



NZR ANNUAL REPORT 2023

THE RUGBY WAY

BE WELCOMING

TE POU MAIOHA

BE OUR BEST

TE POU HIRANGA

BE PASSIONATE

TE POU IHIIHI

RUGBY IS A GAME FOR ALL, REGARDLESS OF OUR BACKGROUNDS, BELIEFS, OR IDENTITY

WE STRIVE FOR EXCELLENCE ON AND OFF THE FIELD, DRIVEN BY A BELIEF THAT RUGBY CAN IMPROVE PEOPLE'S LIVES

RUGBY IS MORE THAN JUST A GAME, IT BUILDS COMMUNITIES AND FOSTERS A LIFELONG LOVE OF THE GAME

PLAY FAIR

TE POU TIKI

WE DO WHAT WE SAY WE'LL DO, ACTING WITH HONESTY AND INTEGRITY AT ALL TIMES

OUR 2023 PARTNERS

Principal Partner



Major Global Partner



Performance Partner



Premium Global Partners



Global Partners



Regional Partners



Other Competition Partners



Supporters & Suppliers



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FROM THE CHAIR AND CEO

We are proud to present our Annual Report for 2023, a year packed full of rugby activity on and off the field.

The year produced \$268m in income through sponsorship and licensing, broadcast rights, Rugby World Cup funding and investment income, and we have boosted our reserves to \$175m. Being a Rugby World Cup year, there was significant investment into the All Blacks programme, as well as a reduction in domestic Test matches, which had an impact on revenue. Given that there are challenges facing the game globally, to have reduced our deficit to \$9m for 2023 is promising.

Towards the back of this report, you will find our you will find our summary Performance Report, including our summary financial statements and Summary Statement of Service Performance.

Rugby World Cup 2023

The Rugby World Cup in France was the pinnacle event for the year, and we are immensely proud of the campaign from the All Blacks. The team and their support staff carried themselves impeccably, representing both New Zealand and the game with mana. Some players and management finished their All Blacks careers at the tournament. We wish them all well with their next step, and thank them all for what they gave to the black jersey.

The World Cup also gave us a special opportunity to connect with the New Zealand public. The “Bench for All” campaign was a way for the All Blacks to thank fans for having their backs. Players visited communities across the country to meet with fans and encourage them to share the kaupapa of manaaki with their loved ones. We extended the initiative across the globe, delivering specially-carved benches to international commercial partners, and our host city, Lyon. The campaign resonated with fans and players alike, deepening the bond between the team and the people they represent.

Rugby – a game for all

We firmly believe in the power of rugby to bring people together and improve wellbeing, and we want as many people as possible to enjoy the benefits of the game. 2023 brought the implementation of two long term strategies focusing on ensuring rugby environments are supportive and welcoming to all. Our 10-year Women and Girls System Strategy and the Pasifika Strategy were each co-designed

by the groups they are designed to support, ensuring that their needs and aspirations were prioritised. They provide action plans for organisations within the rugby system who may be at different stages of readiness to engage and support women, girls and Pasifika. We are looking forward to seeing these strategies in action and providing an improved rugby experience for people across the country. You can read more about each in the Strategies and Spotlights starting on page 10.

Along the same lines, the creation of a Rangatahi Advisory Group last year will help us understand the needs of young people in the game – from ways to play to social benefits – and help grow participation of teenagers in the game.

Heart of New Zealand communities

Participation numbers continued to trend upwards, with 147,434 community rugby players in 2023. This is a 7% increase on 2022, spurred by 20% growth in women and girls’ rugby to 29,448 participants. It was also pleasing to see a growth in teenage participation, up 11%. There are so many benefits to playing rugby – from the physical to the social – and to see more people enjoying the game across the country is exciting. We are aware there are still challenges in the community game, however these are encouraging trends we hope to continue in 2024.

Teams in Black

Internationally, our elite teams performed well once again. Our Sevens sides both secured their World Series titles, with the Black Ferns Sevens going 36 matches undefeated. The All Blacks locked away the Bledisloe Cup and Lipovitan-D Rugby Championship in a shortened domestic Test season. Both games were played in front of passionate fans at Go Media Mt Smart Stadium and Forsyth Barr Stadium, wishing the team well ahead of the Rugby World Cup.

The Black Ferns, under new Director of Rugby Allan Bunting, secured the Pacific Four title as well as the O’Reilly Cup. We were proud to host WXV1 on our shores as part of an ongoing commitment to elite women’s rugby tournaments. The Black Ferns XV team played their inaugural match against a Manusina XV in Pukekohe. The programme serves as a development team, building on the professional women’s pathway outlined in the Women and Girls Strategy.

Competitions

On a similar note, the second season of Sky Super Rugby Aupiki saw a new champion in Matatū, indicating an increasingly competitive women’s programme. The tournament allowed teams to further develop their brands and connection to fans to continue the momentum in the women’s game. The DHL Super Rugby Pacific title once again went to the Crusaders, following a season of great local derbies and new fan engagement initiatives such as Kids Round. One highlight of the Super Rugby Pacific season was the \$250,000 raised for relief efforts following Cyclone Gabrielle – a fantastic example of rugby’s power to make a difference.

Our domestic competitions always highlight the best of parochial passions across the Bunnings Warehouse NPC and Heartland Championship, and the Farah Palmer Cup presented by Bunnings Warehouse. Family-friendly kick off times were a focus of the season, with 60% of games kicking off in the afternoon or early evening, including the Bunnings NPC Final.

The importance of different ways to play the game continues to be highlighted with the Under 85kg National Club Cup. 2023 saw a record 51 teams take part, including a Heartland Union for the first time.

Global lens

We continue to contribute to discussions globally about the state of the game and what decisions need to be made to keep players safe and fans entertained. Discussions continue around what a global calendar could look like, and we are proud that many of the player safety law variations implemented by World Rugby were piloted in New Zealand. An MOU signed with Japan Rugby Football Union in May presents an important strategic and commercial opportunity in the Asia-Pacific region, built upon mutual respect and a shared love of the game.



Future focused

We are intently focused on safeguarding the future of the game at all levels. In a year where the NZR Board achieved both gender and all-round diversity, it was appropriate to look at modernising governance structures of the game. New Zealanders love rugby, and we thank our stakeholders for keeping this as the central tenet of these conversations. We trust future decision making will maintain this spirit.

Partner acknowledgement

Throughout 2023, we were able to connect with so many of our valued commercial partners, both domestically and internationally, especially during the Rugby World Cup. adidas and SKY Television both provide vital support for the funding, promotion and strengthening of the game at all levels. Our thanks also to the New Zealand Government, Sport New Zealand and High Performance Sport New Zealand; the many regional and local Councils who maintain grounds and infrastructure at a local level for rugby in New Zealand; the 26 Provincial Unions around the country; the Māori Rugby Board; our key partner ACC, as well as the media for their coverage of the game throughout the year.

Our final words go to rugby players and fans – you remain at the heart of every decision made at NZR. The colour, passion and support you bring, from club and school grounds through to the world’s most famous stadiums, is a highlight of every year. We are excited to see you all again throughout 2024.

P Reddy

Dame Patsy Reddy
Chair, New Zealand Rugby Board

Mark Robinson

Mark Robinson
CEO, New Zealand Rugby

THE BOARD

Our Board is charged with setting the strategy, direction and policy for NZR.



Rt Hon Dame Patsy Reddy
GNZM,CVO,QSO,DSIJ
Chair – Appointed Board Member
NZR Board member since 2022

Dame Patsy served as the Governor-General of New Zealand for five years from 2016 – 2021. Trained as a lawyer, she has had extensive experience in non-executive governance and in business consulting roles in both the public and private sector.

She has been a non-executive director of a variety of companies, including Air New Zealand, NZ Post, SkyCity Entertainment and Telecom New Zealand, served as Chair of the NZ Film Commission and Deputy Chair of NZ Transport Agency and was a Chief Crown Negotiator for Treaty Settlements. She also led, with Sir Michael Cullen, the Independent Review of Intelligence and Security in NZ and was the Independent Facilitator of the Joint Working Group on Pay Equity.

Dame Patsy is currently Chair of the NZSO Foundation, a director of Crown Regional Holdings, and a Trustee of the Aspen Institute NZ. She is also an NZR representative on the Board of New Zealand Rugby Commercial.



Professor Dame Farah Rangikoepa Palmer
(Ngāti Maniapoto, Waikato)
Deputy Chair – Nominated Board Member (Māori representative)
NZR Board member since 2016

Dame Farah has extensive experience as a director within sport and te ao Māori. She currently sits on the Sport New Zealand Board.

Dame Farah is Pou Ākonga, Executive Director, Ākonga Māori Success, Office of the DVC Māori at Massey University. Her research and teaching focuses on Māori and gendered issues in sport, leadership and governance.

She is Chair of the New Zealand Māori Rugby Board, and President of the New Zealand Rugby Museum.

Dame Farah was a member of the IRB Women's Rugby Strategic Group in 2007 and 2011, and is a former Black Fern, captaining the side to three Rugby World Cup titles.



Bailey Mackey
(Ngāti Porou, Tuhoe, Rongowhakaata)
Deputy Chair – Nominated Board Member
NZR Board member since 2020

Bailey is Chief Executive Officer of Pango, one of New Zealand's largest independent production companies. He has a number of business interests across the media and tech industries, and in 2017 was recognised as Māori Entrepreneur of the Year.

Bailey was the creative sector representative on the Prime Minister's Business Advisory Council in 2019.

Bailey is a former Ngāti Porou East Coast player, and became President of the union in 2018.

Bailey is an NZR representative on the Board of New Zealand Rugby Commercial and on SANZAAR.



Ajit Balasingham
Elected Board Member
NZR Board member since 2021

Ajit is a Fellow of the Chartered Accountants of Australia and New Zealand and Member of the Chartered Institute of Management Accountants.

Ajit is Chair of NZR's Rugby Committee, and a member of the Risk, Investment and Audit Committee.

As a Managing Director of a transport and construction company, Ajit led a management buyout with ANZ private equity. This was the biggest management buyout for ANZ bank in Australasia at the time. Five years later, Ajit exited the transport business as planned.

Ajit is a former Chair of Northland Rugby, a current director of United Infrastructure and its subsidiary companies, Chair of Kerikeri Retirement Village and Chair of Rugby for Life.



Rowena Davenport
Nominated Board Member
NZR Board member since 2022

Rowena is an experienced commercial leader and director. Her area of expertise is in funding, strategy development, and strategic execution with a strong focus on people, culture, and innovation. She is Chair of NZR's People Committee.

Her governance career began when she joined the Board of the Otago Rugby Football Union, then stepping into the role of Chair in 2019 – the first female Chair of a major Provincial Rugby Union in New Zealand.

Rowena has governance experience in local government, not-for-profits, and is a current Board member of New Zealand Rugby Foundation and her local branch of the Institute of Directors.

In recognition of her contribution to rugby governance, on International Women's Day 2022 she was one of 12 women from across the globe awarded a World Rugby Executive Leadership Scholarship. The scholarship saw her accepted to attend an executive leadership programme, Women Transforming Leadership, at Oxford University's Saïd Business School in October 2023.



Mark Hutton
Appointed Board Member
NZR Board member since 2021

Mark has extensive strategic and financial experience having served on numerous company boards, including NZX listed Scales Corporation and NZ King Salmon. Mark is also a Chartered Member of the Institute of Directors New Zealand.

Mark is currently Founding Partner of both Direct Capital established in 1994 and Evergreen Partners established in 2019, who provide equity capital for New Zealand based mid-sized private companies.

Mark is designated as an independent director of NZR. He is currently Chair of NZR's Risk, Investment and Audit Committee (RIAC), having been a member of both NZR and NZRC's RIAC.

Mark was appointed as a Life Member of College Rifles Rugby Club in 2023.



Stuart Mather
Elected Board Member
NZR Board member since 2023

Stuart is a former first-class player and long-term rugby administrator who has a passion for rugby and its development at all levels. In addition to the NZR Board, he currently sits on the Board of the Ngāi Tahu/NZR joint venture, All Blacks Experience, as NZR's representative.

Stuart served on the Auckland Rugby Board for eight years, six years as Chair, as well as four years on the Blues Board.

Stuart is a member of the Institute of Directors and has a background in finance and operations. He presently runs a small contract consultancy business based in Auckland and holds a degree in Economics and Employment Relations from University of Auckland.



Catherine Savage
Appointed Board Member
NZR Board member since 2023

Catherine has been involved in fund management and private equity for over 30 years. After joining AMP Capital Investors in 1994, she became Managing Director 2000-2007, responsible for more than NZ\$13 billion under management. Catherine has led a range of private equity roles and is the Managing Director of Savage Group Limited.

Catherine joined the New Zealand Superannuation Fund Board in 2009, becoming Deputy Chair (2012) and Chair (2016-2021). She has been Chair of the Board of Trustees of the National Provident Fund and the Samuel Marsden Collegiate School Management Board.

Committed to growing Board diversity, Catherine is co-Chair of New Zealand Chapter for Women Corporate Directors. She holds governance roles as an independent director of Beca Group Limited and is on the Board of the Pacific Pension and Investment Institute in the United States.



Wayne Young
Elected Board Member
NZR Board member since 2022

Wayne brings to the NZR Board a wealth of rugby experience both at amateur and professional levels.

Wayne's governance career in rugby began in 2010 when he joined the Tasman Rugby Union Board. Wayne was appointed Chair in 2018, with Tasman becoming back-to-back National Provincial Champions in 2019 and 2020, beating powerhouses Wellington and Auckland.

Wayne played premier club rugby in Tasman through three decades, including 45 games for Marlborough, and has coached both club rugby and the Marlborough Representative team.

Professionally Wayne has worked in the motor industry all his adult life. He has extensive experience as a commercial leader, being Dealer Principal/Owner of two new vehicle dealerships – overseeing six international franchises. Since leaving the motor industry Wayne is concentrating on commercial property, with directorships in several companies.

Our Patron

The New Zealand Rugby Patron fills an honorary role as the figurehead for the organisation. Throughout the 20th century the Governor General traditionally held the role of Patron.



Ian Kirkpatrick

Ian Kirkpatrick became Patron of New Zealand Rugby in 2020, acknowledging his deep connection to the game from Heartland through to Teams in Black.

Kirkpatrick has had strong ties to Heartland rugby, starting his representative career in the combined Poverty Bay-Ngāti Porou East Coast team. A dynamic loose forward, Kirkpatrick debuted for the All Blacks in 1967 and went on to play 113 matches, including 43 as captain. In 2003, he was inducted into the IRB (now World Rugby) Hall of Fame.

President and Vice President

NZR has two Officers: The President and Vice President, who represent NZR and New Zealand at important functions and events, locally and globally. The President and Vice President (along with the Chief Executive Officer) attend New Zealand Rugby Board Meetings, although attend in an observer capacity and do not vote on Board matters. These positions are elected for two-year terms.



Max Spence
President (non-voting)
Since 2022

Max has committed his professional career to the agricultural and horticultural sectors. In 2019 he completed 35 years' service with Fruited Supplies, a part of PGG Wrightson.

He was Chair of the Nelson Bays Rugby Union from 1996 to 2005, Chair of the Tasman Rugby Union for the period 2006 to 2008 and was on the Board of Crusaders Franchise Ltd from 1999 to 2010.

Max is a life member of the Nelson Bays Sub Union and in 2013 became the first Life Member of the Tasman Rugby Union.



Matthew Cooper
Vice President (non-voting)
Since May 2022

Matthew is in his 23rd year as Chief Executive of Sport Waikato, after a rugby career spanning 15 years at club, NPC and international levels.

With his time in the sport and recreation sector, he has had the opportunity to grow his governance experience, representing the Waikato Regional Sports Precinct Charitable Trust, Halberg Foundation and Momentum Waikato Foundation, as well as leading several reference groups linked to sport and recreation over the last decade.

Matthew feels fortunate to have been exposed to and benefitted from an elite sporting pathway, and acknowledges that his subsequent career journey in sport and recreation at grassroots level has enabled him to understand the importance and value of community and building relationships.

2023 EXECUTIVE

NZR's Chief Executive Officer is supported by an Executive Team across functional areas of our business.



Mark Robinson
Chief Executive Officer



Andrea Brunner
Chief People, Safety and
Wellbeing Officer



Steve Lancaster
General Manager Community Rugby



Chris Lendrum
General Manager Professional
Rugby and Performance



Charlotte McLauchlan
Chief Communications and
Brand Officer



Jo Perez
Chief Financial Officer

NEW ZEALAND RUGBY COMMERCIAL

2023 was the first full year of operation for New Zealand Rugby Commercial (NZRC), the entity created to house and run the business of the All Blacks, Black Ferns and other professional teams, following investment from Silver Lake.

