Yorke (Rebels) and
Gavin Williams (Western Force)

...for their continued dedication and support this year.

Without these staff Players would not be able to access expert, independent career and education advice from people passionate about Player needs.

Staff of RUPA and the ARU for their ongoing support of the ARU/RUPA PACD program.



Rosemary Towner
National Player
Development Manager



COMMUNITY & EDUCATION REPORTS

While they might give significant time and effort to their on-field performance and preparations, there's plenty happening off the field for the players' to be proud of.

ACT BRUMBIES REPORT



Through the CA Technologies Brumbies partnership with our No.1 ticket holder Oz Harvest, the Brumbies were able to assist in the delivery of much needed food to more than 45 local charities and refuges.

During 2011 CA Technologies Brumbies supported the following seven-game-day charities:

- Medicare – Organ Donation
- Snowy Hydro South Care
- Lifeline
- Ronald McDonald House
- YWCA of Canberra
- Children's Medical Institute - Jeans for Genes Day
- Men's Link

The Boulderstone Buddy a Brumby program involved players visiting schools to spread the game of rugby and promote healthy living amongst ACT school children. All Players participated in the ActewAGL Country Visits to give children from country areas a chance to meet their favourite players. Open Training Sessions were another way the CA Technologies Brumbies reached out to the community. The ActewAGL Meet the Players Day was a great success with around 1000 people visiting the Brumbies Rugby Training Centre throughout the day.

In 2011 the CA Technologies Brumbies attended numerous school and charity events, undertook hospital visits, supported our sponsors and partner charity fund raising efforts and community initiatives, including ActewAGL's Local Hero campaign recognising individuals who have provided exceptional service to our community and McDonald's McHappy Day. The players recognise and appreciate the support they receive from the community and welcome the opportunity to reciprocate this support.

The CA Brumbies players also performed credibly off-field in terms of focus and attention to their study, work and career activities.

Five players (Robbie Coleman, Dan Palmer, Nick White, Ed Stubbs and Colby Finagaa) along with David McDonald (Team Chaplin) and Stephen Larkham (Past Player/Coach) completed a Diploma of Management (Business). An additional nine players in the Squad had completed the Diploma in previous years.

Fourteen players continued to undertake tertiary study while continuing to play including Mark Chisholm, Francis Fainifo, Pat Phibbs, Andrew Smit, Jerry Yanuyanutawa, Michael Hooper, Salesi Ma'AFu and Christian Lealiifano, Matt Toomua, Peter Kimlin, Julian Salvi, Mitchell Chapman, Ben Hand and Stephen Moore.

Sue Crawford
Player Development Manager





WESTERN FORCE REPORT



Western Force say thanks for all the care and repair.

The ambulance bay outside of the Emergency Department (ED) at Sir Charles Gairdner Hospital took on a different look when the Emirates Western Force cooked up a special breakfast barbeque for the ED staff in June.

The backs arrived bright and early at 6.00am to get the BBQ started while the forwards took over the aprons and tongs at 7.00am to ensure everyone was well fed. Emirates Western Force flanker Matt Hodgson said the boys were more than happy to get out of bed a few hours early to thank the ED staff for all their hard work.

"The Emirates Western Force, along with the West Australian community, have benefited greatly from the services offered by the staff in the emergency department of Sir Charles Gairdner Hospital," Hodgson said. "The boys enjoyed getting behind the BBQ and mixing with the hardworking doctors, nurses and administration personnel who do a great job every day."

Each year the SCGH emergency department treats over 60,000 patients, with all staff playing a vital role in the delivery of patient care. One of these SCGH staff includes Emirates Western Force team physician Dr Mike Cadogan, who has been with the rugby club since late last year.

"Today was the weekly training-free day for the players, but they wanted to use some of their personal time to say thank you to the people that work so hard for the local community," Dr Cadogan said.

Pathways To Business

Learning more about the pathways to business brought together current and former teammates as well as professional staff at the Emirates Western Force this year. Working with the training and travel schedule participants were able to complete 8 modules to achieve an Advanced Diploma in Business.

Acquiring knowledge and skills that could be applied in seeking employment as well as creating self employment were

incorporated in the course. Facilitated by the Australian Institute of Management (WA) current knowledge and practices were outlined in a number of vital business topics including Planning, Finance, Innovation & Change.

With several participants currently establishing a business the information was particularly relevant and the facilitators encouraged the assignments to be done in the context of their current efforts.

To further support their pathway to business, introductions were made to members of the PACD/Force 15 Foundation Mentoring Program during the course.

For those considering or setting up a business, accessing a mentor to guide them through any complexities has been a particularly beneficial addition to this learning.

Gavin Williams
Player Development Manager

MELBOURNE REBELS REPORT



In 2011 the RaboDirect Rebels spent more than 1000 hours in the community through the 5 Star Engagement Program, which is a point of difference between the Rebels and other sporting clubs.

