



# NEW ZEALAND RUGBY

# ANNUAL REPORT 2024



# TE ARA RANGA TIRA 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 2024 PARTNERS

## Official Partner



## Major Global Partner



## Performance Partner



## Premium Global Partners



## Global Partners



TUDOR



AIR NEW ZEALAND

## Regional Partners



## Other Competition Partners



## Supporters & Suppliers



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# FROM THE CHAIR

## I'm honoured to introduce this Annual Report, my first as Chair of New Zealand Rugby.

A central issue for rugby in 2024 was governance reform. 2023's Governance Review outlined the need for the game to modernise its governance structures, and at a Special General Meeting in May, our members voted to change the NZR Constitution to reflect a more independent governance structure. For the remainder of the year, the previous Board and NZR staff implemented a process to ensure the best possible mix of skills, diversity and perspectives to move the game forward.

I and seven other new directors were ratified in December after being put forward by the NZR Appointments and Remuneration Panel. A ninth director was added in March 2025. The outgoing Board continued over the new year period, with the new Board taking effect from 1 February 2025. I wish to thank Dame Patsy Reddy and her Board for their service to the game over the past few years and their support through the transition.

I applied to join the Board because I think I have the relevant experience and capability to help the game navigate a challenging environment. I am joined on the Board by a highly talented and widely experienced team who, like me, care deeply about the whole game.

The Board agrees we will not succeed unless we succeed in supporting and growing a thriving community game, and in winning at the highest level, and are a profitable and growing business, but most of all, we will not succeed unless the game is aligned and engaged and working together to achieve our shared goals. You have my commitment on behalf of the NZR Board that we will do our very best to ensure we succeed in all of these ways.

Reading through this Annual Report, there is much to be proud of and excited by. From the Black Ferns Sevens' exceptional Olympic gold medal through to increasing community participation numbers in multiple categories, 2024 was a good year for the game, and I believe we are well-positioned to continue this momentum.

*David Kirk*

**David Kirk, MBE**  
Chair



# FROM THE CEO

I reflect on 2024 with an immense amount of pride in the results, activity and connections made across the year.

NZR achieved a record level of income in 2024, demonstrating continued growth in commercial revenue, which in turn supported continued investment into the community game, and a strong cash position at year's end of \$174.5m\* in reserves. Operationally, we achieved a near break-even result for the year, with foreign exchange hedging on sponsorship revenue and investment into revenue growth initiatives through New Zealand Rugby Commercial (NZRC) resulting in a \$19.5m net deficit. The hedging impact resulted from the turbulence on global foreign exchange markets and a need to reclassify foreign exchange hedging contracts at the end of the year.

Towards the back of this report, you will find our summary Performance report, including our summary financials and Statement of Service Performance.

## Grassroots continue to grow

The community game remains the heart of rugby, and we were thrilled to see that community playing numbers grew by six percent to 155,568. Within that number there's strong growth in various categories, including teenage boys and record numbers of women and girls and Heartland region players. This is a result of the dedication and hard work of so many people around the country, from NZR's Community Rugby team through to the valued volunteers who give so much to the game. In particular, we thank the Provincial Unions for the great work they do to deliver and grow rugby in their regions.

The continued success of the Under 85kg grade saw a national squad announced for the first time, heading to Sri Lanka in May 2025. This is a wonderful success story for different game offerings, and it's exciting to add a national team ambition for this group of players.

## Teams in Black

Our elite teams had a busy calendar across 2024. The Black Ferns Sevens took the momentum from being crowned SVNS Series Champions into the Paris Olympics, securing their second-straight gold medal. The team's mix of experience, youth, creativity and grit came together in the biggest moment and saw them send off some retiring players in the perfect manner. The All Black Sevens won two legs of the world series, but were unable to medal at the Olympics. They were understandably disappointed, and we know the group has work to do, but



we remain proud of how they conducted themselves and represented New Zealand with mana.

The All Blacks brought in a new era, with a new coaching group and captain, and several players having retired after the 2023 Rugby World Cup. The team finished with a 71% winning record across 14 matches against quality opponents here in the Southern Hemisphere and on the Northern Tour. We know many teams get up to face the All Blacks, and it was clear to see the fine margins that exist in international rugby, with many games being decided by only a few points either way. Some exciting fresh talent made the most of their opportunities, none more so than Wallace Sititi, named World Rugby's Breakthrough Player of the Year.

The Black Ferns retained the O'Reilly Cup, but also witnessed the increased competitiveness at international level with a few challenges across PAC4 and WXV1. Many teams are building well towards the Women's Rugby World Cup 2025, finding the combinations and players that will click at the pinnacle event. We also saw a magnificent moment with King Charles at Buckingham Palace, showcasing the team's unique culture and winning hearts all around the world.