There is a nine-person NZRC Board, currently comprising:

- Chair – Ian Narev (CEO of Seek)
- Representatives from New Zealand Rugby: Dame Patsy Reddy (NZR Chair), Mark Robinson (NZR CEO), and Bailey Mackey (NZR Board Member).
- Gina Brogi – ex 20th Century Fox
- Rob Fyfe – ex Air New Zealand and Icebreaker CEO
- Richie McCaw – representing the Rugby Players Association (RPA)
- Two directors from our partners Silver Lake – Simon Patterson and Stephen Evans.

Following a global search, Craig Fenton (Ngāi Te Rangi), ex Google, was appointed as CEO, starting January 2024.

A message from Craig Fenton

I am deeply honoured to join the New Zealand Rugby whānau. Following my appointment in August 2023, I had the opportunity to meet and spend time with many of our stakeholders, partners and team in France, where I was based at the time, during the Rugby World Cup 2023.

Since officially starting in January 2024, I've met with over 120 stakeholders, partners, PUs and Super Rugby leaders across our ecosystem, listening to and learning about their perspective, along with the challenges and opportunities they see. I've had some great advice and input along the way which the team and I have used in formulating our priorities. I've also spent time with Rob Nichol, from the RPA, who has been a great thought partner.

We're excited about what's ahead – there's everything to play for and we're optimistic about our future. We also have some real challenges we'll need to navigate along the way. The vast majority of our NZRC business is derived

from some deep and long term partnerships, many spanning seven-year deal terms – including both broadcast (Sky) and our many global sponsorship partners. That means we need a foot in today – the things we can shift in-year – and a foot in tomorrow, planning for our long-term growth drivers as our long-term partnerships move through their cycles.



The most important thing we can do in the short and long term is to be fan obsessed – more fans, more engaged, with better experiences. Get that right, and everything else follows – broadcast, sponsorships, merchandising and ticketing. That starts with our New Zealand fans who are central to who we are, how our broadcasting partnership works, and how we face the world. Given many of our fans are international we also need to "be there when we are not there" – and the best way to do that is through our digital channels. That's the essence of why we are doing NZR+ – to serve fans, here and abroad, with great entertaining video content, outside those tent pole moments of matches and tournaments. We will continue to meet fans where they are – which is why we distribute our NZR+ content on YouTube, TikTok, Meta and other social platforms, as well as our own streaming channel by the same name.

When we grow commercially, we support and nurture a thriving community game, support our professional pathways and continue to improve the experience for fans. We'll also continue to balance the commercial and performance elements of our system – they work hand in hand – and we'll choose carefully what we do – growing with mana.

I look forward to working with stakeholders across all levels of the game, honouring, amplifying and evolving our legacy, moving us into a modern digital world with a fan-first approach.

Craig Fenton
CEO, New Zealand Rugby Commercial

REIMAGINING RUGBY

Strategy 2025 is our future-focused roadmap for how rugby can evolve through to 2025 and beyond. 2023 saw some solid progress under our four strategy pillars and within our three enablers.

Our performance in delivering against the strategy is outlined in our Summary Statement of Service Performance, which you can find as part of our Summary Performance Report on page 49.

Our vision remains the same – to inspire and unify through rugby.

Our strategic pillars



Winning with Mana

Our Teams in Black will be enabled to win with mana, bringing together on- and off-field support structures to allow for optimal performance. We aim to create an aligned, world-leading professional rugby and performance environment with effective investment in identification, development, pathways, competitions and areas of competitive advantage. This will be concurrent with work and investment that ensures our environments enhance care and connection for all people involved.



Rugby at the Heart of our Communities

We know that the strength of the grassroots flows throughout all levels of rugby, and we want to continue to cultivate a strong community game. We aim to leverage the success and legacy of the Rugby World Cup 2021 (played in 2022) by supercharging women and girls' participation, focusing on creating inclusive and welcoming environments. Through supporting our Provincial Unions to deliver a participant-centred approach and providing upskilling opportunities for referees and coaches, we intend to future-proof all parts of the rugby delivery system.



Loved Game, Loved Brands

Our goal is to ensure our game and brands shine locally and on the global stage. Teams across New Zealand are loved passionately here at home and admired overseas, and through increased understanding of our fans and customers, we know we can create world-class sporting experiences and lifelong attachments to our teams and brands. We aim to build genuine and direct relationships with fans, understanding their preferences and desires, cementing our place in the hearts and minds of rugby fans around the world.



Unleashing Rugby's Commercial Potential

To do all we've outlined in our strategy, we must seek increased investment and develop a sustainable operating model for the future. The opportunity to leverage our brands and create innovative partnerships will allow revenues to flow through all of rugby. We will use content, customer data and global connectivity to maximise the unique value of our brands and supercharge revenue streams.

We'll enable success through



Enhancing Player Welfare

It is important to us as an organisation that everyone who plays rugby is safe and well. We aim to prioritise the holistic wellbeing of our players at every turn, through increased support, resource and education from the elite level through to grassroots. We continue to review the laws and structures of the game to safeguard players, and to invest in research that helps us apply best practice as it evolves, especially as the female game continues to grow.



Thriving People, Thriving Game

We currently run and will continue to develop programmes which enable a world-leading sports organisation and engaging, diverse and inclusive environments across rugby. We know that thriving people at all levels help make rugby a welcoming and positive space for all. Through every touchpoint, from recruitment to internal capability, to equitable and inclusive pathways within the game and the organisation, we know we can support and enable people to be the best they can be. Working closely with the New Zealand Māori Rugby Board and our newly-formed Pasifika Advisory Group will help us build our cultural responsiveness and provide great rugby experiences.



Leading Through Technology

We have our sights set on becoming the most technologically-enabled rugby organisation. We intend to harness technology wherever possible to chase innovation, be it providing for our elite programmes, connecting regional networks or enhancing the fan experience. There is incredible potential in the power of data and analytics which can help inform business decisions, driving both on- and off-field competitive advantage and excellence.

EQUITY, DIVERSITY AND INCLUSION

In 2023 NZR achieved significant progress in the implementation of the NZR Equity, Diversity & Inclusion strategy. Of the 19 actions for 2023, 10 were successfully achieved, one requires more attention and eight are on track to be achieved as expected.

In alignment with the Māori Rugby Board Strategy, Te Reo Māori gained prominence with increased visibility and use across rugby environments. The NZR office refurbishment incorporated Te Reo Māori elements, including space names, karakia, and waiata, alongside offering Te Reo Māori courses that garnered significant support, leading to the establishment of a Te Reo Māori group in Wellington and Auckland offices. The Māori concept of manaaki was integral to the successful RWC2023 'Bench' campaign, featuring substantial input from Iwi Māori.

Early in 2023, NZR supported Campbell Johnstone as the first All Black to publicly come out as gay. The story was positively received around the globe, and rugby leaders in New Zealand shared messages of support. NZR successfully achieved Rainbow Tick reaccreditation for the seventh year, and in partnership with Campbell and Pride Pledge, continued the rollout of the Rainbow Ready Rugby programme for the rugby community.

For work completed under this strategy, NZR was named as a finalist in the Diversity Awards NZ Inclusive Workplace category. The launch of the NZR's Women and Girls in Rugby System Strategy and Pasifika Strategy in the same year further demonstrated the evolution of NZR's commitment to equity, diversity & inclusion.

WOMEN & GIRLS

In April, NZR launched the Women and Girls in Rugby System Strategy, a transformative 10-year strategy to boost engagement in the game for women and girls in all aspects of rugby.

The vision of the strategy is that 'rugby is a game for all' – creating environments where women and girls feel comfortable, supported and enabled to be involved in the game.

Rugby unions and organisations across the country will use the strategy to assess where they are at on their women and girls' journey and develop action plans across five key areas: culture, system, participation, performance and transitions.

To help inform the strategy's five focus areas and their priority building blocks, a series of consultation sessions were held around the country. Workshops, surveys and interviews involved over 2,000 people within the rugby system and shone a light on the lived experience of women and girls within rugby. This helped to ensure the strategy addressed the areas which will have the most impact on women on and off the field.

An Action Plan was developed to begin delivering against the Strategy in 2023, with progress across the priority areas:

- Four of the nine (44%) of NZR Board members are female, meeting Sport NZ's gender diversity target of 40%.
- All 26 PUs included Women and Girls initiatives in their Strategic Aligned Funding plans with a total of \$1.8m invested.
- Women and Girls Self-Assessment Reviews were completed by all 26 Provincial Unions with priorities highlighted for future action plans.
- A dedicated Women and Girls Community team was created as part of the review of Community Rugby at NZR, headed by the Head of Community Women's Rugby, with four Women & Girls Rugby Manager role.
- Women and Girls player registrations for the 2023 season were 29,448 which was 20% up on 2022
- There were 105 female referees registered in 2023, the first time ever over 100, and a 28% increase on 2022.
- Ryman Healthcare appointed as naming rights partner of the O'Reilly Cup, the first dedicated partner of the Black Ferns since RWC2021 (played in 2022).
- Three high-performance injury-prevention projects were delivered in 2023: 1. Femmi Women's health modules; 2. Modified version of the HIA; 3. World Rugby concussion research projects.
- NZR in partnership with the PUs achieved over 150,000 engagements of girls and young women in rugby sampling programmes through the Girls Activator Programme. The programme will provide a basis for further investment.
- There were four women's domestic test matches delivered in 2023, of which three were part of the inaugural WXV tournament.

PASIFIKA

The NZR Pasifika Strategy 2024-2029 aims to create more equitable opportunities for Pasifika at all levels of the game and is the first known of its kind to be developed by a national sports organisation anywhere in the world. Pacific peoples have long contributed to rugby, with an outstanding on-field legacy. This strategy exists to guide rugby's efforts to increase Pasifika engagement in all levels of rugby, including in non-playing and decision making roles.

The strategy was co-designed with the Pasifika community, with the valuable guidance of NZR's Tausoa Fa'atasi Pasifika Advisory Group. It is based on four pillars (pou): Kelekele (preparing the soil), Totō (planting the seed), Tubu (growing our Pasifika people) and Lalanga (strengthening the shared vision of NZR and Pasifika people).

With the strategy launched in late November, 2024 will be the first year working towards an Action Plan in line with the pou. This will be focused on preparing the soil – ensuring that rugby environments in Aotearoa New Zealand are ready to support Pasifika to flourish.

THE BENCH

Ahead of the Rugby World Cup 2023, the All Blacks extended their bench to thank New Zealanders for having their backs.

From Kaikohe to Bluff, Tikitiki to Westport, the team gifted 26 benches across the country, reaching each of the Provincial Unions. Players and management staff fully embraced the kaupapa, nominating locations personally meaningful to them, or to rugby's rich history.

The concept of a rugby bench – a group of people who have the back of the players on the field – was a perfect metaphor for the support the All Blacks feel from fans. It's hoped the benches will become places for communities to connect, reflect and support each other.

In addition to the benches across Aotearoa, several benches were gifted to key partners in Europe, and to the city of Lyon in appreciation for hosting the team through the pool stages of the Rugby World Cup.

PLAYER WELFARE

Enhancing the wellbeing of people who play rugby is a priority. 2023 saw a continued focus in the area of player welfare, both on and off the field. We have numerous initiatives designed to support and enhance the wellbeing of participants, including:

Law variations

Tackle height in community rugby was lowered to the below the sternum, targeting the belly area, with the goal of improving safety of tacklers and ball carriers.

Match analysis by NZR found the following percentages of first tackles were below the sternum in 2023:

- 90% in 1st XV school rugby
- 78% in senior men's rugby
- 72% in senior women's rugby

Reduced tackle height will be extended until the end of the 2025 community rugby season, in line with World Rugby's global recommendations.

The scrum push was also reduced to a maximum of 1.5 metres in senior non-premier rugby. 68% of participants believed scrums were safer as a result.

Instrumented mouthguards

The Otago Community Head Impact Detection study (ORCHID) released its findings in November. The research was a joint project between World Rugby, New Zealand Rugby (NZR), Otago Rugby, the University of Otago and Prevent Biometrics.

Using Prevent Biometrics instrumented mouthguards, the study measured over 17,000 head acceleration events (HAEs) from 328 male community rugby players involved in Under 13s through to Premier grades.

Findings include:

- 86% of forces on the head in community rugby are the same or less than those experienced in general exercise such as running and jumping.
- 94% of forces are lower than those previously measured on people jumping on a trampoline.
- Most events resulting in the highest measured forces are as a result of poor technique in the tackle and at the breakdown.
- Majority of acceleration events were under 10g. A player was 6-8 times more likely to have a 10-29g impact than a 30-60g impact.
- No difference in acceleration events experienced by forwards or backs in Under 13 / Small Blacks rugby.
- The Under 19s cohort had the highest prevalence of high-magnitude (>30g) HAEs.
- Tackle was responsible for 66-75% of the HAEs and ruck was the second highest risk phase of play for HAEs.

We are proud that the New Zealand rugby community has been at the forefront of this research, and it has informed initiatives such as the reduced tackle height mentioned above.

Mental health and wellbeing

In Aotearoa, we know that one in five people are experiencing mental health challenges at any one time; and our rugby community is no exception to this.

Previously known as Headfirst, the new-look Mind Set Engage Programme aims to equip community rugby players, coaches, staff, volunteers, and their whanau with tools to improve their own mental wellbeing, and to help others who may need it. Mind Set Engage works with Provincial Unions and Clubs across the motu to deliver workshops and provide resources for those looking for guidance in the mental fitness space. The rebrand of this programme also included a new website: www.mindsetengage.co.nz

COMMUNITY RUGBY

Rugby continues to be at the heart of communities around the country. To help celebrate that, and to show our appreciation for those who dedicate so much of themselves to the game, the 2023 ASB Rugby Awards saw two new community-focused categories – Te Hāpai New Zealand Rugby Community Impact Award, and the Bunnings Warehouse Rugby Club of the Year.

In addition to the Charles Monro Volunteer of the Year, we also enjoy celebrating community rugby volunteers during the season through our "Thanks Volunteer" sessions. Bringing together local community coaches, referees, managers and volunteers, the groups spend time with our Teams in Black the day before a Test match, who are all excited to give back to those who are lifeblood of the community game.