The purpose of the 5 Star Engagement Program is to ingrain players and the Rebels Philosophy into the Victorian Rugby Community. Each Rebels player was linked to a local school, club and charity and players were expected to form relationships with these community groups. Although the amount of 'appearance' hours was fantastic for a first year club, more importance is being placed on developing the established relationships over the next few years.

The Rebels chose 4 official team charities to support in 2011 and these were Hearts in Union, Ovarian Cancer, Mission

Australia and Murdoch Childrens Research Institute. These charities were all given a match day to promote their cause, as well as numerous engagements with the players out in the community. All charity engagements were rewarding for the players and in particular a number of players enjoyed activities with youth from some of Mission Australia's programs which included 10 Pin Bowling, Rock Climbing and spending time at Charcoal Lane which is a restaurant in Fitzroy that trains and employs indigenous youth.

Due to the unfortunate natural disasters in 2011 other game days were used to raise funds for the Victorian Bushfires, Queensland Floods and the Christchurch earthquake. With 10 international players including a number of Kiwi's in the Rebels squad the players undertook significant fundraising activities to assist these causes

Business engagement was the other area of engagement for the players and this was achieved through university studies, work experience or paid employment on the allocated 5 star day each week. The Victorian Rugby Union also organized 3 Weary Dunlop business lunches during the season where the players had the

opportunity to network with over 1200 attendees.

Sam Cordingley, the first recipient of the 5 Star Engagement Award, has tirelessly volunteered his time to the program and said, "When considering the amount of support we received from the Victorian community in our first season it was very easy for us as players to give back."

"I feel the importance of the program to everyone in the organisation was highlighted during our end of season review."

"There is little doubt that players having an off-field goal, whether it be study or work or a work related interest will not only benefit players in their life post rugby - that balance will also contribute to the players on-field performance."

The 5 Star Engagement Program was a resounding success in 2011 and it will continue to be a key plank for the club, and an important part in establishing the culture of the team.

Cameron Yorke
Player Development Manager





QUEENSLAND REDS REPORT



In 2011 the Queensland Reds were not only crowned Super Rugby Champions but also continued to excel off the field and in the community.

The devastating Brisbane floods saw the Reds pull together and help the community, out in peoples homes lifting, cleaning sandbagging and helping anyway they could. The players organised numerous fundraising initiatives to the cause.

In 2011, The Queensland Reds entered into a partnership with Mission Australia, in which 12 players volunteered their time to an Indigenous Employment Program.

The idea of the program is for the players to mentor the job seekers through the employment process by maintaining contact with them on a regular basis.

The Reds passed on lessons and experience in hard work, persistence, work ethic and teamwork to help motivate the participants. To date this has been incredibly successful with a high number of the job seekers in steady employment.

11 Players in total completed the Reds diploma of Business, with at least 4 of those going on to further study in 2012.

The St.George Queensland Reds picked up the ball on fire safety by installing, with the assistance of Queensland Fire and Rescue personnel, smoke alarms into the homes of Slacks Creek and Logan residents.

The initiative was designed to help encourage residents to install or upgrade their smoke alarms after only three months earlier 11 people lost their lives in the tragic Slacks Creek fire.

In 2011 the Reds continued their support for the MND and Me Foundation, Mission Australia, The Make a Wish Foundation and for a second year, with the 'Goat Count for Africa' campaign, smashed expectations with the Reds unbeaten tour of South Africa helping raise \$16,450 or 421 goats to the Oxfam Unwrapped Initiative.

Sam Coen
Player Development Manager

NSW WARATAHS REPORT



Season 2011 saw the Waratahs incredibly make the finals despite suffering an extraordinary number of injuries. Life off the field was just as rewarding as we strengthened our connection with the community and continued our focus on education, championed by two greats of the game.

The Waratahs in 2011 said farewell to two stalwarts of both NSW and Australian rugby in Al Baxter and Phil Waugh. Both players have had well publicised playing careers. What is not as well known is their engagement in the PACD program which has enabled them to continue their exceptional successes post their rugby careers.

Al's career in architecture career is widely known, managed to maintain a level of involvement with Cox Richardson Architects whilst pursuing his playing career. He is now employed with them on a full-time basis.

Phil, after graduating from his Masters in Commerce and International Business from Sydney University late in 2011, has now commenced a role with the Commonwealth Bank.

The achievements of these two players are symbolic of the efforts and educational focus of the Waratahs playing group in general. Their leadership in this aspect of the player's personal development is one factor in the overall outstanding achievements of the group in 2011.

The players continued their relationship with their nominated charity in the Cerebral Palsy Alliance in 2011. This year's charity fixture in which they wore their special jersey was against The Chiefs in Round 7 which the team won 23-16 and just as importantly raised \$120,000 through the

auctioning of the match jerseys as well donations and merchandise sales. Several players also headed out to the Cerebral Palsy Alliance in Allambie Heights to spend some time with the kids who suffer from this debilitating condition.