Both the Māori All Blacks and All Blacks XV continued to play an important role in our performance, brand and commercial ambitions around the world. The Māori All Blacks split a series against Japan XV, a tour grounded in cultural exchange and growing the game. With two wins in Europe, All Blacks XV provided the opportunity for players to gain valuable international tour experience, and to take our brands into both Ireland and France.

## Engaging competitions

Sky Super Rugby Aupiki continued to demonstrate its competitive nature, with the Blues becoming the third different champion in the competition's three-year history. This is a positive trend for women's rugby, showing that talent is emerging in all four regions

\*The reserve consists of cash balances, term deposits and investments in managed funds, less benevolent and welfare fund, provision for medical costs, provision for short term stakeholder payments, player payment variation account and amounts held by NZR for the establishment of the Legacy Fund.

# NEW ZEALAND RUGBY BOARD

alongside established Black Ferns players. A 21% increase in Sky broadcast viewership on 2023 indicates that rugby fans have picked up on this and are enjoying Aupiki's unique style of rugby.

Fans enjoyed both DHL Super Rugby Pacific and the Bunnings Warehouse NPC in multiple ways. Super Rugby Pacific saw a 12% increase in viewership and 9% uplift in fan attendance, while NPC crowds were up 14% year-on-year. Both competitions had fantastic digital presence, and that was seen in Super Rugby Pacific video views up 40% and an 11% increase in followers across all NPC social platforms. Ensuring rugby is fan-centric at every level is a priority for us, and it was great to see people engaging with these competitions during matches and beyond the final whistle.

In a thrilling extra-time final, Wellington took home the Bunnings Warehouse NPC title. The Farah Palmer Cup presented by Bunnings Warehouse season saw the JJ Stewart Challenge Trophy change hands multiple times, after Canterbury had held it since 2017. Challenge trophies are a fantastic way to add extra meaning throughout the season, and we saw this as first Auckland, then Counties Manukau, and finally Waikato, lifted the trophy. Waikato also added the Premiership title to their trophy cabinet, and Manawatu Cyclones went undefeated to claim the Championship.

At Heartland level, the Bill Osborne Taonga completed a tour of the country, with five successful challenges across the season. South Canterbury's five-year unbeaten run in the Meads Cup came to an end after neighbours Mid Canterbury secured a one-point victory in the semi-final. Thames Valley won the final to bring the Meads Cup north, and King Country were victorious over West Coast in extra time to win the Lochore Cup. With increased participation growth and intensifying rivalries, it's really exciting to see Heartland rugby thriving.

## More than a game

Rugby holds a special place in Kiwi communities, and we believe in the power of sport to advocate for societal change. Through our mental health and wellbeing programme Mind Set Engage, campaigns to support safeguarding children and continuing brain health and concussion education, we aim to equip people involved in rugby with skills, knowledge and resources to help make their communities a safer, more welcoming place for all.

We are also making good advances in our sustainability intentions, as part of our wider Corporate Social Responsibility programme. For the first time, this report outlines our emissions disclosures, outlined on page 20, alongside all the work we are

putting in to use rugby as a vehicle to make positive change for the betterment of people and the planet.

## Global lens

We are proud of the leadership we're able to have in global discussions about the future of rugby. We have started to see the product of shape-of-game meetings held throughout 2024, which we contributed to. Dr Brett Robinson was elected as World Rugby Chair, and we endorsed his progressive approach towards the evolution of the game on and off the field.

NZR's global strategy saw an All Blacks match against Fiji taken to San Diego, where we activated our brands around the city and a crowd of over 33,000 took in the game. A deliberate content strategy helped build brand recognition in new markets through targeted collaborations, new content streams and delivering rugby into previously dark markets.

## Partner acknowledgement

We continue to receive wonderful support from our valued commercial partners and enjoyed connecting with many of our domestic and commercial partners throughout 2024. We are especially grateful for the support of adidas and Sky Television, which is vital for the funding, promotion and strengthening of the game. There are many partners who help facilitate rugby activity across the country; the New Zealand Government, Sport New Zealand and High Performance Sport New Zealand; 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 New Zealand Māori Rugby Board; New Zealand Rugby Players Association; our key partner ACC, and well as the media for their coverage of the game.

## Final words

As I look back on 2024, a key reflection is the passion there is for the game all around the country. From those who play and support community rugby, to fans in the stands in provincial colours and black jerseys, your love of the game inspires everyone at NZR day-to-day. Thank you for your dedication and engagement with rugby, and I look forward to seeing you throughout 2025.