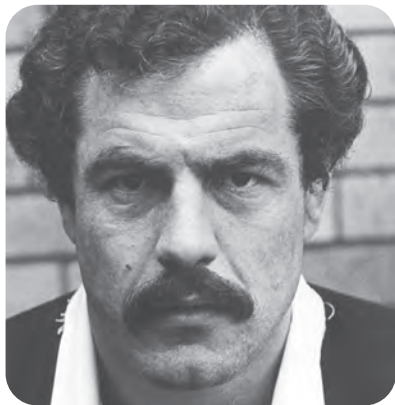


ACKNOWLEDGEMENTS

RECOGNITION OF
BEREAVEMENTS



Bruce Robertson
All Black **#702**
12 May 2023, aged 71



John Loveday
All Black **#787**
20 May 2023, aged 74



Roger Boon
All Black **#616**
09 June 2023, aged 88



Rangitane 'Tane' Will Norton
All Black **#694**
03 August 2023, aged 81



Roy Roper
All Black **#515**
14 September 2023, aged 100



Anthony 'Tony' Kreft
All Black **#675**
15 September 2023, aged 78

ACKNOWLEDGEMENTS

2023 ASB RUGBY AWARDS

New Zealand Rugby Referee of the Year

Winner: Ben O’Keeffe (Horowhenua-Kapiti)
Nominees: Angus Mabey (Auckland)
Maggie Cogger-Orr (Auckland)

Charles Monro Rugby Volunteer of the Year

Winner: Allen Grainger (Waikato)
Nominees: Chris Fife (Northland)
John Hume (Counties Manukau)
Sharlene Wiselam (Canterbury)

Bunnings Warehouse Rugby Club of the Year

Winner: Auckland University Rugby Football Club (Auckland)
Nominees: Tamatea Rugby Sports Clubs (Hawke’s Bay)
Beachlands Maraetai Rugby Club (Counties Manukau)

Te Hāpai New Zealand Rugby Community Impact Award

Winner: Steven Li (Asian Non-Contact Rugby Programme)
Nominees: Te Kahurangi Skelton (Otago Māori Rugby)
Richard Perkins (Otago Rugby Football Union)

Steinlager Salver

Winner: Rob Fisher

New Zealand Rugby Age Grade Player of the Year

Winner: Harry Godfrey (Hawke’s Bay)
Nominees: Macca Springer (Tasman)
Angelica Mekeke-Vahai (Auckland)

Ian Kirkpatrick Medal (Bunnings Warehouse Heartland Championship Player of the Year)

Winner: Siu Kakala (South Canterbury)
Nominees: Stuart Leach (Poverty Bay)
Alekesio Vakarorogo (Whanganui)

Duane Monkley Medal (Bunnings Warehouse NPC Player of the Year)

Winner: Etene Nanai-Seturo (Counties Manukau)
Nominees: Adrian Choat (Auckland)
Fergus Burke (Canterbury)
Timoci Tavatavanawai (Tasman)

Fiao’o Faamausili Medal (Farah Palmer Cup Player of the Year)

Winner: Krysten Cottrell (Hawke’s Bay)
Nominees: Laura Bayfield (Canterbury)
Kaipo Olsen-Baker (Manawatu)

ASB National Men's Coach of the Year

Winner: Neil Barnes (Taranaki)
Nominees: Nigel Walsh (South Canterbury)
Scott Robertson (Crusaders)

ASB National Women's Coach of the Year

Winner: Rawinia Everitt (Northland)
Nominees: Blair Baxter (Matatū)
Willie Walker (Auckland)

ASB New Zealand Coach of the Year

Winner: Cory Sweeney (Black Ferns Sevens)

DHL Super Rugby Pacific Player of the Year

Winner: Scott Barrett (Crusaders)
Nominees: Mark Tele’a (Blues)
Damian McKenzie (Chiefs)

Sky Super Rugby Aupiki Player of the Year

Winner: Lucy Jenkins (Matatū)
Nominees: Renee Holmes (Matatū)
Luka Connor (Chiefs Manawa)
Tanya Kalounivale (Chiefs Manawa)

Tom French Memorial Māori Player of the Year

Winner: Aaron Smith (Ngāti Kahungunu, Manawatū)
Nominees: Billy Harmon (Ngāi Tahu)
Stacey Waaka (Ngāi Tūhoe)
Arihana Marino-Tauhinu (Ngā Puhi, Ngāi Tāhuhu)



Richard Crawshaw Memorial All Blacks Sevens Player of the Year

Winner: Akuila Rokolisoa
Nominees: Leroy Carter
Dylan Collier

Black Ferns Sevens Player of the Year

Winner: Stacey Waaka
Nominees: Jorja Miller
Risaleaana Pouri-Lane

Black Ferns Player of the Year

Winner: Liana Mikaele-Tu'u
Nominees: Maiakawanakaulani Roos
Amy du Plessis

All Blacks Player of the Year

Winner: Ardie Savea
Nominees: Jordie Barrett
Scott Barrett
Aaron Smith

adidas National Men's Team of the Year

Winner: South Canterbury
Nominees: Crusaders
Taranaki Bulls

adidas National Women's Team of the Year

Winner: Auckland Storm
Nominees: Northland Kauri
Matatū

adidas New Zealand Team of the Year

Winner: All Blacks Sevens

Kelvin R Tremain Memorial Player of the Year

Winner: Ardie Savea

ACKNOWLEDGEMENTS

OTHER RECOGNITION

2023 World Rugby Awards

World Rugby Men's 15s Player of the Year:
Ardie Savea (All Blacks)

World Rugby Men's Breakthrough Player of the Year:
Mark Tele'a (All Blacks)

World Rugby Women's Sevens Player of the Year:
Tyla Nathan-Wong (Black Ferns Sevens)

World Rugby Women's Breakthrough Player of the Year:
Katelyn Vahaakolo (Black Ferns)

World Rugby Women's 15s Dream Team of the Year:
Krystal Murray, Maiakawanakaulani Roos,
Liana Mikaele-Tu'u, Ruahei Demant, Amy du Plessis, Ruby Tui

World Rugby Men's 15s Dream Team of the Year
Scott Barrett, Ardie Savea, Richie Mo'unga, Will Jordan

2023 Halberg Awards

ISPS Handa Team of the Year:
Black Ferns

Buddle Findlay Coach of the Year:
Wayne Smith

Sport New Zealand Leadership Award:
Sarah Hirini

New Zealand's Favourite Sporting Moment:
Black Ferns win the final lineout of the game against the
throw, five metres from their tryline, winning the World Cup.
November 2022.

King's Birthday Honours 2023

Knight Companion of the New Zealand Order of Merit:
Mr Wayne Ross Smith, CNZM, of Waihi Beach.
For services to rugby.

Officer of the New Zealand Order of Merit:
Mr Andrew Roy Leslie, MNZM, of Lower Hutt.
For services to sport and the community.

Member of the New Zealand Order of Merit:
Miss Devon Ruahei Demant, of Auckland.
For services to rugby.
Miss Kennedy Wailer Simon, of Hamilton.
For services to rugby.
Mrs Michelle Louise Hooper, of Auckland.
For services to sports.

2023 Māori Sports Awards

Te Aratitia | Māori Sports Umpire/Referee Of The Year
Ben O'Keeffe (Ngāpuhi, Ngāti Whātua),
Tāmaki Makaurau | Auckland

Te Maru Ō Tūmataunga | Māori Sports Coach Of The Year
Clayton McMillan (Ngāti Rangī), Kirikiriroa | Hamilton

2023 Māori Sports Awards

Best Major or Mega Event 2023
Rugby World Cup 2021, New Zealand Rugby

Best Sports Event 2023
Rugby World Cup 2021, New Zealand Rugby

TEAMS AND RESULTS

ALL BLACKS



2023 SEASON

Lipovitan-D Rugby Championship

- 09 July Mendoza All Blacks 41 ● 12 Argentina
- 15 July Auckland All Blacks 35 ● 20 South Africa
- 29 July Melbourne All Blacks 38 ● 7 Australia

Bledisloe Cup

- 05 August Dunedin All Blacks 23 ● 20 Australia

Twickenham Test

- 25 August London All Blacks 7 ● 35 South Africa

Rugby World Cup 2023

- 08 September Paris All Blacks 13 ● 27 France
- 15 September Toulouse All Blacks 71 ● 3 Namibia
- 29 September Lyon All Blacks 96 ● 17 Italy
- 05 October Lyon All Blacks 73 ● 0 Uruguay
- 14 October Paris All Blacks 28 ● 24 Ireland
- 20 October Paris All Blacks 44 ● 6 Argentina
- 28 October Paris All Blacks 11 ● 12 South Africa

* denotes All Blacks debutant in 2023.

- Aaron Smith 1112**
Manawātū, Highlanders

Anton Lienert-Brown 1153
Waikato, Chiefs

Ardie Savea 1147
Wellington, Hurricanes

Beauden Barrett 1115
Taranaki, Blues

Braydon Ennor 1184
Canterbury, Crusaders

Brodie Retallick 1110
Hawke's Bay, Chiefs

Caleb Clarke 1187
Auckland, Blues

Cameron Roigard 1210*
Counties Manukau, Hurricanes

Codie Taylor 1143
Canterbury, Crusaders

Dallas McLeod 1213*
Canterbury, Crusaders

Dalton Papali'i 1176
Counties Manukau, Blues

Damian McKenzie 1154
Waikato, Chiefs

Dane Coles 1117
Wellington, Hurricanes

David Havili 1161
Tasman, Crusaders

Emoni Narawa 1208*
Bay of Plenty, Chiefs

Ethan Blackadder 1195
Canterbury, Crusaders

Ethan de Groot 1197
Southland, Highlanders

Finlay Christie 1196
Tasman, Blues

Fletcher Newell 1205
Canterbury, Crusaders

Jordie Barrett 1159
Taranaki, Hurricanes
- Josh Lord 1199**
Taranaki, Chiefs

Leicester Fainga'anuku 1200
Tasman, Crusaders

Luke Jacobson 1183
Waikato, Chiefs

Mark Tele'a 1207
North Harbour, Blues

Nepo Laulala 1139
Counties Manukau, Blues

Ofa Tu'ungafasi 1150
Northland, Blues

Richie Mo'unga 1167
Canterbury, Crusaders

Rieko Ioane 1156
Auckland, Blues

Sam Cane 1113
Bay of Plenty, Chiefs

Samipeni Finau 1211*
Waikato, Chiefs

Samisoni Taukei'aho 1198
Waikato, Chiefs

Samuel Whitelock 1104
Canterbury, Crusaders

Scott Barrett 1155
Taranaki, Crusaders

Shannon Frizell 1172
Tasman, Highlanders

Shaun Stevenson 1212*
North Harbour, Chiefs

Tamaiti Williams 1209*
Canterbury, Crusaders

Tupou Vaa'i 1188
Taranaki, Chiefs

Tyrel Lomax 1180
Tasman, Hurricanes

Will Jordan 1191
Tasman, Crusaders

MANAGEMENT

- Ian Foster**
Head Coach
- Joe Schmidt**
Assistant Coach
- Jason Ryan**
Assistant Coach
- Scott McLeod**
Assistant Coach
- Greg Feek**
Scrum Coach
- Andrew Strawbridge**
Skills Coach
- David Hill**
Kicking Coach
- Nicholas Gill**
Head Strength & Conditioning Coach
- Jamie Hamilton**
Head Performance Analyst
- Hayden Chapman**
Performance Analyst
- Kartina Darry**
Nutritionist
- Kim Simperingham**
Strength & Conditioning Coach
- James McGarvey**
Team Doctor
- Pete Gallaher**
Team Physiotherapist
- George Duncan**
Manual Therapist
- Gilbert Enoke**
Manager – Performance & Leadership
- Darren Shand**
Manager – Business & Operations
- Bianca Thiel**
Operations Manager
- Paula Powelsland**
Business Manager
- James Iversen**
Logistics Manager
- Jo Malcolm**
Communications Advisor
- Matt Manukia**
Communications Manager

TEAMS AND RESULTS

BLACK FERNS



2023 SEASON

Pacific Four Series

- 29 June Brisbane
Black Ferns 50 • 0 Australia
- 08 July Ottawa
Black Ferns 52 • 21 Canada
- 15 July Ottawa
Black Ferns 39 • 17 USA

O'Reilly Cup presented by Ryman Healthcare

- 30 September Hamilton
Black Ferns 43 • 3 Australia

WXV 1

- 21 September Wellington
Black Ferns 17 • 18 France
- 28 October Dunedin
Black Ferns 70 • 7 Wales
- 04 November Auckland
Black Ferns 12 • 33 England

- Alana Bremner 223
Canterbury, Matatū

Amy Du Plessis 220
Canterbury, Matatū

Amy Rule 230
Canterbury, Matatū

Ariana Bayler 228
Waikato, Blues

Arihiana Marino-Tauhinu 208
Counties Manukau, Chiefs Manawa

Charmaine Smith 182
Northland, Chiefs Manawa

Chelsea Bremner 218
Canterbury, Chiefs Manawa

Chryss Viliko 254*
Auckland, Blues

Esther Faiaoga-Tilo 252*
Waikato, Blues

Georgia Ponsonby 232
Canterbury, Matatū

Grace Brooker 214
Canterbury, Matatū

Grace Gago 253*
Counties Manukau, Blues

Grace Steinmetz 222
Canterbury, Matatū

Iritana Hohaia 248*
Taranaki, Hurricanes Pova

Joanah Ngan Woo 209
Wellington, Hurricanes Pova

Kate Henwood 245*
Bay of Plenty, Chiefs Manawa

Katelyn Vahaakolo 247*
Auckland, Blues

Kelsey Teneti 234
Waikato

Kendra Reynolds 219
Bay of Plenty, Matatū
- Kennedy Simon 210
Waikato, Chiefs Manawa

Krystal Murray 226
Northland, Hurricanes Pova

Layla Sae 256*
Manawatu, Hurricanes Pova

Liana Mikaele-Tu'u 227
Auckland, Blues

Lucy Jenkins 251*
Canterbury, Matatū

Luka Connor 207
Bay of Plenty, Chiefs Manawa

Maiakawakaulani Roos 231
Auckland, Blues

Martha Mataele 255*
Canterbury, Matatū

Mererangi Paul 246*
Counties Manukau, Chiefs Manawa

Patricia Maliepo 229
Auckland, Blues

Phillipa Love 179
Canterbury, Matatū

Renee Holmes 221
Waikato, Matatū

Rosie Kelly 249*
Canterbury, Matatū

Ruahei Demant 196
Auckland, Blues

Ruby Tui 235
Counties Manukau

Sophie Fisher 257*
Auckland, Blues

Sylvia Brunt 239
Auckland, Blues

Tanya Kalounivale 237
Waikato, Chiefs Manawa

Tenika Willison 250*
Waikato, Chiefs Manawa

MANAGEMENT

- Allan Bunting
Director of Rugby

Nelly Strickland
Manager

Mike Delany
Assistant Coach

Tony Christie
Assistant Coach

Steve Jackson
Assistant Coach

Craig Twentyman
Strength & Conditioning Coach

Dan Cron
Scrum Coach

Ash Parrott
Assistant Strength & Conditioning Coach

Kara Fowke
Physiotherapist

Jen Ardargh
Assistant Physiotherapist

Ryan Runciman
Analyst

Dr Alyse Cameron
Doctor

Iain Saunders
Mental Skills

Logan Posthumus
Nutritionist

Lauren Cournane
High Performance Coordinator

Rachel Whareaitu
Videographer

Amanda Meade
Media Manager

* denotes Black Ferns debutant in 2023.

TEAMS AND RESULTS

ALL BLACKS SEVENS



2022/23 SEASON

HSBC World Rugby
Sevens Series

21-22 January	Hamilton
2nd Place	All Blacks Sevens
27-29 January	Sydney
1st Place	All Blacks Sevens
25-26 February	LA
1st Place	All Blacks Sevens
3-5 March	Vancouver
5th Place	All Blacks Sevens
31 March - 02 April	Hong Kong
1st Place	All Blacks Sevens
08-09 April	Singapore
1st Place	All Blacks Sevens
12-14 May	Toulouse
1st Place	All Blacks Sevens
20-21 May	London
4th Place	All Blacks Sevens

2023/24 SEASON

HSBC SVNS

02-04 December	Dubai
3rd Place	All Blacks Sevens
09-11 December	Cape Town
5th Place	All Blacks Sevens

Akuila Rokolisoa 290
Counties Manukau

Amanaki Nicole 289
Southland

Andrew Knewstubb 279
Horowhenua Kapiti

Brady Rush 301
Northland

Che Clark 305
Auckland

Codemeru Vai 310*
Bay of Plenty

Dylan Collier 260
Waikato

Fefi Fineanganofa 308*
Bay of Plenty

Joe Webber 223
Bay of Plenty

Kitiona Vai 302
Bay of Plenty

Leroy Carter 300
Bay of Plenty

Lewis Ormond 261
Taranaki

Moses Leo 299
North Harbour

Ngarohi McGarvey Black 288
Bay of Plenty

Payton Spencer 307*
Auckland

Regan Ware 264
Bay of Plenty

Rhodes Featherstone 311*
Taranaki

Roderick Solo 304
Bay of Plenty

Sam Dickson 241
Canterbury

Scott Curry 216
Bay of Plenty

Sione Molia 270
Counties Manukau

Tepaea Cook-Savage 306
Waikato

Tim Mikkelson 190
Waikato

Tone Ng Shiu 277
Tasman

Xavier Tito Harris 309*
Auckland

MANAGEMENT

Clark Laidlaw
Head Coach

Tomasi Cama
Assistant Coach

Euan Macintosh
Assistant Coach

Dave Ormrod
Manager

* denotes All Blacks Sevens debutant in 2023.