The players also maintained their relationship with the Starlight Foundation with all of the players at some stage or another throughout the year spending time with in the Starlight Express Room at the Randwick Children's Hospital with the kids. The highlight was definitely seeing the boys in their red Santa hats all walk in to the room at the Christmas get together.

So whilst the season was not 100% successful on the field, the extraordinary work that the players have accomplished in the community certainly needs to be acknowledged.

Lachlan McBain
Player Development Manager





INTERNATIONAL RUGBY PLAYERS' ASSOCIATION



The International Rugby Players' Association (IRPA) was founded in 2001 to promote, advance and protect international interests of professional rugby players.

IRPA is the professional player's representative body on international issues of importance to the players and the game of rugby.

The members of the IRPA are the respective player associations from:

- Argentina;
- Australia;
- England;
- France;
- Ireland;
- New Zealand;
- South Africa; and
- Wales.

The formal document which details the relationship between the International Rugby Board (IRB) and IRPA is the Memorandum of Understanding (MOU) signed between the two bodies on October 15, 2007.

In 2011 the IRPA was involved in discussions with the IRB on a number of key international rugby matters. In a Rugby World Cup (RWC) year, these discussions were focused around:

- IRB and Rugby World Cup Financial Models;
- Terms of Participation for the RWC;
- Player Image Rights;
- Illegal and Foul Play Regulations;
- International Player Eligibility Regulations;
- World Sevens Program; and
- Anti-Doping.

In 2011, the IRPA Board conducted regular conference calls to update each other on the progress of each National Player Associations respective operations.

An IRPA Conference was held in November

in conjunction with an International Athletes Rights conference which took place in Switzerland. Unfortunately, domestic commitments precluded RUPA's attendance at this meeting, however its outcomes were communicated.

Greg Harris and Ross Xenos were fortunate however to attend a meeting in Auckland of the Executives of the NZRPA, SARPA, and RUPA. The discussion with our SANZAR partners compared the respective rights and entitlements of players and shared feedback of all players on the first year of the expanded Super Rugby competition. This was a very useful meeting and the development of closer ties between our neighbouring player associations in particular, is an important issue that RUPA will pursue in coming years.

It is appropriate to acknowledge the substantial time and effort which the IRPA Chairman, Damian Hopley, and the Executive Director, Rob Nichol, have expended in representing the interests of the international rugby players and express RUPA's gratitude for this.

AUSTRALIAN ATHLETES' ALLIANCE



AUSTRALIAN ATHLETES' ALLIANCE

The Australian Athletes' Alliance Inc. (AAA), was established in 2007 and is the peak body of associations representing Australian athletes.

In 2011, the AAA members were:

- Australian Cricketers' Association;
- AFL Players' Association;
- Australian Jockeys' Association;
- Australian Netballers' Association;
- Australian Swimmers' Association;
- Professional Footballers' Association;
- Rugby League Players' Association; &
- Rugby Union Players' Association.

The activities of the AAA span across a variety of player related issues, some of which include: taxation policy; player insurance; agent accreditation; gambling; illicit drugs; & anti-doping.

The RUPA and its membership have benefited extensively from the collective

representation which the AAA provides on issues affecting the interests of athletes. In 2009 a significant achievement was recorded in the High Court decision to permit professional athletes to claim their agents fees legitimate income tax deductions.

In 2011, the AAA continues two major initiatives commenced in 2010. Firstly, to conduct a similar test tax case on professional athletes claiming private medical insurance as a legitimate income tax deduction; and secondly, the AAA has also received support from its membership to pursue consideration of registration of the AAA Under the Fair Work (Registered Organizations) Act 2009.

In June, the AAA ran its annual Continuing Legal Education Conference, this year focusing on 'Negotiation in Sports: Collective Bargaining and Player Agents.' RUPA was represented at this conference by Ross Xenos and Cameron Yorke.

The conference examined the relationship between sports leagues and athletes associations and the contracts under which

individual athletes are employed. The three case studies that were presented include one on whether bargaining under the Fair Work Act, rather than common law, would yield any benefit to athletes.

The conference also examined the relationship among players, agents and player associations, including case studies on agent breaches of their fiduciary obligations and the valuation of commercial rights of athletes.

Proceedings concluded with a panel among player agents, representatives of clubs and athlete associations, which included Ross, discussing their respective roles and issues that arise in the representation of athletes and the negotiation of their individual contracts.

RUPA's association to the AAA has also been incredibly valuable in 2011 with respect to the sharing of information relating to the NFL and NBA lock-outs, both of which provide interesting industry comparison for RUPA's daily operations and CBA negotiations.





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THIS IMAGE: The Wallabies celebrate winning the third-place play-off at the 2011 Rugby World Cup.

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RUPA THANKS OUR SPONSORS & PARTNERS



INSIDE FRONT COVER IMAGE: The Wallabies sing the national anthem before kick-off at the 2011 Rugby World Cup. Rebels, Queensland Reds & NSW Waratahs. Additional copies of this report are available by request to: info@rupa.com.au and online at www.rupa.com.au.