**Mark Robinson**  
CEO, New Zealand Rugby

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

This report looks back on our 2024 performance. The Directors on the New Zealand Rugby Board in 2024 are presented here. Their term ended at the end of January 2025.

From 1 February 2025, membership of the NZR Board changed as a result of the Governance Review. You can find more information on our new Directors on the following pages.

## NEW ZEALAND RUGBY BOARD 2024

**Rt Hon Dame Patsy Reddy**  
**GNZM,CVO,QSO,DSIJ**  
Chair – Appointed Board Member  
since May 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, and with numerous creative and charitable organisations.

She has been a non-executive director of a variety of companies, including Air New Zealand, NZ Post, SkyCity Entertainment and Telecom New Zealand (now Spark), served as Chair of the NZ Film Commission and Deputy Chair of NZ Transport Agency (now Waka Kotahi) 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 also Chair of the NZSO Foundation, a director of Crown Regional Holdings, and a Trustee of the Aspen Institute NZ.

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

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

Professor 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.

In 2024 she was Chair of the New Zealand Māori Rugby Board, and President of the New Zealand Rugby Museum.

Dame Farah is a former Black Fern, captaining the side to three Rugby World Cup titles.

**Bailey Mackey**  
**(Ngāti Porou, Tuhoe,**  
**Rongowhakaata)**  
Deputy Chair – Elected 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 one of five NZR representatives on the Board of New Zealand Rugby Commercial.



NEW ZEALAND RUGBY BOARD 2024

Ajit Balasingham

Elected Board Member –  
NZR Board Member since 2021

Born in Sri Lanka, Ajit migrated to New Zealand in 1987. He is a business advisor with over 30 years accounting industry experience. He is a Fellow of the Chartered Accountants of Australia and New Zealand and Member of the Chartered Institute of Management Accountants.

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

Before joining the NZR Board, Ajit was Chair of Northland Rugby and was instrumental in achieving a strong balance sheet for the Union. He also served as Interim CEO for the Blues Super Rugby Club.

Ajit is currently Chair of Rugby For Life, a community-led organisation which harnesses the power of rugby to help improve the lives of all Northlanders and their communities.

Rowena Davenport

Appointed 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.

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 also had 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 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 New Zealand Rugby. Over the term Mark has been a member of the Risk, Investment and Audit Committees for both NZRU and NZRC and chair of NZRU Risk, Investment and Audit Committee since 2022.

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 sat on the Board of the Ngāi Tahu/NZR joint venture, All Blacks Experience (ABEX), as NZR's representative.

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

Stu 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 Auckland University.

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

Waynes'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.

NEW ZEALAND RUGBY BOARD 2025

David Kirk, MBE  
Chair

David Kirk brings a wealth of experience from his extensive career across roles in governance, business, and rugby. David is the Chair and co-founder of Bailador Technology Investments, overseeing investments in high-growth information technology companies. He also serves as Chair of listed company KMD Brands, where he has guided the company's transformation into a multi-brand outdoor apparel group and supported its achievement of B-Corp certification. David also holds leadership roles as Chair of Forsyth Barr and has previously served as Chair of Trade Me and The Hoyts Group.

Greg Barclay

Greg Barclay is a lawyer and governance professional with extensive experience across commercial, legal, and sports sectors. A founding partner of Claymore Partners, a specialist commercial advisory firm, Greg has built a career combining strategic leadership and business acumen. He currently serves as Chair of several organisations, including Smartpay, Pacific Forest Products, and Boffa Miskell, where he has driven growth, innovation, and operational excellence.

Grant Jarrold

Grant Jarrold is an experienced business professional and governance leader with a long track record in rugby administration and financial management. He has been a leading figure in New Zealand rugby, serving as Chair of the Crusaders since 2014 and as a board member of the Canterbury Rugby Football Union (CRFU) for 18 years. Grant was also the CRFU chair in 2014.

Marise James

Marise is a professional director with extensive governance experience across a range of industries, including finance, insurance, and primary industries. She served on the Taranaki Rugby Board for 8 years and is currently a director of Southern Cross Pet Insurance Limited (Chair) and Midlands Funds Management Limited. Previous governance roles include Farmers Mutual Group, Taranaki Health Foundation, TSB Bank, TSB Community Trust, and Fonterra Cooperative Group Limited. A chartered accountant, in those roles Marise has often chaired the Audit and Risk or equivalent committees.