TEAMS AND RESULTS

BLACK FERNS SEVENS



2022/23 SEASON

HSBC World Rugby
Sevens Series

- 21-22 January Hamilton
1st Place ● Black Ferns Sevens
- 27-29 January Sydney
1st Place ● Black Ferns Sevens
- 03-05 March Vancouver
5th Place ● Black Ferns Sevens
- 31 March - 02 April Hong Kong
1st Place ● Black Ferns Sevens
- 12-14 May Toulouse
1st Place ● Black Ferns Sevens

2023/24 SEASON

HSBC SVNS

- 02-04 December Dubai
2nd Place ● Black Ferns Sevens
- 09-11 December Cape Town
3rd Place ● Black Ferns Sevens



Alena Saili 72
Southland

Jazmin Felix-Hotham 82
Waikato

Jorja Miller 83
Canterbury

Kelly Brazier 46
Bay of Plenty

Kelsey Teneti 85
Waikato

Mahina Paul 81
Bay of Plenty

Manaia Nuku 84
Bay of Plenty

Michaela Blyde 55
Bay of Plenty

Niall Williams 65
Auckland

Portia Woodman -Wickliffe 36
Northland

Risaleeana Pouri-Lane 77
Bay of Plenty

Sarah Hirini 34
Manawatu

Shiray Kaka 53
Waikato

Stacey Fluhler 67
Waikato

Tenika Willison 71
Waikato

Terina Te Tamaki 68
Waikato

Theresa Fitzpatrick 66
Auckland

Tyla Nathan-Wong 37
Northland

Tysha Ikenzio 86
Auckland

MANAGEMENT

- Cory Sweeney**
Head Coach
- Stu Ross**
Assistant Coach
- Ed Cocker**
Assistant Coach
- Jess Jones**
Manager

TEAMS AND RESULTS

ALL BLACKS XV

2023 SEASON

Lipovitan-D Challenge Cup

08 July	Tokyo
All Blacks XV 38	6 Japan
15 July	Kumamoto
All Blacks XV 42	27 Japan



MANAGEMENT

- Leon MacDonald
Head Coach
- Clayton McMillan
Assistant Coach
- Scott Hansen
Assistant Coach

Aidan Ross
Bay of Plenty, Chiefs

AJ Lam
Auckland, Blues

Akira Ioane
Auckland, Blues

Alex Nankivell
Tasman, Chiefs

Asafo Aumua
Wellington, Hurricanes

Bailyn Sullivan
Waikato, Hurricanes

Billy Harmon
Canterbury, Highlanders

Billy Proctor
Wellington, Hurricanes

Brad Weber
Hawke's Bay, Chiefs

Brett Cameron
Manawatū, Hurricanes

Cameron Suafoa
North Harbour, Blues

Christian Lio-Willie
Otago, Crusaders

Du'Plessis Kirifi
Wellington, Hurricanes

Etene Nanai-Seturo
Counties Manukau, Chiefs

Folau Fakatava
Hawke's Bay, Highlanders

George Bell
Canterbury, Crusaders

George Dyer
Waikato, Chiefs

Jack Goodhue
Northland, Crusaders

Jermaine Ainsley
Otago, Highlanders

Jona Nareki
Otago, Highlanders

Naitoa Ah Kuoi
Bay of Plenty, Chiefs

Ollie Norris
Waikato, Chiefs

Pita Gus Sowakula
Taranaki, Chiefs

Pouri Rakete-Stones
Hawke's Bay, Hurricanes

Quinten Strange
Tasman, Crusaders

Ricky Riccitelli
Taranaki, Blues

Ruben Love
Wellington, Hurricanes

Sam Gilbert
Otago, Highlanders

Stephen Perofeta
Taranaki, Blues

Tyrone Thompson
Wellington, Chiefs

Xavier Numia
Wellington, Hurricanes

Oli Jager*
Canterbury, Crusaders

Tevita Mafleo*
Bay of Plenty, Hurricanes

Isaia Walker-Leawere*
Hawke's Bay, Hurricanes

TEAMS AND RESULTS

BLACK FERNS XV

2023 SEASON

Black Ferns XV v Manusina XV

23 September Pukekohe
Black Ferns XV 38 • 12 Manusina XV



MANAGEMENT

- Whitney Hansen
Head Coach
- Linda Itunu
Assistant Coach
- Peter Breen
Assistant Coach
- Arizona Leger
Manager

Mia Anderson
Waikato, Chiefs

Kahlia Awa
Hawke's Bay

Laura Bayfield
Canterbury

Grace Brooker
Canterbury, Matatū

Cheyenne Cunningham
Otago, Matatū

Emma Dermody
Canterbury, Matatū

Eilis Doyle
Otago, Matatū

Esther Faiaoga-Tilo
Waikato, Blues

Di Hinni
Canterbury, Matatū

Lela Ieremia
Waikato

Maia Joseph
Otago

Harmony Kautai
Wellington

Atlanta Lolohea
Canterbury, Matatū

Te Urupounamu McGarvey
Bay of Plenty, Chiefs

Justine McGregor
Wellington

Angelica Mekemeke Vahai
Auckland

Leah Miles
Otago, Matatū

Elizabeth Moimoi
Auckland

Moomooga Palu
Hawke's Bay, Matatū

Marcelle Parkes
Canterbury, Matatū

Maddi Robinson
Canterbury

Vici-Rose Green
Waikato

Rangimarie Sturme
Manawatū

Sam Taylor
Manawatū

Tara Turner
Northland, Blues

Maama Vaipulu
Auckland, Blues

Holly Wratt-Groeneweg
Canterbury

TEAMS AND RESULTS

NEW ZEALAND U20



2023 SEASON

New Zealand Under 20
v Junior Wallabies

- 29 May Wellington
NZU20 16 34 Australia U20
- 03 June Wellington
NZU20 19 18 Australia U20

World Rugby Under 20
Championship

- 24 June South Africa
NZU20 27 26 Wales U20
- 29 June South Africa
NZU20 14 35 France U20
- 05 July South Africa
NZU20 62 9 Japan U20
- 10 July South Africa
NZU20 35 44 Australia U20
- 15 July South Africa
NZU20 50 26 Georgia U20

- Ajay Faleafaga**
Otago

Ben Ake
Auckland

Caleb Tangitau
Auckland

Che Clark
Auckland

Codemeru Vai
Bay of Plenty, All Blacks Sevens

Cooper Flanders
Hawke's Bay, All Blacks Sevens

Gabe Robinson
Waikato

Harry Godfrey
Hawke's Bay, Hurricanes

Hunter Morrison
Hawke's Bay, Hurricanes

Isaac Hutchinson
Canterbury

Jack Taylor
Southland

Jordi Viljoen
Manawatu

Leo Gordon
Auckland

Macca Springer
Tasman

Malachi Wrampling-Alec
Waikato, Crusaders
- Malakai Ngatai**
Manawatu

Noah Hotham
Tasman

Peter Lakai
Wellington, Crusaders

Raymond Tuputupu
Manawatu, Hurricanes

Sam Hainsworth-Fa'aofa
Auckland

Siale Lauaki
Wellington

Taha Kemara
Waikato

Tahlor Cahill
Canterbury, Crusaders

Tom Allen
Hawke's Bay

Vernon Bason
Manawatu

Hunter Fahy
Southland

Will Stodart
Otago

Xavi Taele
Auckland

Riley Williams
Auckland

Aki Tuivailala
Waikato

MANAGEMENT

- Clark Laidlaw**
Head Coach
- Marty Bourke**
Assistant Coach
- Wesley Clarke**
Assistant Coach
- Craig Dunlea**
Assistant Coach
- Ross Everiss**
Manager
- Matt Sexton**
Campaign Manager

TEAMS AND RESULTS

NEW ZEALAND HEARTLAND XV

2023 SEASON

Heartland XV v
Canterbury Development

01 November Canterbury
Heartland XV 43 • 17 Canterbury Dev

Heartland XV v
New Zealand Barbarians

04 November Oamaru
Heartland XV 26 • 49 NZBarbarians

Adam Williamson
Mid Canterbury

Connor Anderson*
South Canterbury

Dane Whale
Whanganui

Douglas Horrocks*
Whanganui

Finlay Joyce*
South Canterbury

Fletcher Morgan*
Thames Valley

Joshua Clark
North Otago

Junior Fakatouffita
North Otago

Kaleb Foote
King Country

Keanu Taumata*
Poverty Bay

Leopino Maupese*
Buller

Leroy Neels
Thames Valley

Loni Toumohunui*
South Canterbury

Paula Fifita
South Canterbury

Peceli Malanicagi*
Whanganui

Peter-Travis Hay-Horton*
Whanganui

Renata Roberts-Te Nana*
East Coast

Saimone Samate
North Otago

Sam Briggs*
South Canterbury

Shayne Anderson*
West Coast

Tokoma'ata Fakatava
South Canterbury

Tyler Kearns
West Coast

Vaka Taelega
South Canterbury

William Wright
South Canterbury



MANAGEMENT

Nigel Walsh
(South Canterbury)
Head Coach

Miah Nikora
(Poverty Bay)
Assistant Coach

Thomas Zimmerman
(Horowhenua-Kapiti)
Team Manager

Jason Forrest
(North Otago)
Observer Coach

Geoff Thompson
(South Canterbury)
Physiotherapist

Slade King
(Rotorua)
Trainer

Coll Campbell
(Poverty Bay)
Doctor

*denotes Heartland XV debutant in 2023.

TEAMS AND RESULTS

NEW ZEALAND REFEREES

2023 SEASON

HSBC World Sevens Series

January - May, December

Six Nations Under 20s

03 February - 19 March

Six Nations

04 February - 18 March

DHL Super Rugby Pacific

24 February - 24 June

Sky Super Rugby Aupiki

25 February - 25 March

Super Rugby U20's

19 March - 25 March

Women's Six Nations

25 March - 29 April

World Sevens Challenger Series

20 April - 30 April

World Rugby U20 Championship

24 June - 14 July

Pacific Four

29 June - 15 July

Lipovitan-D Rugby Championship

09 July - 05 August

Farah Palmer Cup presented by Bunnings Warehouse

15 July - 09 September

World Rugby Pacific Nations Cup

22 July - 05 August

Bunnings Warehouse National Provincial Cup

04 August - 21 October

Bunnings Warehouse Heartland Championship

12 August - 15 October

WXV

14 October - 04 November

Rugby World Cup 2023

09 September - 29 October

Oceania Sevens

10 November - 12 November

2023 BY THE NUMBERS

4 New Zealand match officials involved Rugby World Cup 2023
– James Doleman
– Ben O'Keeffe
– Brendon Pickerill
– Paul Williams

1st Ben O'Keeffe appointed to both a RWC quarter final and semi final match – a first for a Kiwi referee

19 Test matches refereed by New Zealand male officials

8 Test matches refereed by New Zealand female referees

Andrew Morton
Bay of Plenty

Angus Mabey
Auckland

Ben Alexander
Tasman

Ben Brownlie
Waikato

Ben O'Keeffe
Horowhenua-Kapiti

Ben Woolerton
Waikato

Brandon Roberts
Counties Manukau

Brendon Pickerill
North Harbour

Cameron Stone
Taranaki

Cassie Watt
Southland

Dan Moore
Canterbury

Dan Waenga
Hawke's Bay

Erin Doherty
Otago

Fraser Hannon
Otago

George Haswell
Canterbury

Georgia Mason
Southland

Jack Sargentina
Wellington

Jackson Henshaw
South Canterbury

James Doleman
Otago



Jono Bredin
Otago

Larissa Woolerton
Waikato

Maggie Cogger-Orr
Auckland

Marcus Playle
Auckland

Mike Fraser
Wellington

Mike Winter
Waikato

Natarsha Ganley
North Harbour

Nick Briant
Bay of Plenty

Nick Hogan
Hawke's Bay

Paul Williams
Taranaki

Scott McKenzie
North Harbour

Stu Catley
Hawke's Bay

Stu Curran
Manawatu

Taneika Uerata
Canterbury

Tiana Ngawati
Bay of Plenty

Tipene Cottrell
Hawke's Bay

Todd Petrie
Auckland

Will Johnston
Taranaki

* denotes test match officiating debut in 2023.

TEAMS AND RESULTS

DHL SUPER RUGBY
PACIFIC



Final
24 June Hamilton
Crusaders 25 • 20 Chiefs

Team	Played	Win	Draw	Loss	F	A	BP	Points
Chiefs	14	13	0	1	487	261	7	59
Crusaders	14	10	0	4	457	278	8	48
Blues	14	10	0	4	446	292	6	46
Brumbies	14	10	0	4	474	393	6	46
Hurricanes	14	9	0	5	480	338	5	41
Warratahs	14	6	0	8	387	408	7	31
Fijian Drua	14	6	0	8	370	492	2	26
Reds	14	5	0	9	391	451	4	24
Highlanders	14	5	0	9	362	459	4	24
Force	14	5	0	9	346	494	2	22
Rebels	14	4	0	10	406	484	5	21
Moana Pasifika	14	1	0	13	354	610	4	8

TEAMS AND RESULTS

SKY SUPER RUGBY
AUIPIKI



Final
25 March Hamilton
Matatū 33 • 31 Chiefs

Team	Played	Win	Draw	Loss	F	A	BP	Points
Chiefs Manawa	3	3	0	0	149	92	1	13
Matatū	3	1	0	2	95	102	1	5
Blues	3	1	0	2	95	105	1	5
Hurricanes Poua	3	1	0	2	68	108	0	4

TEAMS AND RESULTS

BUNNINGS WAREHOUSE
NATIONAL PROVINCIAL
CHAMPIONSHIP



Team	Played	Win	Draw	Loss	F	A	BP	Points
Wellington	10	9	0	1	299	148	7	43
Taranaki	10	7	0	3	300	217	10	38
Canterbury	10	6	0	4	351	271	13	37
Bay of Plenty	10	7	0	3	285	241	7	35
Hawke's Bay	10	7	0	3	304	264	6	34
Auckland	10	6	0	4	291	243	8	32
Tasman	10	6	0	4	230	206	7	31
Waikato	10	5	0	5	282	253	9	29
Counties Manukau	10	4	0	6	280	316	8	24
North Harbour	10	4	0	6	272	295	6	22
Otago	10	3	0	7	213	294	6	18
Northland	10	2	1	7	243	282	7	17
Manawatū	10	2	0	8	199	423	4	12
Southland	10	1	1	8	197	293	3	9

TEAMS AND RESULTS

FARAH PALMER CUP
PRESENTED BY
BUNNINGS WAREHOUSE



Premiership Final		Championship Final	
09 September	Christchurch	10 September	Palmerston North
Auckland Storm 39	27 Canterbury	Northland 32	29 Manawatū Cyclones
Premiership Semi Finals		Championship Semi Finals	
02 September	New Plymouth	02 September	Palmerston North
Auckland Storm 29	16 Canterbury	Manawatū 73	10 Tasman
03 September	Christchurch	03 September	Christchurch
Canterbury 59	29 Hawke's Bay	Northland 32	19 Otago

Farah Palmer Cup Presented by Bunnings Warehouse Premiership								
Team	Played	Win	Draw	Loss	F	A	BP	Points

Canterbury	6	5	0	1	268	123	7	27
Waikato	6	5	0	1	150	93	3	23
Auckland Storm	6	4	0	2	195	118	5	21
Hawke's Bay Tui	6	3	0	3	150	242	5	17
Counties Manukau Heat	6	3	0	3	199	134	3	15
Bay of Plenty Volcanix	6	1	0	5	101	246	3	7
Wellington Pride	6	0	0	6	122	229	4	4

Farah Palmer Cup Presented by Bunnings Warehouse Championship								
Team	Played	Win	Draw	Loss	F	A	BP	Points

Manawatū Cyclones	5	5	0	0	252	78	5	25
Northland Kauri	5	4	0	1	192	67	6	22
Otago Spirit	5	3	0	2	159	113	5	17
Tasman	5	2	0	3	135	142	4	12
Taranaki Whio	5	1	0	4	41	272	1	5
North Harbour Hibiscus	5	0	0	5	68	175	1	1

TEAMS AND RESULTS

CHALLENGE TROPHIES

Ranfurly Shield

First played for in 1904, the Ranfurly Shield is contested by Provincial Unions through the domestic rugby season. It was donated by the Earl of Ranfurly, a former Patron of NZR and Governor of New Zealand.

12 July	Levin
Horwhenua Kapiti 7	68 Wellington
19 July	Lower Hutt
South Canterbury 21	67 Wellington
19 August	Lower Hutt
Southland 17	39 Wellington
23 August	Wellington
Tasman 0	7 Wellington
02 September	Wellington
Counties Manukau 25	56 Wellington
24 September	Porirua
North Harbour 6	26 Wellington
30 September	Wellington
Hawke's Bay 20	18 Wellington

JJ Stewart Trophy

The JJ Stewart Trophy, in the Farah Palmer Cup presented by Bunnings Warehouse, recognises former All Black coach John Joseph Stewart who was a strong supporter of women's rugby. It was first contested in 1995.

15 July	Christchurch
Wellington Pride 29	58 Canterbury
29 July	Christchurch
Bay of Plenty Volcanix 12	42 Canterbury
19 August	Christchurch
Counties Manukau Heat 17	33 Canterbury

Bill Osborne Taonga

Honouring a former All Black with a strong connection to Heartland rugby, since 2021 teams in the Bunnings Warehouse Heartland Championship have competed for the Bill Osborne Taonga.

19 August	Ruatoria
Ngāti Porou East Coast 19	8 Mid Canterbury
26 August	Ruatoria
Ngāti Porou East Coast 38	29 North Otago
09 September	Ruatoria
Ngāti Porou East Coast 31	11 Poverty Bay
23 September	Ruatoria
Ngāti Porou East Coast 29	11 King Country

TEAMS AND RESULTS

BUNNINGS WAREHOUSE HEARTLAND CHAMPIONSHIP

Final – Meads Cup

14 October	Temuka
Whanganui 30	40 South Canterbury

Final – Lochore Cup

07 October	Greymouth
West Coast 23	20 Poverty Bay

Semi Finals – Meads Cup

07 October	Pleasant Point
South Canterbury 34	17 Ngāti Porou East Coast
07 October	Whanganui
Whanganui 38	3 Thames Valley

Semi Finals – Lochore Cup

07 October	Pleasant Point
Wairarapa Bush 27	33 West Coast
07 October	Whanganui
North Otago 35	40 Poverty Bay



Team	Played	Win	Draw	Loss	F	A	BP	Points
South Canterbury	8	8	0	0	341	180	8	40
Whanganui	8	6	0	2	263	156	8	32
Thames Valley	8	6	0	2	246	220	7	31
Ngāti Porou East Coast	8	5	0	3	222	183	7	27
North Otago	8	4	0	4	259	228	6	22
Wairarapa Bush	8	4	0	4	190	246	6	22
West Coast	8	4	0	4	218	212	5	21
Poverty Bay	8	2	0	6	229	249	8	16
Mid Canterbury	8	2	0	6	221	245	8	16
King Country	8	3	0	5	175	248	4	16
Buller	8	2	0	6	165	242	6	15
Horowhenua Kapiti	8	2	0	6	176	297	3	11

GOVERNANCE

BOARD COMPOSITION AND TENURE

The current Board comprises Board Members with a mix of qualifications, skills and experience appropriate to New Zealand Rugby's operations and strategic direction. Qualifications and experience of individual Board Members can be found on page 04 and New Zealand Rugby's website at nzrugby.co.nz/about-us/our-people/our-board

In 2023, NZR's Constitution provided that the size of the Board shall consist of not more than nine Members. Board Members are elected for a three-year term and can serve a maximum of three consecutive terms unless the Board is satisfied that exceptional circumstances warrant election or appointment for a further term.

Board Members are appointed in one-of-three ways:

- Elected – A person elected to the Board following a vote by all Provincial Unions and the New Zealand Māori Rugby Board.
- Nominated – A person appointed to the Board by the Appointments and Remuneration Committee having been nominated by a Provincial Union or the New Zealand Māori Rugby Board.
- Appointed – A person appointed to the Board by the Appointments and Remuneration Committee having applied for appointment.

Name		Originally appointed	Last reappointed/elected	Term
Stewart Mitchell	Nominated	30 April 2014	30 April 2020	Fourth
Dame Patsy Reddy	Appointed	28 April 2022		First
Dr Farah Palmer	Nominated (Māori)	13 December 2016	29 April 2021	Third
Bailey Mackey	Nominated	30 April 2020	27 April 2023	Second
Ajit Balasingham	Elected	29 April 2021		First
Bart Campbell	Appointed	30 April 2020		First
Rowena Davenport	Nominated	28 April 2022		First
Mark Hutton	Appointed	29 April 2021		First
Stuart Mather	Elected	27 April 2023		First
Catherine Savage	Appointed	27 April 2023		First
Wayne Young	Elected	28 April 2022		First
Pauline Luyten	Emerging Director	June 2023		First

Stewart Mitchell resigned as Chair and from the Board effective 31 January 2023. Dame Patsy Reddy was elected Chair effective 1 February 2023.
Bart Campbell rotated off the Board at the 131st AGM held on 27 April 2023.
Pauline Luyten's term as Emerging Director was completed in December 2023.

GOVERNANCE

BOARD COMMITTEES

The Board maintains three committees that focus on particular areas. The committees have no decision making ability but all committees operate under Terms of References which define their purpose, membership, powers, and frequency of meetings.

Committee Chairs are from time-to-time rotated to ensure Board Member development.

Committee membership changed following the AGM on 27 April 2023, these changes are outlined in the table below.

Committee	Roles and responsibilities	Membership		Meetings
Rugby Committee	Oversee Provincial Unions, Super Rugby Clubs, injury prevention and management.	Consists of not less than three and up to five members of the Board, plus the Chair of the Board and at the Board's discretion up to two co-opted members. Prior to AGM: • Dame Farah Palmer • Stewart Mitchell • Ajit Balasingham • Wayne Young • Rowena Davenport Post AGM: • Ajit Balasingham • Dame Farah Palmer • Wayne Young • Stuart Mather • Dame Patsy Reddy		At least four times per year.
Risk, Investment and Audit Committee	Assist the Board to meet its risk, investment and audit responsibilities.	Up to two co-opted members. Prior to AGM: • Mark Hutton • Rowena Davenport • Ajit Balasingham • Dame Farah Palmer • Bart Campbell • Dame Patsy Reddy Post AGM: • Mark Hutton • Rowena Davenport • Ajit Balasingham • Catherine Savage • Dame Patsy Reddy		At least three times per year.
People Committee	Oversee Human Resources of NZR and NZRC in particular around Health, Safety and Wellbeing, Culture and Diversity, Remuneration and Performance, Talent Succession and Board Effectiveness	Prior to AGM: • Dame Patsy Reddy • Bart Campbell • Dame Farah Palmer • Rowena Davenport Post AGM: • Rowena Davenport • Stuart Mather • Dame Farah Palmer • Dame Patsy Reddy		At least three times per year.

Committee membership changed following the AGM on 27 April 2023, these changes are outlined in the table below.

Name	Board	Rugby Committee	Audit, Risk, People & Capability Committee	People Committee
Number of meetings	15	5	9	4
Dame Patsy Reddy (Chair)	15	5	9	4
Dr Farah Palmer (Deputy Chair)	15	5	–	4
Bailey Mackey (Deputy Chair)	14	–	–	–
Ajit Balasingham	15	5	9	–
Mark Hutton	15	–	9	–
Bart Campbell	6	–	3	2
Rowena Davenport	14	2	9	4
Wayne Young	14	5	–	–
Post AGM				
Catherine Savage	9	–	6	–
Stuart Mather	9	3	–	2

GOVERNANCE

BOARD MEMBER REMUNERATION

The maximum annual remuneration for NZR Directors was again \$660,000 in aggregate for 2023 (excluding amounts paid to emerging directors), approved at the 2023 Annual General Meeting.

The table below shows remuneration for NZR Board Members for the year ended 31 December 2023.

Name	Board	Rugby Committee	Commercial Committee	Risk, Investment & Audit Committee	People, Safety & Capability Committee	New Zealand Māori Rugby Board	Total remuneration
Stewart Mitchell (Former Chair)	\$12,083						\$12,083
Ajit Balasingham	\$58,000	\$7,000					\$65,000
Mark Hutton	\$58,000			\$7,000			\$65,000
Bart Campbell	\$18,802						\$18,802
Catherine Savage	\$38,667						\$38,667
Stuart Mather	\$38,667						\$38,667
Bailey Mackey	\$69,000						\$69,000
Dame Farah Palmer (Deputy Chair)	\$76,500					\$7,000	\$83,500
Dame Patsy Reddy (Chair)	\$131,083				\$1,750		\$132,833
Rowena Davenport	\$58,000				\$5,250		\$63,250
Wayne Young	\$58,000						\$58,000
Pauline Luyten (Emerging Director)	\$20,000						\$20,000



NZR SUMMARY
PERFORMANCE
REPORT 2023

SUMMARY STATEMENT OF SERVICE PERFORMANCE

This is the second year New Zealand Rugby (NZR) has reported a Summary Statement of Service Performance (SSP; the Statement). The purpose of this Statement is for NZR to describe what it has achieved throughout the year against its broad aims and objectives. It is designed to help communicate key achievements and demonstrate value and accountability to members, funders and the public.

The Statement is comprised of:

- Our purpose – Why NZR exists.
- Our ‘Strategy 2025’ objectives – What NZR intended to achieve and how.
- Our progress – How NZR performed this year against these objectives.

The Statement aligns with NZR’s ‘Strategy 2025’. This four-year strategy was launched in 2022 to reimagine rugby in Aotearoa by looking at every aspect of the game to ensure it is enjoyable, sustainable, and well-positioned to take advantage of opportunities or respond to any future challenges.

NZR’s performance against ‘Strategy 2025’ is described in the achievements for the year under each of the strategic objectives and quantified in Service Performance Measures selected to demonstrate long-term progress.

2023 was another busy year for NZR. The launch of our Women and Girls and Pasifika strategies demonstrated how we’re looking to strengthen rugby at the heart of communities across Aotearoa. New Zealand continued to lead the way in player safety research and wellness programmes. Participation continued a post-pandemic recovery, spurred on by the growth of women and girls’ rugby.

Our brands also showed strong growth, supported by targeted campaigns which captured the hearts and minds of those at home and across the globe. NZR Commercial enjoyed their first full year of operation, with a highlight being the launch of the new owned-and-operated media platform NZR+, bringing fans closer to our Teams in Black. Within NZR our first female Chair was elected, and we continued to support our people to thrive and be their best.

On the field, our teams performed consistently well with the Sevens sides both claiming their World Series titles, the Black Ferns being crowned Pacific Four and O’Reilly Cup champions, and the All Blacks’ run through to the Rugby World Cup 2023 Final.

The Statement summarises the organisation’s achievements for 2023, that all contribute to NZR’s vision to Inspire and Unify through Rugby.

Our Purpose

NZR leads, supports, grows and promotes rugby in New Zealand, striving for Teams in Black that are unrivalled, a high-performance system that produces the world’s best talent, competitions that fans love, and a strong community game at the heart of the sport.

It was formed by its Affiliated Union members, the 26 Provincial Unions (PUs), to be a world-leading sports organisation, helping all of rugby in New Zealand to be the best it can be. NZR works with, for, and on behalf of these Unions, while the Unions manage their representative teams and provide rugby administration and services to the clubs and schools in their region.

The New Zealand Rugby Union Constitution (2020)

sets out the rules governing the NZRU as an incorporated society. The objects of the organisation are:

- a. promote, foster and develop rugby throughout New Zealand and the world and to control rugby throughout New Zealand;
- b. arrange and participate in international, trial and other rugby matches and tours both within New Zealand and overseas;
- c. represent New Zealand rugby on World Rugby and to submit any amendments to the Laws of the Game and the by-laws and regulations of World Rugby, to World Rugby that the NZRU considers to be in the best interests of New Zealand rugby;
- d. subject to domestic safety law variations adopted by the NZRU, comply with the Laws of the Game and the by-laws, regulations and resolutions of World Rugby and to require Members to similarly comply;
- e. form and manage New Zealand representative rugby teams;
- f. foster rugby matches between Affiliated Unions;
- g. encourage participation in, and support for, rugby by all participants in, and supporters of, the game and at all levels (including by way of example, administrators, players, coaches, referees, match officials and supporters); and
- h. do all such other things to promote the interests of rugby as the NZRU may determine from time to time.

Our Objectives

NZR’s Strategy 2025 offers the opportunity to be bold in reimagining rugby – to look at every aspect of the game and ensure it is enjoyable, sustainable and well-positioned for any future challenges. The Strategy helps shape our annual planning to ensure we continue to perform at a high level in all areas of our organisation.

Our vision is to inspire and unify through rugby.

Our strategic pillars are:	Goal
Winning with mana <i>Kia toa rangatira ai</i>	To win pinnacle events and enhance the mana and legacy of rugby in New Zealand.
Rugby at the Heart of Communities <i>Te tumu whutupōro</i>	For rugby to be at the heart of our communities, and communities at the heart of rugby.
Loved game, loved brands <i>Tākaro tūturu, waitohu pūmau</i>	To ensure our game and our brands shine locally and on the global stage.
Unleashing rugby’s commercial potential <i>Tukuna te pitomata pākihi whutupōro</i>	To unleash rugby’s commercial potential and invest sustainably in the game.

We will enable success through:	Goal
Enhancing the welfare of our players <i>Hāpai hauora o te tangata</i>	To ensure every player is safe and well.
Thriving people, thriving game <i>Mauri tū, mauri ora</i>	To enable a world-leading sports organisation and engaging, diverse and inclusive environments across rugby.
Leading through Technology <i>Whakataki hangarau</i>	To become the most technologically-enabled rugby organisation in the world.

Our Progress

Service Performance Measure	2023 result	2022 result
Pinnacle Events won by Teams in Black	0 / 1	1 / 5
Black Ferns ranked #1 in the world	0 weeks	0 weeks
All Blacks ranked #1 in the world	0 weeks	0 weeks
Year-on-year increase in the number of registered rugby participants^	+11,224	-10,458
Year-on-year increase in the number of registered female rugby participants^	+5,694	-2,150
Increase in players retained within rugby over a 3-year period*	+7% pt	n/a
Annual growth in social media audiences for NZR and Teams in Black*	+72% +16%	n/a
Number of ACC serious injury claims from rugby	0	0
Improved player mental health and wellbeing knowledge and capability through Mind.Set.Engage*	+31% pt	n/a
NZR staff engagement score above New Zealand median	+3% pt	-2% pt
Percentage of female directors on the NZR Board	44%	33%

* New measure for 2023
^ 2022 result updated to include Team Managers

WINNING WITH MANA

Goal: To win pinnacle events and enhance the mana and legacy of rugby in New Zealand.

Service Performance Measure	2023 result	2022 result
Pinnacle Events won by Teams in Black	0 / 1	1 / 5
Black Ferns ranked #1 in the world	0 weeks	0 weeks
All Blacks ranked #1 in the world	0 weeks	0 weeks

41

GAMES IN A ROW
WON BY THE
BLACK FERNS SEVENS

#2

BLACK FERNS
WORLD RANKING

4

NEW ZEALAND
REFEREES IN ACTION
AT THE RWC

152

ALL BLACKS
APPEARANCES BY
SAM WHITELOCK

8

TRIES SCORED
BY WILL JORDAN
DURING THE RWC

- **Pinnacle events (PEs):** are defined here as XV's and Sevens World Cup tournaments, Olympic and Commonwealth Games. 2023 – one PE: Men's XV's Rugby World Cup, France; 2022 – five PEs: Men's and Women's Sevens World Cups, Commonwealth Games Men's and Women's Sevens, Women's Rugby World Cup 2021 (played in 2022).
- **Teams in Black:** All Blacks, Black Ferns, All Blacks Sevens, and Black Ferns Sevens.
- **World Rugby Rankings:** Number of weeks at number one in the men's/women's rankings, as measured weekly across the calendar year and published on the World Rugby website.

The Rugby World Cup (RWC23) held in France was the pinnacle event of 2023. In what was a highly competitive World Cup, the All Blacks overcame a favoured Ireland team in a momentous quarter-final, won well against Argentina in the semi-final, but were edged out by South Africa in the final. Earlier in the season the team retained the Freedom Cup over South Africa and the Bledisloe Cup over Australia, to take out the Lipovitan-D Rugby Championship for 2023. Reaching the #1 world ranking remained elusive for the team this year despite the strong showing, starting and ending the season third on the World Rugby rankings table.

The Black Ferns built on an incredible 2022 with a comprehensive win in the Pacific 4 tournament played in Australia and Canada and retaining the O'Reilly Cup against Australia in front of a record non-RWC rugby crowd in Hamilton. A new global women's international 15s competition, WXV, was launched this year as part of an overall restructuring of the test calendar. The inaugural tournament was hosted in New Zealand in October and November. The Black Ferns finished fourth in the WXV tournament after a narrow loss to France and defeat to England, meaning England retained their #1 world ranking, and the Black Ferns finished 2023 in second.

New Zealand's Sevens teams continued their strong performances on the world stage with both teams winning five Sevens tournaments on the way to taking out their respective World Rugby Sevens Series titles. The Black Ferns Sevens enjoyed a winning streak of 41 games in a row, and the All Blacks Sevens wrapped up their 14th Series title. Both teams have qualified for the pinnacle event of 2024, the Olympics, to be held in Paris in July. In a move to help secure future success, teenage star Jorja Miller signed the longest contract in New Zealand women's rugby, committing to NZR and the Black Ferns Sevens for 4 years, until 2027.

High Performance women's rugby received a boost in 2023 with a new Black Ferns XV team established to foster the professional growth of players, coaches and management on the international stage and provide a high-performance pathway to the Black Ferns. Additionally, there was the confirmation of Sky Super Rugby Aupiki's new format to be played in 2024, including a twelve-week preparation and pre-season window, before playing in an extended competition that will consist of a six-week home-and-away round-robin and then a final playoff for the title.