Doug Jones

Doug Jones (Rongowhakaata, Ngāi Tāmanuhiri, Ngāti Kahungunu) has extensive governance and executive experience, a deep understanding of Te Ao Māori, and a passion for rugby and community development. Doug is currently Chief Executive of Trust Tairāwhiti, where he leads regional economic development and tourism, and oversees major assets such as Eastland Generation, Eastland Port and Gisborne Airport. In this role, he has refreshed the organisation's strategic direction and driven cultural and operational transformation.

Keven Mealamu, MNZM

Keven Mealamu is a respected business leader, community advocate, and former professional rugby player with experience in governance and stakeholder engagement. Since retiring from a 15-year professional rugby career in 2015, Keven has focused on fostering community well-being, business innovation, and sports governance.

Julia Raue

Julia Raue is a professional independent director with extensive governance experience across a range of industries, including technology, retail, energy, health, logistics, and media. She has held governance roles with some of New Zealand's leading organisations and is known for her expertise in strategic change, business transformation, and fostering high-performance cultures.

Caren Rangi ONZM

Caren Rangi is an experienced governance professional with a passion for community focused leadership. Caren is New Zealand-born Cook Islands Māori and has built her governance career across public, private, and not-for-profit sectors.

Catherine Savage

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.

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## 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. In 2024, the President and Vice President (along with the Chief Executive Officer) attended New Zealand Rugby Board Meetings, although attend in an observer capacity and did not vote on Board matters. These positions are elected for two-year terms.



### Matthew Cooper

President (non-voting) since 2024

Matthew is in his 24th 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 Hamilton Indoor Recreation 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 has enabled him to understand the importance and value to be experienced from community and building relationships.



### Erin Rush

Vice President (non-voting) since 2024

A former player, Erin Rush represented Wellington FC and was a long-standing captain of the Wellington Pride before making her Black Ferns debut in 2003.

Erin has continued to contribute to rugby after her playing days, she was appointed the first female president of Centurions Rugby Club and was the first female Citing Commissioner for New Zealand Rugby.

Outside of rugby, Erin is a leading real estate agent for Harcourts, the top salesperson in Wellington City since 2016.

## INSIDE NEW ZEALAND RUGBY

# 2024 EXECUTIVE

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



### Mark Robinson

Chief Executive Officer



### Toni Grimshaw

Chief People Safety and Wellbeing Officer



### Steve Lancaster

General Manager Community Rugby



### Chris Lendrum

General Manager Professional Rugby and Performance



### Paul Stevens

Chief Communications Officer



### Jo Perez

Chief Financial Officer

For more information about the Exec, go to [nzrugby.co.nz/about-nzr/who-we-are/](https://nzrugby.co.nz/about-nzr/who-we-are/)



# REIMAGINING RUGBY

Strategy 2025 is our future-focused roadmap for how rugby can evolve through to 2025 and beyond. 2024 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 56.

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.



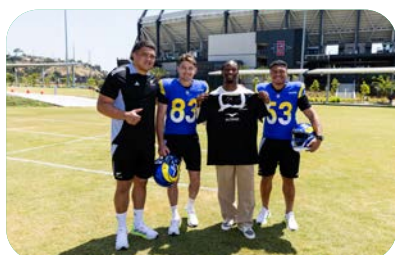
### Rugby at the Heart of our Communities

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 the 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

**We believe rugby is a game for all, and 2024 saw further advances in our commitment to create more inclusive rugby environments, from the field to the boardroom.**

A major highlight was the Women in Rugby Governance & Mentoring Programme, which brought together 25 women from 21 Provincial Unions. Developed in collaboration with the Institute of Directors New Zealand, the programme delivered high-quality, tailored governance content designed specifically for women in rugby leadership. The programme enhanced the participants' existing leadership capabilities and strengthened cross-Union networks and relationships around the country. It has been wonderful to see two participants and one mentor from the programme have since been appointed Chair of their respective Unions, demonstrating tangible progress in gender equity and leadership representation within the game.

We were honoured to be named a finalist for the Sport New Zealand Leadership in Diversity & Inclusion Award. This recognised the collective impact of our EDI, Women and Girls and Pasifika strategies over recent years. Together, these strategies have helped us begin or maintain progress to support clubs, Provincial Unions and other rugby stakeholders in ensuring everyone has positive interactions with our game. You can find out more about progress against the Women and Girls and Pasifika Strategies on the following pages.

An enjoyable event we supported in partnership with Wellington Rugby was a Rainbow Rippa tournament as part of the Wellington Pride Festival. This inclusive event celebrated the LGBTQIA+ community and reinforced rugby as a game where people - whether they're involved as a player, fan, volunteer or administrator -

are welcome regardless of gender or sexual orientation. We also achieved Rainbow Tick Reaccreditation, continued certification of our commitment to maintaining inclusive and safe workplace environment for all staff and stakeholders.

NZR remains steadfast in our vision to ensure rugby continues to reflect and celebrate the diversity of Aotearoa New Zealand and our participant base.

**“The programme has definitely given me more confidence to back myself, and to realise I do have skills and knowledge to contribute positively around the board table.”**

Participant feedback from the Women in Rugby Governance & Mentoring Programme.



# WOMEN & GIRLS

**In Year 2 of our Women and Girls Systems Strategy, we saw women's rugby thriving at the professional level, in community rugby and off the field.**

The 33,757 registered female players in 2024 marked an all-time high, something which can be attributed to NZR and Provincial Unions working to provide dedicated initiatives to make the game welcoming for women and girls, such as the Girls Activator Programme. To help continue this momentum, we worked with 14 Provincial Unions to codesign Contact Ready, a national programme to support teenage girls new to rugby or transitioning into contact versions of the game which will be piloted in 2025. A revamped Ako Wāhine coaching programme was piloted in Wellington and will be expanded to the rest of the country. NZR's refereeing team held workshops across the country, including in Heartland regions, designed to support and upskill female referees.

In the professional space, we collaborated with Rugby Australia in 2024 to announce a Super Rugby Champions Final between the 2025 Super Rugby Aupiki and Super WV winners. This demonstrated a step forward in further aligning these two competitions. Kendra Cocksedge, the most-capped Black Fern in history, stepped into the newly-created role of Women's High Performance Pathway Manager, utilising her experience at all levels of the game to focus on identification,

development and succession of players and staff. Contracting for our leading women's players is gaining momentum also, with Kennedy Tukuafu signing a four-year deal, the longest commitment by a women's fifteens player to date.

NZR facilitated a new 'Women in Governance' programme with 25 participants from 21 Provincial Unions taking part. Delivered with the Institute of Directors New Zealand, the programme covered governance principles and skills as well as mentoring with experienced rugby board directors.

The Black Ferns Sevens' Olympic gold medal win in the middle of the year was a continuation of their dominance on the world stage. While the Black Ferns had their challenges throughout 2024, the team retained the O'Reilly Cup and had the opportunity to test themselves against their rivals as they built towards the 2025 Rugby World Cup.

We're proud that New Zealand will host the first-ever British and Irish Lions Women's side in 2027, taking elite women's rugby around the country with three Test matches as well as additional tour matches. It was great to work with the government to help secure the tour, knowing the economic benefit the tour will bring with travelling fans.





# PASIFIKA

**Launched in 2023, our Pasifika Strategy's vision is to enable, embrace and empower positive outcomes and experiences for Pasifika at all levels of rugby.**

2024 was the first full calendar year of delivering the Strategy, focusing on Pou 1: Kelekele – Preparing the Soil. These are the initial first steps to ensure that rugby environments, systems and structures are prepared to cultivate and provide space for Pasifika.

Achievements against the Year One Action Plan:

- Pasifika Strategy Steering Group: Formed to lead the implementation of the annual action plans, this group consists of internal NZR staff and external stakeholders from Provincial Unions and Super Rugby clubs.
- Evaluation: Developed a framework to measure success and progress against the Strategy.
- Data collection of playing base: Previous methods allowed for only one ethnicity to be recorded upon registration. This didn't capture the full contribution of Pasifika within the community game. Registrations now offer the opportunity to report more than one ethnicity.
- Cultural competency programme: A stocktake identified areas where more support is required to enhance cultural competency across the rugby system. We are looking to collaborate with Pasifika organisations to address these needs in 2025.
- Pasifika in Rugby network: A social media group was created to connect Pasifika working in rugby, highlighting achievements and activity of Pasifika right across the rugby landscape.

NZR also supported two events celebrating Pasifika in rugby. The Pasifika Hall of Fame ceremony recognised iconic players and coaches in their inaugural induction ceremony, including Tuifa'asasina Sir Bryan Williams, Jonah Lomu and Seiuli Fiao'o Fa'amausili.

All Blacks players Patrick Tuipulotu, Caleb Clarke and Wallace Sititi paid a visit to Bubblegum Holiday Programme, run by South Seas Healthcare targeting Pasifika youth in South Auckland. It was a special session where the players inspired the young people to follow their dreams, with a big emphasis on Pasifika cultural connection.