NZR's Teams in Black were well represented at the 2023 World Rugby Awards in November with Katelyn Vahaakolo and Mark Tele'a named the Women's and Men's Breakthrough Players of the year, Ardie Savea the Men's 15s Player of the Year, and Tyla Nathan-Wong Women's Sevens Player of the Year. Locally in the 2023 Māori Sports Awards, Clayton McMillan (Ngāti Rangī, coach of the Chiefs and Māori All Blacks) was awarded Māori Sports Coach of the Year, with Ben O'Keeffe (Ngāpuhi, Ngāti Whātua) named Māori Sports Referee of the Year.

Strong coaching and management lineups were confirmed in 2023 for the women's and men's national teams. For the Black Ferns, Allan Bunting was appointed

as new Director of Rugby; Tony Christie, Steve Jackson and Mike Delany as Assistant Coaches; and Nelly Strickland as Team Manager. A new coaching team was secured for the All Blacks, with Scott Robertson in place as Head Coach; Jason Ryan, Leon MacDonald, Scott Hansen, and Jason Holland as Assistant Coaches. Wayne Smith rejoined the All Blacks as Performance Coach. Paul McLaughlan was appointed as Team Manager, with Megan Compain in a new role of Commercial Manager.

Sustainable and engaging rugby competitions At the 2023 NZEA Event Awards, the women's Rugby World Cup 2021 (played in New Zealand in 2022) was named both Best Sports Event and Best Major or Mega Event.

RUGBY AT THE HEART OF OUR COMMUNITIES

Goal: For rugby to be at the heart of our communities, and communities at the heart of rugby.

Service Performance Measure	2023 result	2022 result
Year-on-year increase in the number of registered rugby participants^	+11,224	-10,458
Year-on-year increase in the number of registered female rugby participants^	+5,694	-2,150
Increase in players retained within rugby over a 3-year period*	+7%pt	n/a

* New measure for 2023
^ 2022 result updated to include Team Managers

147,434

PLAYERS

9,242

COACHES

1,564

REFEREES

3,500

PLAYERS COMPETING IN
SECONDARY SCHOOL
TOURNAMENT WEEK
RUGBY EVENTS

500

RANGATAHI ATTENDING
E TŪ TOA U18 REGIONAL
AND NATIONAL CAMPS

- **Registered rugby participants:** Number of players, coaches, team managers and referees defined as Registered (as per the applicable NZR regulations) in the NZR National Rugby Database (NRD) for the current (Sept-Sept) season; less the previous season. (Participant numbers: 2021 - 160,282; 2022 – 149,824; 2023 – 161,048).
- **Female rugby participants:** As above, for those registered with a gender of female in the database. (Participants: 2021 - 28,666; 2022 – 26,516; 2023 – 32,210).
- **3-year Player Retention:** Calculated as the percentage of retainable players who are registered in the National Rugby Database and participating in organised competitions, for the current year and at least one of the two previous years, compared with same percentage from the previous 3-year period, as a percentage point change. (Retention: 2020-2022 (baseline) – 53%, 2021-2023 – 60%).

Community rugby participation in Aotearoa continued to bounce back from COVID-19-related disruption. More players stayed with rugby, with 60% of those on board in 2023 having also played in 2021 or 2022. Strong growth in women and girls’ rugby was a key success following the success of the women’s Rugby World Cup 2021 (played in 2022) hosted in New Zealand, and a focus by NZR and Provincial Unions on getting more women and girls involved in the full club rugby experience, building on festival and tournament events. Compared to 2019, 11,540 junior girls played club rugby this season, an increase of 36%, and senior women’s club numbers jumped 40% to 4,515. Around 140,000 girls were able to try rugby through one-off activation events this year, with all 14 NPC unions as well as some Heartland PUs delivering programmes during the season.

To continue to build on this growth, the ‘Women and Girls in Rugby System Strategy’ was launched in April 2023, with the aim of driving successful and sustainable engagement of women and girls playing, coaching, officiating, managing, governing, leading, or being involved in rugby in whatever way they choose over the next 10 years. 2023 saw the implementation of the first phase of the strategy, which included establishing specific resource and leadership support, and developing a strategy for managing talent identification and high performance.

Teenage rugby and the quality of the player experience continues to be a focus for NZR, with a Rangatahi Advisory Group established to focus on the player experience that youth would like to see coaches deliver, and development programmes implemented specifically for coaches of non-premier grade teenage teams. Initiatives such as these have come together to help support the continued growth in players and teams competing at Carnival and Cup events taking place around the country as part of national secondary school tournament week.

A comprehensive ‘Future of Rugby Clubs Review’ was carried out this year for implementation from 2024, with the aim of ensuring clubs can continue to support their community and thrive well into the future. Many clubs have long maintained a strong presence both in the rugby system and in their wider community, but now face challenges

from wider societal trends and demographic shifts, as well as significant changes within rugby itself. The review looks at the current and preferred future role of New Zealand’s approximately 450 rugby clubs as part of the overall system, and what transformational steps are required to get there.

The distribution of funds to community clubs resulting from the Silver Lake commercial deal was also concluded in 2023, with clubs sharing their portion of the \$7.5m available. Applications for these funds were for assets, facilities, equipment, uniforms or strategic programmes to grow rugby at the heart of the community. Additionally, ten rugby clubs nationwide were awarded \$30,000 each towards upgrading their facilities to be even more welcoming for their community, as part of the ‘Bunnings Rugby Assist’ programme, now in its third season.

A ‘Community Rugby Referee Plan’ has been developed for implementation from 2024, based on a newly-created model of referee development. The plan recognises that skilled referees are critical to safe and positive game experiences, and aims to clarify roles, pathways, and expectations for referees, build in best-practice training and feedback methods, and build recognition of their service. One new initiative piloted this year has been ‘Rugby101’ sessions, held around Aotearoa with the aim of getting more women familiar with the laws of rugby and encouraging them to take up refereeing.

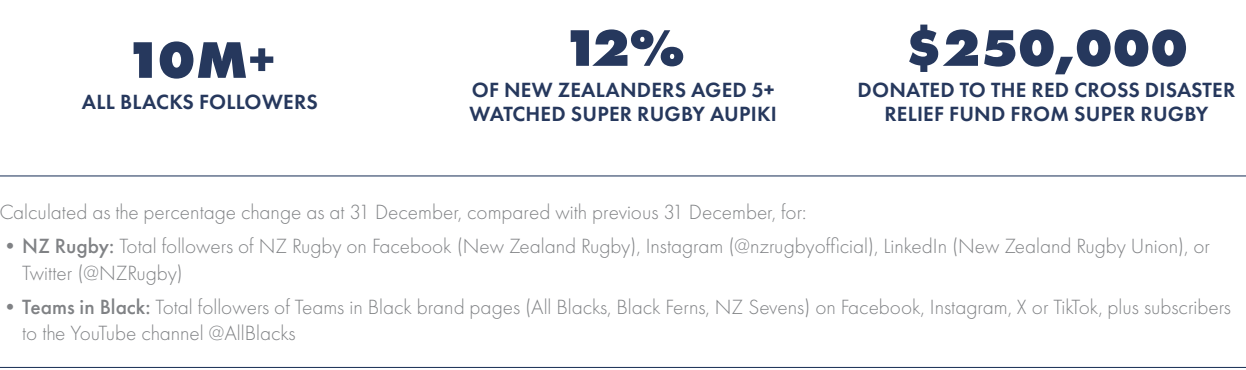
Development pathways for Māori rangatahi were established and strengthened with E Tū Toa, the New Zealand Māori Under-18 development programme for 2023, which saw over 500 young players attend 8 regional camps and a combined national camp. The Nga Whatukura (Boys) and Nga Mareikura (Girls) teams selected both played their New Zealand Barbarian Under-18 counterparts in October. 70 players were selected for two 2023 NZ Women’s Under-20 development camps, introduced to identify and develop promising young players. The camps prioritise education and personal development, which is built on through Provincial Union academies, Sky Super Rugby Aupiki, and the Farah Palmer Cup, presented by Bunnings Warehouse.

LOVED GAME, LOVED BRANDS

Goal: To ensure our game and our brands shine locally and on the global stage.

Service Performance Measure	Brand/Account	2023 result	2022 result
Annual growth in social media audiences for NZR and Teams in Black*	NZ Rugby	+ 72%	n/a
	Teams in Black	+ 16%	n/a

* New measure for 2023



2023 was a big year for our Teams in Black digital channels, with followers growing 16% across the All Blacks, Black Ferns and NZ Sevens. The Black Ferns grew their fanbase on TikTok and Instagram, and brand tracking showed the number of people in New Zealand who were aware of and interested in them more than doubled on 2022, following their strong performance in the World Cup held here and resulting news coverage. The All Blacks added more than 1.4 million followers over the year. Teams in Black also took out four of the top five spots in Sport NZ/Gemba research on interest and engagement with national teams, undertaken in 2023. The Black Ferns’ surge in popularity continued with the research identifying them as Aotearoa’s second-most popular national sports team, up six places on the previous year, second only to the All Blacks at number one. The All Black Sevens were third and the Black Ferns Sevens improved one to come in fifth.

A focus on the New Zealand Rugby brand this year included the implementation of a digital strategy and digital resource, resulting in both improved brand sentiment tracking and substantial growth in digital channels, driven especially by strong Facebook and Instagram numbers. Public perception on player safety issues has been benchmarked for tracking from 2024.

International brand awareness and interest tracking of campaigns for both the All Blacks (for 2023, ‘The Bench’) and Black Ferns (‘Like a Black Fern’), introduced this year, showed

strong awareness for both brands in key global markets, and highlighted opportunities for growth from 2024.

In the lead-up to Rugby World Cup 2023, and then during the tournament, All Blacks fans were encouraged to join the team on the bench as a sign of manaaki (support). Prior to the team leaving for France, the campaign saw 26 communities across Aotearoa gifted a carved bench as a symbol of connection, courage, camaraderie, care, celebration, commiseration and compassion. In France, benches were gifted to the cities of Lyon and Paris after they hosted the All Blacks during the tournament. As well as creating a connection with fans, partners and players towards the World Cup, PR activity generated 38 pieces of online, offline, and social media coverage, with a total audience of 12.9m exposed to the campaign. Digitally the campaign also reached 18.5m people across social media and online channels, while video highlights had 34m views.

DHL Super Rugby Pacific’s second season in 2023 enjoyed a significant increase in fans consuming and engaging with the competition. More fans returned to New Zealand stadiums to catch the action in person, with average attendance up 23% on the non-COVID-19 restricted rounds of 2022. 1.8 million viewers tuned in to watch Super Rugby Pacific on Sky Sport and Prime (now Sky Open) in 2023, up 10% from 2022. On Sky Sport Now, Super Rugby Pacific showed a

31% year-on-year uplift in viewership, with replays, highlights and on-demand content receiving greater engagement. A record-breaking year across social media meant a 30% increase in those viewing highlights via YouTube and Facebook and 10% more followers and increases in video views and engagements on last season. The off-season content strategy in particular resulted in unprecedented growth, with the number of new followers added close to ten times those added in the 2022 off-season.

Season Two of **Sky Super Rugby Aupiki** also saw significant growth in awareness, broadcast and attendance. The lifting of COVID-19 restrictions gave all four teams a more consistent training structure, and the opportunity to compete across five weekends in front of crowds at a variety of venues, enabling them to connect in with their communities and begin to build their brands and fanbases. Aupiki-specific marketing and in-stadium activity brought “Love Every Minute” to life in a high-performance environment, amplifying the work being done in the community and recruitment space to support the Women and Girls’ Strategy. Female viewership increased particularly amongst 25-54-year-olds. All 10 games of the season were broadcast live on SKY Sport 1, and 7 of those also broadcast free-to-air. Viewing hours more than doubled on 2022 across all SKY platforms: 12% of New Zealanders aged 5+ watched some Super Rugby Aupiki action in 2023, up 16% on 2022.

NZR took another step on its Corporate Social Responsibility journey in 2023, with investment in resourcing to develop and implement our Environmental Sustainability Plan, aligned with World Rugby’s plan out to 2030. The plan will look at environmental sustainability as a way of protecting and enhancing the game of rugby, its people, and the planet. It will focus on Climate Action, Nature, and the Circular Economy (zero waste); raising awareness, reducing impact and influencing change in all three areas. Once in place, this plan will set out NZR’s commitment as a socially and environmentally conscious organisation and partner. An example of this occurred in 2023 when DHL Super Rugby Pacific and Sky Super Rugby Aupiki joined forces to raise money for the New Zealand Red Cross Disaster Fund, towards the Cyclone Gabrielle relief effort. NZR, with broadcast partner Sky, pledged \$500 for every point scored during opening round matches involving New Zealand-based teams. With 389 points scored across 6 matches, the players raised \$194,500, and NZR and Sky topped up another \$55,500 to take the total amount raised to \$250,000.

UNLEASHING RUGBY’S COMMERCIAL POTENTIAL

Goal: To unleash rugby’s commercial potential and invest sustainably in the game.



The strong performance of the All Blacks at Rugby World Cup 2023 was matched with strong viewership of the tournament. Over 2.5m New Zealanders saw coverage of the tournament on Sky Sport and Sky Open, with 1.5m watching the final against South Africa. 71,000 watched the coverage in te reo Māori, and streaming platforms Sky Go and Sky Sport Now saw more than seven million streams across the tournament.

To enhance the experience for fans during Rugby World Cup 2023, NZR developed and launched NZR+, a digital content hub enabling fans to get closer to the national rugby teams through exclusive, behind the scenes content, highlights, rugby archive, documentaries and more. NZR+ is a key enabler in unleashing NZR’s commercial potential, helping to build direct-to-fan capability and centralised content. The new service kicked off in August

with four-episode documentaries following the dramatic 2022 All Blacks and Black Ferns seasons. Free to subscribe and available across the globe, NZR+ hosts a multitude of content, including podcasts like the All Blacks podcast and ‘Around the Grounds’ podcast, Small Blacks TV, and series on historic moments for the national teams. For Rugby World Cup 2023, ‘The Front Row Daily Show’ followed the All Blacks over the course of their campaign with 53 daily episodes created, and Taika Waititi presented ‘Tour de Rugby’, a light-hearted look at rugby in the host country. As at 31 December, NZR+ content had already garnered more than 14 million views across NZR+ and YouTube since launch, with shorter-form content also extensively viewed on TikTok.

NZR renewed its long-standing apparel partnership with adidas early in 2023 to continue to provide NZR’s Teams in Black, including the All Blacks, Black Ferns, All Blacks Sevens, Black Ferns Sevens, Māori All Blacks, All Blacks XV, New Zealand Under 20s and the Heartland XV, with playing kit, apparel, boots, and footwear, renewing a partnership that began in 1999. For Rugby World Cup 2023, adidas and NZR unveiled a new design for the All Blacks jersey by French designer Fey the Wolf, that celebrated elements of New Zealand culture alongside that of the 2023 Rugby World Cup home nation.

New partnerships were launched in 2023 with Ryman Healthcare, Cadbury, Groov, SmartFrame and Uber, with Ryman Healthcare’s partnership being of particular significance as it was the first dedicated Black Ferns partner since the Rugby World Cup 2021 (played in 2022). A new executive coaching programme, All Blacks Performance Labs, was launched at the HSBC Hong Kong Sevens tournament in April. This executive coaching programme was developed in conjunction with NZR’s Executive Coaching partner, Propel Performance Group and builds on the 120-year legacy of performance across the Teams in Black. The programme provides executives and organisations with the tools needed to accelerate their own performance, and uses input and learnings from a wide range of former All Blacks and Black Ferns Players and Coaches.

An MoU was signed between NZR and Japan Rugby which has the aim to see the two unions explore strategic and commercial opportunities including more regular matches for our Teams in Black and Super Rugby teams, and an opportunity to work more closely together, and grow and deepen our relevance in the market, with respect to Japanese fans and Japanese brands. The All Blacks XV played two matches in Japan in 2023, and 2024 will see one test between the Japanese Brave Blossoms and the All Blacks, as well as two matches between the Māori All Blacks and the Japan XV.

With support from its voting members, NZR agreed to proceed with the raising of \$62.5m via Silver Lake increasing its interest in NZR Commercial from 5.71% to 7.5%. This completed the capital raise process and allows a Legacy Fund with a committed capital contribution of \$60m to be established as an endowment fund for rugby, to further grow and develop the game from the grassroots up, via annual grants for a range of community rugby initiatives.

ENHANCING THE WELFARE OF OUR PLAYERS

Goal: To ensure every player is safe and well.

Service Performance Measure	2023 result	2022 result
Number of ACC serious injury claims from rugby	0	0
Improved player mental health and wellbeing knowledge and capability through Mind.Set.Engage*	+31%pt	n/a

* New measure for 2023

- **Number of new accepted injury claims registered by ACC:** Injuries occurring within the 12 months 1 Jan-31 Dec and classified by ACC as a 'Serious Injury' caused by playing rugby. This classification describes claimants with specific types of serious injury who are likely to have complex and long-term injury-related needs and includes moderate-to-severe traumatic brain injuries, spinal cord injuries or other comparable injuries, that have the potential to result in permanent disablement. This differs from other definitions of serious injury used elsewhere in (for example) community rugby or injury prevention reporting. The data reflects known accepted claims at a single point in time and may differ if re-run in future. Claims are recorded by when the injury occurred, rather than when the claim was first registered or accepted. Reporting is suppressed where necessary to avoid potentially identifying patients.
- **Improved player mental health and wellbeing knowledge and capability:** Average percentage point improvement pre-/post-workshop, in community and contracted players in clubs and high-performance environments attending Mind.Set.Engage Programme workshops, as evaluated and reported by Nicholson Consulting. (A total of 195 paired survey responses were collected in 2023, a 39% response rate.)

NZR’s mental health support programme was re-launched as ‘Mind.Set.Engage’ in 2023. This programme is designed to actively engage the rugby community in mental health, by championing wellbeing and creating access to mental health support and guidance as well as building strategies for mental fitness. The programme, run in 2023 with support from Te Aka Whai Ora, delivered 31 workshops to community clubs and schools during the year as well as across the professional player environment, focusing on 18–35-year-olds. External pre- and post-workshop evaluation showed on average a 31 percentage-point improvement in reported mental health and wellbeing knowledge and literacy, increased confidence to access support pathways and greater confidence supporting themselves and others. Workshops were also delivered to those identified as key influencers in creating mentally-healthy spaces in rugby (e.g. coaches, parents, club leaders, and managers) to build additional support capability.

Other significant developments in mental health and wellbeing support for our professional players included a new mental health curriculum for all contracted players, the introduction of targeted player mental health screening, and provision of enhanced support through NZR’s Employee Assistance Programme (EAP).

NZR delivered education to all Provincial Unions in support of three Experimental Domestic Safety Law Variations (EDSLVs) which were trialled in 2023. The trials showed good results when surveyed with participants and have been extended for the 2024 and 2025 seasons. The main change introduced focussed on encouraging the first tackler to tackle below the sternum, to improve both the safety and quality of games. Match analysis by NZR found that as a result, tackles were being made lower across the grades, and offloads also improved in premier men’s club rugby. 61% of participants surveyed thought the lower tackle height was safer for the first tackler, and 72% agreed it was

safer for the ball carrier. A maximum scrum push rule of 1.5 metres introduced in senior non-premier rugby has also been extended, with 68% of participants believing scrums were safer as a result.

NZR facilitated 356 Scrum Factory and Tackle Clinic sessions across the country through the RugbySmart programme, and over 8,000 coaches and referees were also provided with the knowledge and skills to prepare players to participate in rugby, with a core focus on injury prevention and player safety. The RugbySmart programme aims to ensure players understand the importance of having the skills, technique, and physical conditioning to participate safely in rugby. In 2024, a specialist women and girls’ Tackle Clinic will be added to the existing skills programme, and NZR will align its already-comprehensive community concussion protocols with the ACC Cross-Sport Collaboration Group’s Graduated Return To Play (GRTP) protocol following concussion in all ages across all sports in New Zealand.

A strong focus on the understanding and management of player concussion and brain health continued in 2023.

- A concussion management campaign targeting teenage boys, ‘Support your squad’ continued with the aim of boosting recognition of symptoms and knowledge of what to do.
- A Brain Health and Concussion Working Group was established, comprised of NZR, the New Zealand Rugby Players Association, and the NZ Rugby Foundation, and has developed a comprehensive three-year plan to manage risks to brain health from participating in rugby.
- Instrumented Mouthguards (iMGs) were trialled in Super Rugby Pacific and the Farah Palmer Cup as well as other competitions around the world during 2023, measuring the number and magnitude of head acceleration events (HAEs) that players experience. The

data gathered so far has already been used by World Rugby to update the global Head Injury Assessment (HIA) protocol. Live iMG data was also used for the first time during WXV to help identify players who had potential concussive events during matches.

- A three-year Super Rugby Pacific trial of Neuroflex, a test that tracks eye movement via virtual reality (VR), completed in 2023 with the results now under analysis by World Rugby. Eye movements can be affected by a concussion, and the trial was to determine whether the Neuroflex system could further enhance the HIA.
- Four different studies were also carried out during 2023’s Farah Palmer Cup, including the iMG trial; a modified version of the HIA using physiotherapists to complete assessments; the Rugby Readiness and Rehabilitation Enhanced and Personalized (RREP) Study into the steps clearing players returning to contact training; and a study into whether mRNA from saliva can be used as a non-invasive, objective marker of concussion.

A key part of this work, the Otago Community Head Impact Detection (ORCHID) Study is a major joint initiative between World Rugby, New Zealand Rugby (NZR), Otago Rugby, the University of Otago and Prevent Biometrics. Led by Dr Danielle Salmon (NZR/World Rugby) and Dr Melanie Bussey (University of Otago), the study sought to understand the nature and frequency of head impacts in men’s and women’s community and age-grade rugby, using Prevent Biometrics’ iMGs. The study measured over 17,000 head acceleration events (HAEs) from 328 male community rugby players, from Under-13s to Premier grades. Results showed that in the men’s community game, 86% of forces measured are the same as or less than those experienced in other forms of exercise such as running, jumping or skipping, and that most events resulting in the highest measured forces are caused by poor technique in the tackle or at the breakdown.

THRIVING PEOPLE, THRIVING GAME

Goal: To enable a world-leading sports organisation and engaging, diverse and inclusive environments across rugby.

Service Performance Measure	2023 result	2022 result
NZR staff engagement score above New Zealand median	+3%pt	-2%pt
Percentage of female directors on the NZR Board	44%	33%

- **NZR Staff engagement score** is calculated across individuals’ responses to specific ‘engagement index’ questions, in an annual survey of eligible employees. The median (67% for 2023) is a benchmark advised by Culture Amp, being the median engagement index score across all New Zealand organisations surveyed by them in the 12 months prior to the NZ Rugby survey. The result (70% for 2023) is shown as a percentage-point difference from the median.
- **Female directors** are self-identifying female members of the NZR Board. The measure is calculated as the proportion of the NZR Board members who self-identify as female in 2023. The measure excludes Co-opted or Emerging Directors and the NZRC Board.

The NZR Board achieved the Sport NZ requirement of a minimum of 40% of Board members identifying as female at the AGM in April 2023 – four of the nine members, or 44% are female. NZR’s Board Diversity Action Plan outlines our commitment to maintaining 50% overall diversity on the board, with a minimum of 40% women. Current

initiatives in place to support this include the appointment of a female Emerging Director, positive communication with our membership through the AGM, Board ‘buddy’ relationships emphasising the importance and benefits of diversity in governance, the engagement of a search firm to support in identifying skilled female candidates for the NZR

board, Unconscious Bias training for Rugby board Chairs & CEOs, and a ‘Women in Rugby Governance’ mentoring programme to support women in taking on leadership and governance roles in Provincial Unions is underway for delivery in early 2024.

Implementation of the Equity, Diversity and Inclusion strategy continued in 2023. A staff Engagement and Belonging action plan, including specific initiatives developed in response to staff feedback was implemented across 22/23 resulting in an improved engagement score of 70% in the latest survey, bringing NZR back above the median across all New Zealand organisations surveyed by Culture Amp. NZR was also recredited with the Rainbow Tick and named as a finalist in Diversity Works’ Inclusive Workplace Award for 2023 for its new design and refit that transformed the New Zealand Rugby offices into a more inclusive and welcoming space, to better reflect the people involved in our national sport.

NZR supported Campbell Johnstone to share his story as the first All Black to publicly come out as gay in early 2023. NZR CEO Mark Robinson said at the time Campbell’s

“strength and visibility will pave the way for others in our game. Rugby is a sport that is welcoming to everyone and a place where people should feel safe to be who they are. We want to be clear, no matter who you love, rugby has your back.”

The NZ Māori Rugby Union was shortlisted for the Jim Maniapoto Memorial Taonga for Excellence in Impacting Māori Participation as Māori award at Sport NZ’s annual New Zealand Sport and Recreation Awards for 2023.

NZR and its Pasifika Advisory Group, Tausoa Fa’atasi celebrated the launch of the NZR Pasifika Strategy 2024-2029 in November. The co-designed strategy aims to create more equitable opportunities for Pasifika at all levels of the game and is the first known of its kind to be developed by a national sports organisation anywhere in the world. The strategy supports translating on-field success to equitable representation in non-playing roles such as coaching, refereeing, administration and governance, through a dedicated plan to enable, embrace and empower positive outcomes and experiences for Pasifika at all levels of rugby.

LEADING THROUGH TECHNOLOGY

Goal: To become the most technologically-enabled rugby organisation in the world.

2023 saw a significant switch in technology with the **build and launch of a new Customer Data Platform (CDP)** bringing together existing mailing list subscribers, NZR+ viewers, ticketing and Fan Engagement System into one customer data and marketing technology stack linked by a single sign-on. This continued focus on developing customer channels with a specific focus on building the digital fan ecosystem will in time enable NZR to deliver personalised and seamless experiences across content, ticketing and merchandising channels. Alongside this work, the launch of NZR+ will also seek to engage a wider range of audiences through 2024. NZR increased its cybersecurity and data management procedures throughout the year, with an

independent Organisational Security Assessment completed which identified areas of strength and those that need ongoing development to ensure fan data especially is secure and privacy is maintained.

For community rugby, improvements to compliance controls were delivered through developments in RugbySmart attendance tracking and police vetting processes, ensuring that vetting was completed earlier than in previous years. In the High-Performance area, additional data streams were integrated into the existing high-performance toolkit, supporting elite teams with detailed match analysis capability and access to specialist training and injury management systems.

SUMMARY PERFORMANCE REPORT

DISCLOSURES TO THE SUMMARY STATEMENT OF SERVICE PERFORMANCE

Background

New Zealand Rugby Union Incorporated (NZR) reports on progress towards its broad aims and objectives in the form of a Statement of Service Performance (SSP), presented alongside its financial statements in accordance with Public Benefit Entity Public Reporting Standard #48 (PBE PRS 48; the Standard). NZR’s first SSP for 2022 included an initial set of eight organisational performance indicators, selected to represent the strategic pillars and success enablers of Strategy 2025, and reflect key areas of delivery.

In preparing the second SSP for 2023, the existing measures have been reviewed as per the Standard. As a result of this review, all eight of the 2022 measures have been retained, however where appropriate the measure’s name or detailed definition has been revised – mostly to ensure the exact activity being tracked and result reported are as clear as possible to a wide audience. These changes do not impact materially on either what the indicator represents or the result reported.

For the two measures of participant numbers, the 2022 and 2023 results, as well as the 2021 comparator have been updated to include Team Manager numbers to align with the wider definition of ‘participant’ covered by those measures. Team Managers play an increasingly important role but have not previously been a focus for registration.

Three additional new measures have also been introduced to reflect more of the breadth and complexity of NZR’s activity:

- **Increase in players retained within rugby over a 3-year period:** Retention of players (in particular) within the rugby system reflects the quality of their experience and the multi-year timespan captures more of the choices players are making. More players bring more whānau and other supporters invested in the game.
- **Annual growth in social media audiences for NZR and Teams in Black:** Tracking follower growth across social channels helps drive understanding of our audiences and where they are growing, as part of building our brands and determining our global focus. Data is sourced directly from the platforms, through an aggregation/reporting tool, or via digital marketing agency, and cross-referenced where possible. Exact numbers can vary due to changes by the platforms, differences between third-party analytics platforms, or if re-run in future.
- **Improved player mental health and wellbeing knowledge and capability through Mind.Set.Engage:** The Mind.Set.Engage mental wellbeing programme, launched in 2017 as ‘HeadFirst’, aligns with ‘Every Life Matters/He Tapu te Oranga o ia Tangata’, New Zealand’s Suicide Prevention Strategy 2019-2029 and Suicide Prevention Action Plan 2019-2024. NZR has an opportunity to have a significant impact in this space, and the programme is well-placed to able to connect those in the regions with support services, including mental health services, where needed. The evaluation is of the workshops attended by community and contracted players in clubs and high-performance environments during the current season.

The updated set of measures for 2023 enables visibility of more of our progress against the stated goals of Strategy 2025. A focus for 2024 on building new technology and skillsets, with the aim of enabling better data collection and analytics capability across the business, is expected to offer new opportunities for reporting from 2025.

SUMMARY PERFORMANCE REPORT

SUMMARY INCOME STATEMENT

	GROUP	
	2023 \$000	2022 \$000
for the year ended 31 December 2023		
Income		
Broadcast rights	85,962	102,315
Sponsorship and licensing	120,942	113,270
Matchday	17,104	28,311
Other income	30,773	23,107
Interest income	8,068	2,182
Managed funds fair value gains	203	–
Foreign exchange gains	133	888
Gain on sale of investment	–	398
Fair value gain on compound instrument derivatives	4,680	–
Total income	267,865	270,471
Expenditure		
Game development	42,354	41,705
Teams in Black	75,934	78,063
Competitions	125,478	136,746
Administration	21,928	15,477
Interest expense	8,935	2,634
Managed funds fair value loss	–	1,314
Equity accounted deficit of associates and joint ventures	760	1,434
Short-term stakeholder payment	–	37,000
Transaction costs	1,386	1,594
Fair value loss on compound instrument derivatives	–	1,966
Total expenditure	276,775	317,932
Income tax	–	–
Net deficit	(8,910)	(47,461)
Net deficit attributable to:		
Stakeholders of the parent	(8,910)	(47,461)
	(8,910)	(47,461)

SUMMARY COMPREHENSIVE INCOME STATEMENT

	GROUP	
	2023 \$000	2022 \$000
for the year ended 31 December 2023		
Net deficit	(8,910)	(47,461)
Other comprehensive income		
Items that may be reclassified to profit or loss:		
Net loss on cash flow hedges	587	4,467
Net gain/(loss) on equity investments	836	(837)
Net gain arising from translation of foreign operations	47	18
Total comprehensive income	(7,440)	(43,813)
Total comprehensive income attributable to:		
Stakeholders of the parent	(7,440)	(43,813)
	(7,440)	(43,813)

SUMMARY PERFORMANCE REPORT

SUMMARY BALANCE SHEET

	GROUP	
	2023 \$000	2022 \$000
as at 31 December 2023		
Current assets		
Cash and cash equivalents	30,452	56,200
Term investments	131,395	35,000
Trade and other receivables	46,904	67,872
Prepayments	6,573	6,998
Loans and advances	–	179
Player payment variation account	243	–
Provincial union funding variation ledger	2,504	–
Forward foreign exchange contracts	2,101	2,801
Compound instrument – derivative forward	–	4,227
Total current assets	220,172	173,277
Non-current assets		
Term investments	22,000	–
Loans and advances	1,204	1,114
Other investments	5,014	25,879
Property, plant and equipment	2,780	2,964
Intangible assets	9,727	4,217
Investment in other entities	2,108	2,821
Forward foreign exchange contracts	5,334	5,295
Total non-current assets	48,168	42,290
Total assets	268,340	215,567
Current liabilities		
Trade and other payables	18,591	20,422
Income in advance	35,821	53,341
Benevolent and welfare fund	2,049	1,545
Provision for medical costs	884	804
Player payment variation account	–	1,083
Forward foreign exchange contracts	1,424	1,272
Provincial union funding variation ledger	–	3,087
Provision for short term stakeholder payment	2,184	6,742
Compound instrument - derivative forward	3,913	–
Total current liabilities	64,866	88,296
Non-current liabilities		
Provision for medical costs	3,784	3,655
Income in advance	3,881	7,761
Compound instrument – host contract perpetual debt	104,540	45,918
Compound instrument – holder call option derivative	80,033	49,943
Forward foreign exchange contracts	2,548	4,414
Long term incentive plan	267	–
Total non-current liabilities	195,053	111,691
Total liabilities	259,919	199,987

SUMMARY PERFORMANCE REPORT

Net assets	8,421	15,580
Equity		
Cash flow hedge reserve	2,997	2,410
Foreign currency translation reserve	26	(21)
Non-controlling interest	5,741	5,461
Revaluation reserve - equity investments	2,128	1,539
Retained earnings	(2,472)	6,191
Total equity	8,421	15,580

For and on behalf of the Board who authorised the issue of the Summary Performance Report on 3rd July 2024.