The Pasifika Strategy highlighted the lack of Pasifika voices in influential off-field roles. It was great to see some progress in this space, with former international player Sene Naoupu appointed as CEO of North Otago, the first Pasifika female CEO of a Provincial Union. Following NZR's Governance Review process, NZR's Constitution was updated to include that at least one Board Member must identify and have lived experience as Pasifika with ancestral and authentic cultural connections and an ability to apply a Pasifika world view in a complex organisational context. Two Pasifika directors were appointed to the NZR Board in December - Maiavatele Keven Mealamu and Caren Rangi ONZM.

# DIGITAL GROWTH

**Our online presence allows us to connect with fans all over the world, especially when our teams are not in market.**

It's also a way to introduce the game, our brands and unique culture to people and grow our fanbase internationally, which we see when our teams play overseas. Over 33,000 people attended the All Blacks' match against Fiji in San Diego in July, with 44 American states represented in the crowd.

In 2024, the All Blacks YouTube channel hit the significant milestone of one million subscribers. This is the result of a strategy to diversify our content formats and make it available in more places. NZR+ continued to produce content bringing fans closer to our teams and players. Covering the breadth of rugby on and off the field, 2024 releases included:

- *Together We Walk*, behind the scenes of the 2024 All Blacks season under new head coach Scott 'Razor' Robertson.
- *Sarah Hirini: Relentless*, following a Black Ferns Sevens legend's recovery from surgery ahead of the Paris Olympics.
- *Māori All Blacks – Bound By Blood*, a unique glimpse into the team as they tour Japan.
- *The Offsiders San Diego*, exploring the city with former All Black Andy Ellis and Orange is the New Black star Jessica Pimentel.
- *Poi Stories*, demonstrating the powerful connection between culture and sport with elite Black Ferns players.

Collaborations with YouTube stars Dude Perfect (US) and Fischer's (Japan) brought our brands to new global audiences, while coverage of Grassroots Rugby and highlights from local competitions kept Kiwi fans up-to-date on the game here at home.

The platform also added new ways to engage with matches such as Play Predictor, added shopping, and made live games available in more than 40 dark markets.

New Zealand Rugby social media audiences grew by 59%, while the Teams in Black channels continued their steady annual growth with a 15% increase in followers across all key platforms. The Black Ferns meeting King Charles at Buckingham Palace was an example of the power of social media. The moment several players hugged the King went viral around the world and racked up over 32 million views.





STRATEGIES AND SPOTLIGHTS

# COMMUNITY RUGBY PARTICIPATION

2024 was a great year for community rugby, with growth in almost all participation categories around the country, including two record numbers.

Overall playing numbers were up six percent to 155,568, the best figures since the pandemic. These figures are the result of both NZR and the Provincial Unions working to create increased opportunities centred around participants, such as improved SmAll Blacks formats, Secondary School tournament opportunities and more women and girls-focused competitions.

It was a record year for participation in Heartland regions, with a 7% growth to 28,406 registered players. Women and girls numbers also hit an all-time high, rising 15% to 33,757 females enjoying the game.

The number of community rugby coaches also grew by 10%, up to 10,154. Coaches have a big influence on player enjoyment and retention, so these playing numbers are supported by the quality of interactions at trainings and on game days.

We give our thanks to the Provincial Unions for their continued great work in fostering the game, and to everyone who helps deliver rugby in Kiwi communities.

2024 community rugby registrations compared to 2023

**155,568**  
players, up 6%

**10,154**  
coaches, up 10%

**1,522**  
referees, down 3%

**33,757**  
registered women and girls players, up 15%

**4,172**  
more junior players in 2024

**2,410**  
more teenage players in 2024

**1,552**  
more senior players in 2024



# SUSTAINABILITY

As an organisation, we are committed to protecting and enhancing the game of rugby and its people, and strive to improve our environmental practices.

For NZR, acknowledging the impacts from our operations is vital; enabling authentic and transparent engagement provides a unique opportunity to leverage our team spirit, brand influence, and player leadership to foster positive change and sustainable practices.

In 2024, we focused on understanding these impacts and the opportunities we have as an organisation to enable meaningful, long-term positive change. As we continue to develop and embed Corporate Social Responsibility (CSR) as an integral element across all aspects of our organisation, we made the following strategic advancements:

- Measuring three years of our operational carbon emissions, third-party verified by Toitū Envirocare.
- Building an understanding of internal opinions and values and raising awareness of Corporate Social Responsibility.
- An evaluation of Environmental, Social and Governance (ESG) performance using the Ecovadis Assessment (receiving a 'Commitment Badge' in our first year).
- Committing to developing a more intentional and impactful approach to philanthropic activities.
- Continuing to build on our policies and processes to support responsible business practices.

Rugby's global travel and large-scale events both impact, and are impacted by, climate change and the natural world. As one part of our broader CSR aims, we developed our inaugural Environmental Sustainability Plan to tackle this. The plan, intended for a 2025 launch, is informed by international reports and frameworks by the likes of the United Nations and World Rugby.

Our plan champions climate action, a circular economy and the preservation of the natural world, aiming to inspire positive action within the rugby community and beyond. Through ambition, innovation, and collaboration, we hope to champion a vibrant and resilient future for our people, the game and the planet.

In 2024, NZR's emissions continued to be dominated by Scope 3 emissions - making up 98.8% of the total 9,776 tonnes carbon dioxide equivalent (tCO<sub>2</sub>e). This high percentage is impacted by the locations of matches and competitions throughout the year, as well as the ways in which we move our people and freight.

	2022 (Base year)	2023	2024
Scope 1 Direct emissions and removals	167	153	101
Scope 2 Indirect emissions from imported energy	16	14	14
Scope 3 All other indirect emissions	9,520	9,852	9,661
Gross Emissions (tCO <sub>2</sub> e)	9,703	10,019	9,776





ACKNOWLEDGEMENTS

RECOGNITION OF  
BEREAVEMENTS



**Michael Cross**  
Former NZRU President  
05 January 2024, aged 87



**Duncan Hales**  
All Black **#707**  
08 January 2024, aged 76



**Don McKay**  
All Black **#618**  
06 February 2024, aged 86



**Maurice "Snow" Cockerill**  
All Black **#522**  
05 August 2024, aged 95



**Steve Hinds**  
World Rugby Citing  
Commissioner Manager  
24 September 2024, aged 68



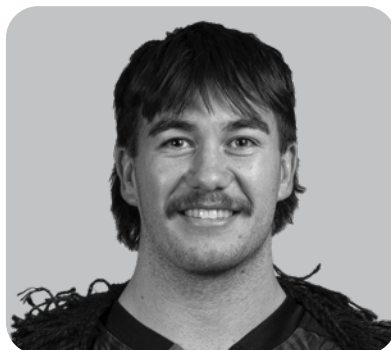
**Gerald Kember**  
All Black **#665**  
02 October 2024, aged 78



**Sid Going**  
All Black **#655**, Māori All Black  
17 May 2024, aged 80



**Ralph Caulton**  
All Black **#600**  
09 June 2024, aged 100



**Connor Garden-Bachop**  
Māori All Black, Highlander  
17 June 2024, aged 25



**Jon McLachlan**  
All Black **#732**  
03 December 2024, aged 75



**Luke Crawford**  
Māori All Blacks Kaumatua,  
New Zealand Rugby Kaihau Māori  
13 December 2024, aged 63



**Shayne Philpott**  
All Black **#895**  
25 June 2024, aged 58



**Norm Hewitt**  
All Black **#938**, Māori All Black  
16 July 2024, aged 55



**Kevin Laidlaw**  
All Black **#611**  
30 July 2024, aged 89

We remember Cory Heather, who passed away aged 33 following a community rugby game in April 2024. Our continued sympathies are with Cory's family, and we thank the New Zealand Rugby Foundation for the incredible support provided to them, Cory's club Beachlands Maraetai and Counties Manukau Rugby Union.



ACKNOWLEDGEMENTS

2024 ASB RUGBY AWARDS

Sky Television Fans Try of the Year

Winner: Latrell Smiler-Ah Kiong (King Country)  
Nominees: Katelyn Vahaakolo (Black Ferns)  
Jed Melvin (North Harbour)

New Zealand Rugby Referee of the Year

Winner: Ben O’Keeffe (Auckland)  
Nominees: Maggie Cogger-Orr (Auckland)  
James Doleman (Otago)

Charles Monro Rugby Volunteer of the Year

Winner: Conor Croke (Waikato)  
Nominees: Steve and Lisa Wild (Thames Valley)  
Dave Webb (Auckland)

Bunnings Warehouse Rugby Club of the Year

Winner: Green Island Rugby Football Club (Otago)  
Nominees: Foxton Rugby Club (Horowhenua Kapiti)  
Ponsonby Rugby Club (Auckland)

Te Hāpai New Zealand Rugby Community Impact Award

Winner: Erin Rayner (Sense Rugby NZ)  
Nominees: Lisa Kingi-Bon (NZ Rugby Foundation)  
James Legatt (Tamai Rugby Project)

New Zealand Rugby Age Grade Player of the Year

Winner: Xavi Taele (Auckland)  
Nominees: Vernon Bason (Manawatū)  
Oli Mathis (Waikato)  
Elinor-Plum King (Manawatū)