Dame Patsy Reddy
Chair



Mark Hutton
Chair – Risk, Investment and Audit Committee

SUMMARY STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2023	GROUP					
	CASH FLOW HEDGE RESERVE	FOREIGN CURRENCY TRANSLATION RESERVE	REVALUATION RESERVE – EQUITY INVESTMENTS	NON- CONTROLLING INTEREST	RETAINED EARNINGS	TOTAL EQUITY
	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2022	(2,057)	(39)	2,376	–	53,652	53,932
Net deficit for the 2022 year	–	–	–	–	(47,461)	(47,461)
Other comprehensive income						
Movement in cash flow hedges	4,467	–	–	–	–	4,467
Net gain on equity investments	–	–	(837)	–	–	(837)
B partnership units issued	–	–	–	5,461	–	5,461
Exchange differences from translation of foreign operations	–	18	–	–	–	18
Total comprehensive income, net of tax	4,467	18	(837)	5,461	(47,461)	(38,352)
Balance as at 31 December 2022	2,410	(21)	1,539	5,461	6,191	15,580
Net deficit for the 2023 year	–	–	–	–	(8,910)	(8,910)
Transfer upon disposal	–	–	(247)	–	247	–
Other comprehensive income						
Movement in cash flow hedges	587	–	–	–	–	587
Net gain on equity investments	–	–	836	–	–	836
B partnership units issued	–	–	–	280	–	280
Exchange differences from translation of foreign operations	–	47	–	–	–	47
Total comprehensive income, net of tax	587	47	589	280	(8,663)	(7,160)
Balance as at 31 December 2023	2,997	26	2,128	5,741	(2,472)	8,421

SUMMARY PERFORMANCE REPORT

SUMMARY CASH FLOW STATEMENT

for the year ended 31 December 2023	GROUP	
	2023 \$000	2022 \$000
Operating activities		
Receipts from broadcasting, sponsorship and licensing, and matchday	215,939	202,865
Interest income	4,651	1,633
Other income	30,773	23,107
Payments to suppliers and employees	(267,766)	(278,908)
Interest expense	(6,808)	(1,028)
Operating cash flows	(23,211)	(52,331)
Investing activities		
Purchase of term investments	(202,000)	(75,000)
Maturity of term investments	106,904	60,000
Investment in associates	–	(17)
Loans and advances issued	–	(510)
Repayments of loans and advances	–	928
Proceeds from disposal of equity investments	–	870
Purchase of property, plant and equipment	(783)	(2,562)
Purchase of intangible assets	(6,741)	(34)
Investing cash flows	(102,620)	(16,325)
Financing activities		
Issue of partnership units	100,000	100,000
Transaction costs on issue	–	(5,788)
Financing cash flows	100,000	94,212
Net (decrease)/increase in cash held	(25,831)	25,556
Effect of exchange rate change on foreign currency balances	83	1,166
Cash and cash equivalents at start of the year	56,200	29,478
Cash and cash equivalents at end of the year	30,452	56,200

SUMMARY PERFORMANCE REPORT

NOTES TO THE SUMMARY FINANCIAL STATEMENTS

This is a summary of the New Zealand Rugby Union Incorporated's (New Zealand Rugby) audited consolidated financial statements for the year ended 31 December 2023, which were extracted from the full consolidated financial statements authorised for issue by the Board of Directors on 16th April 2024. An unmodified audit report on the full consolidated financial statements was issued on 16th April 2024.

The summary financial statements have been prepared in accordance with PBE FRS-43 Summary Financial Statements. The full consolidated financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZ GAAP) and comply with Public Benefit Entity (PBE) Standards as appropriate for Tier 1 Not-for-Profit entities. The summary financial statements are presented in New Zealand dollars, which is the New Zealand Rugby functional and presentation currency, with all values rounded to thousands (\$000) unless otherwise stated.

The summary financial statements do not include all the disclosures provided in the full consolidated financial statements and therefore cannot be expected to provide a complete understanding as provided by the full consolidated financial statements and accompanying notes. A copy of the full consolidated financial statements can be obtained from our website www.nzrugby.co.nz or by writing to New Zealand Rugby at PO Box 2172, Wellington 6140.

ESTABLISHMENT OF THE COMMERCIAL ENTITY AND ISSUANCE OF THE PARTNERSHIP UNITS

New Zealand Rugby Commercial LP (NZR Commercial LP) was established to separate and operate the commercial activities of New Zealand Rugby Union Incorporated (New Zealand Rugby) on a stand-alone basis to leverage and expand the New Zealand Rugby brand. The business and affairs of NZR Commercial LP are managed by the General Partner (New Zealand Rugby Commercial GP Limited), a company incorporated for this purpose.

Silver Lake, a Private Equity Investor, was selected by the New Zealand Rugby Board as the preferred partner to invest capital into NZR Commercial LP against criteria of both capital and capability. Silver Lake invested in NZR Commercial LP by contributing \$100m on 30 June 2022 (Tranche 1), with an additional \$62.5m up to \$100m (Tranche 3) intended to be raised on 31 March 2023 and \$100m on 30 June 2023 (Tranche 2). Tranche 3 did not complete on 31 March 2023 as originally envisaged and was later completed on 17 January 2024 (subsequent to year-end) for \$62.5m.

In exchange for these contributions, Silver Lake was (and will be) issued "B1" Partnership Units ("B PUs"). B PUs are entitled to a 4% coupon and don't share in the profits of NZR Commercial LP.

RECOGNITION OF THE INSTRUMENT

The B PUs are classified as compound instruments with both a liability/debt component and an equity component. These instruments also contain embedded derivatives for the conversion options held by the holder and issuer.

The B PUs are complex instruments, containing a number of distinct elements, each represented on the summary balance sheet as:

- A host contract, which is a perpetual debt instrument with a fixed interest of 4%;
- A holder call option and a issuer put option derivative representing the options to convert which are embedded derivatives not closely related to the host contract and therefore recognised separately for accounting purposes;
- A derivative forward representing the fact that NZR Commercial LP is required to issue additional B PUs (Tranche 3 as noted above) at a fixed price on a future date; and
- A residual equity component on initial recognition of the hybrid debt instrument.

SIGNIFICANT ESTIMATES AND JUDGEMENTS

There are a number of significant judgements in respect of the convertible instrument that have an impact on the accounting treatment. Specifically determining that the instrument is a compound instrument – that is it contains a liability component (being the perpetual debt feature), embedded derivatives and an equity component (which in this case is the benefit attributable largely to the below market interest rate on the perpetual debt and which is viewed in substance as a contribution by an owner for the additional equity-like rights (such as voting) over-and-above what a bondholder or option-holder would normally have).

In addition there are a number of key estimates made in accounting for the compound instrument:

- the initial valuation of the perpetual debt: The perpetual debt is valued initially at fair value by estimating a market rate of interest that would normally be required by a debt provider for a loan of similar term and credit risk.
- valuation of the embedded derivatives: The call option has been modelled using a binomial option pricing model, which estimates a fair value based on an expected distribution of stock prices over time. The put option held by NZR has been assessed as having nil value at inception given there is negligible value in exercising the option.
- valuation of the obligation to issue additional B units at a fixed price: this component is a derivative and is valued using the same valuation methodology as outlined above. At 31 December 2023 it was assessed that this derivative forward liability had a fair value of \$3.91m.

A significant input into the pricing model that values the embedded derivatives, and the forward liability is the business valuation of NZR Commercial LP. During the year NZR Commercial LP engaged a specialist valuer to assist in estimating the equity value of the business. This value is used to calculate the value of the derivatives upon issuance of tranche 2 on 30 June 2023 as well as revaluation of all compound instrument derivatives to their fair value on 31 December 2023.

The valuer considered several valuation methodologies such as discounted cash flows, capitalisation of earnings in regard to multiples of comparable transactions and calibration to the enterprise value implied by Silver Lake's investment.

The valuer concluded a valuation at 30 June 2023 to be in the range of \$3.2bn to \$3.7bn. The business valuation adopted was \$3.5bn. Management and those charged with governance have given consideration to the \$3.5bn business valuation at 30 June 2023 and whether there were any changes in the organisation or to market indicators that would give rise to the change in valuation to 31 December 2023. It was concluded that there was no change that could materially impact the value of the derivatives recognised and the business valuation of \$3.5bn was adopted as the key input to the valuation of derivatives at year-end.

SUMMARY PERFORMANCE REPORT

CONTENT HUB

NZR Commercial LP has created a NZR Commercial LP owned and operated content hub, branded as NZR+. NZR+ is a key platform for viewing New Zealand Rugby content and includes archived content as well as original content produced by NZR Commercial LP. NZR+ went live in August 2023 and currently has circa 100 hours of content.

Intangible assets are to be recognised when an asset is identifiable, controlled and where future economic benefits are expected to flow. In the case of the content hub, these assets are typically the digital content, as opposed to the platform itself. The cost of an internally generated intangible asset comprises all directly attributable costs necessary to create, produce, and prepare the asset to be capable of operating in the manner intended by management.

These assets are held at a series level (identifiable), NZR Commercial LP has the rights to screen the content (controlled) and there is current revenue being generated from this content, along the expectation of further revenue from future revenue streams (future economic benefits). The assets \$6.2m (2022: nil) are held at cost \$6.8m (2022: nil) less accumulated amortisation \$0.6m (2022: nil) and any impairment losses nil (\$2022: nil).

LONG TERM INCENTIVE PLANS

To align individual long-term interests with NZR Commercial LP and enable participation in the equity value creation of NZR Commercial LP, the entity has implemented a long term incentive plan ("LTIP") for senior executives and directors.

This LTIP has been recognised as a cash-settled share-based payment plan under NZ IFRS 2 *Share-based payments* as the cash payment to which participants are entitled is sufficiently linked to the equity value of NZR Commercial LP. This is a key judgement. In the absence of an equivalent accounting standard under PBE Standards, the group has applied the principles of NZ IFRS 2 to account for the LTIP.

The fair value of the amount payable to employees in respect of the LTIP, which is settled in cash, is recognised as an expense with a corresponding increase

in LTIP liability, over the period during which the recipient becomes unconditionally entitled to the payment. The liability is remeasured at each reporting date and at settlement date based on the fair value of the LTIP. Any changes in the liability are recognised in profit or loss.

NZR Commercial LP engaged an expert valuer to assist in determining the fair value of the LTIP at year-end. A binomial option pricing model was used to determine the fair value of the LTIP, amounting to \$3,006k to the participants. This fair value is recognised over the vesting period of 6 years, over the vesting period of 6 years. This resulted in the recognition of a long term incentive plan liability of \$267k at 31 December 2023 (2023: nil).

Key inputs in the binomial option pricing model were a business valuation of NZR Commercial LP of \$3.5bn, a risk-free rate of 4.18% and a maturity date of six years to 31 December 2028.

SUBSEQUENT EVENTS

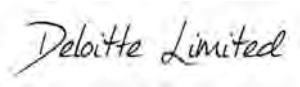
Silver Lake invested a further \$62.5m in January 2024 in line with the terms of the transactional agreements. The proceeds from this transaction were received by NZR Commercial LP on the 17th of January 2024, subsequent to year-end when the B partnership units were issued. (2022: nil).



Independent Auditor’s Report on the Summary Consolidated Performance Report

To the Members of New Zealand Rugby Union Incorporated

Opinion	The summary consolidated performance report of New Zealand Rugby Union Incorporated (‘NZ Rugby’) and its subsidiaries (the ‘Group’) comprises the summary consolidated financial statements and the summary statement of service performance for the year ended 31 December 2023. The complete set of summary consolidated financial statements comprise the summary consolidated balance sheet as at 31 December 2023, and the summary consolidated income statement, the summary consolidated comprehensive income statement, the summary consolidated statement of changes in equity and the summary consolidated cash flow statement for the year then ended, and related notes. The summary consolidated performance report is derived from the audited consolidated performance report of the Group for the year ended 31 December 2023. In our opinion, the accompanying summary consolidated performance report, on pages 50 to 69, is consistent, in all material respects, with the audited consolidated performance report, in accordance with PBE FRS 43: Summary Financial Statements issued by the New Zealand Accounting Standards Board.
Summary consolidated performance report	The summary consolidated performance report does not contain all the disclosures required by Public Benefit Entity Standards. Reading the summary consolidated performance report and the auditor’s report thereon, therefore, is not a substitute for reading the audited consolidated performance report and the auditor’s report. The summary consolidated performance report and the audited consolidated performance report do not reflect the effects of events that occurred subsequent to the date of our report on the audited consolidated performance report.
The audited consolidated performance report and our report thereon	We expressed an unmodified audit opinion on the audited consolidated performance report in our report dated 16 April 2024.
Directors’ responsibilities for the summary consolidated performance report	The Directors are responsible on behalf of the Group for the preparation of the summary consolidated performance report in accordance with PBE FRS 43: Summary Financial Statements.
Auditor’s responsibilities	Our responsibility is to express an opinion on whether the summary consolidated performance report is consistent, in all material respects, with the audited consolidated performance report based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (‘ISA (NZ)’ 810 (Revised): Engagements to Report on Summary Financial Statements Other than in our capacity as auditor, we have no relationship with or interests in the Group, except that partners and employees of our firm deal with the Group on normal terms within the ordinary course of trading activities of the business of the Group.
Restriction on use	This report is made solely to the Members, as a body. Our audit has been undertaken so that we might state to the Members those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Members as a body, for our audit work, for this report, or for the opinions we have formed.



Wellington, New Zealand
3 July 2024

This audit report relates to the summary consolidated performance report of New Zealand Rugby Union Incorporated (‘NZ Rugby’) and its subsidiaries (the ‘Group’) for the year ended 31 December 2023 included on NZ Rugby’s website. The Board of Directors is responsible for the maintenance and integrity of NZ Rugby’s website. We have not been engaged to report on the integrity of NZ Rugby’s website. We accept no responsibility for any changes that may have occurred to the summary consolidated performance report since it was initially presented on the website. The audit report refers only to the summary consolidated performance report named above. It does not provide an opinion on any other information which may have been hyperlinked to/from this summary consolidated performance report. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the consolidated performance report and related audit report dated 16 April 2024 to confirm the information included in the summary consolidated performance report presented on this website.

DIRECTORY

As at 31 December 2023

New Zealand Rugby Life Members

- Richie Guy
- Andy Leslie
- Rob Fisher
- Sir Graham Henry
- John Sturgeon
- Mike Eagle
- Sir Bryan Williams
- Graham Mourie

New Zealand Representatives to World Rugby

- Mark Robinson
- Bart Campbell
- Dr Deborah Robinson

New Zealand Representatives to SANZAAR

- Mark Robinson
- Bailey Mackey

New Zealand Representative to Oceania Rugby

- Steve Lancaster

Appeal Council

- Rob Fisher
- Pamela Andrews
- Michael Heron, KC

Citing Commissioners

- Sarah Persico
- Erin Rush
- Amal Prasad
- John Wootton
- Tony Duffin
- David Gray
- Mike O’Leary
- Martin Harris
- Ian Dallas
- Keith Brown

Judicial Officers

- Aminiasi Kefu
- Robin Bates
- Michael Heron, KC
- Nigel Hampton, KC
- Roger Drummond
- Chris Morris
- Helen Morgan
- Judge Mike Mika
- Judge Phil Recordon
- Tania Sharkey

Chris Smith

- Catherine Ure
- Giuliana Petronelli
- Keith Binnie

Auditors

- Deloitte, Wellington

Solicitors

- Simpson Grierson, Wellington
- AJ Park, Wellington

New Zealand Māori Rugby Board

- Dr Farah Palmer (Chair)
- Andre Baker
- Dayveen Stephens
- Doug Jones
- Merewaakana Kingi
- Rob Clark
- Anne-Marie Jackson

Arran Pene

Warren Alcock

Jacob Ellison (Aspiring Director)

Associate Members

- New Zealand Colleges of Education Rugby Football Federation
- New Zealand Deaf Rugby Football Union
- New Zealand Defence Force Sports Committee
- New Zealand Marist Rugby Football Federation (Inc)
- New Zealand Rugby Foundation (Inc)
- New Zealand Schools Rugby Council

- New Zealand Universities Rugby Football Council (Inc)
- Rugby Museum Society of New Zealand (Inc)

- New Zealand Barbarian Rugby Club (Inc)



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