NZRPA Kirk Award

Winner: Dan Carter

Steinlager Salver - Outstanding Contribution to New Zealand Rugby

Winner: Ian Kirkpatrick

Duane Monkley Medal (NPC Player of the Year)

Winner: Timoci Tavatavanawai (Tasman)  
Nominees: Folau Fakatava (Hawke’s Bay)  
Josh Jacomb (Taranaki)

Fiao’o Faamausili Medal (FPC Player of the Year)

Winner: Hollyrae Merekara Mete (Manawatū)  
Nominees: Chelsea Semple (Waikato)  
Mia Anderson (Waikato)

Ian Kirkpatrick Medal (Heartland Player of the Year)

Winner: Alekesio Vakarorogo (Whanganui)  
Nominees: Declan McCormack (Mid Canterbury)  
Siu Kakala (South Canterbury)

ASB National Men’s Coach of the Year

Winner: Vern Cotter (Blues)  
Nominees: Clark Laidlaw (Hurricanes)  
Alando Soakai (Wellington)  
Richard Watt (Bay of Plenty)

ASB National Women’s Coach of the Year

Winner: James Semple (Waikato)  
Nominees: Willie Walker (Blues)  
Campbell McNeill (Manawatū)

ASB New Zealand Coach of the Year

Winner: Cory Sweeney (Black Ferns Sevens)

DHL Super Rugby Pacific Player of the Year

Winner: Hoskins Sotutu (Blues)  
Nominees: Damian McKenzie (Chiefs)  
Harry Plummer (Blues)  
Billy Proctor (Hurricanes)

Sky Super Rugby Aupiki Player of the Year

Winner: Katelyn Vaha'akolo (Blues)  
Nominees: Layla Sae (Hurricanes Poua)  
Kaipo Olsen-Baker (Matatū)  
Kennedy Tukuafu (Chiefs Manawa)

Tom French Memorial Māori Player of the Year

Winner: Tyrel Lomax (Ngāi Tahu, Muaupoko)  
Nominees: Risi Pouri-Lane (Ngāti Kuia, Ngāti Koata, Ngāi Tahu)  
Tamaiti Williams (Ngāpuhi)

Richard Crawshaw Memorial All Blacks Sevens Player of the Year

Winner: Dylan Collier  
Nominees: Tepaea Cook-Savage  
Fehi Fineanganofa

Black Ferns Sevens Player of the Year

Winner: Jorja Miller  
Nominees: Risi Pouri-Lane  
Michaela Blyde

Black Ferns Player of the Year

Winner: Kaipo Olsen-Baker  
Nominees: Georgia Ponsonby  
Alana Bremner

All Blacks Player of the Year

Winner: Wallace Sititi  
Nominees: Tyrel Lomax  
Tupou Vaa’i

adidas National Men’s Team of the Year

Winner: Blues  
Nominees: Wellington Lions  
Thames Valley Swamp Foxes

adidas National Women’s Team of the Year

Winner: Blues  
Nominees: Waikato  
Manawatū Cyclones

adidas New Zealand Team of the Year

Winner: Black Ferns Sevens

Kelvin R Tremain Memorial Player of the Year

Winner: Jorja Miller



ACKNOWLEDGEMENTS

OTHER RECOGNITION

2024 World Rugby Awards

World Rugby Men’s Breakthrough Player of the Year  
Wallace Sititi

World Rugby Men’s 15s Dream Team of the Year  
Tyrel Lomax, Damian McKenzie, Will Jordan

World Rugby Women’s 15s Dream Team of the Year:  
Georgia Ponsonby, Katelyn Vaha'akolo, Sylvia Brunt

World Rugby Women’s Sevens Dream Team of the Year  
Michaela Blyde, Jorja Miller

Inducted into the World Rugby Hall of Fame  
DJ Forbes, Chris Laidlaw

2024 King's Birthday Honours

Member of the New Zealand Order of Merit  
Mr Rex Kerr, of Paraparauumu  
For services to the community and rugby

2024 Halberg Awards

ISPS Handa Team of the Year  
Black Ferns Sevens

Sport New Zealand Leadership Award  
Sir Wayne Smith

2024 Māori Sports Awards

Te Maru ō Tūmatauenga  
Māori Sports Coach of the Year  
Cory Sweeney (Ngāti Whātua ki Kaipara)

Ngā Ika ā Whiro  
Māori Sports Team of the Year  
New Zealand Māori Development team

Te Tamāhine-ā-Papatūānuku  
Junior Māori Sportswoman of the Year  
Maia Davis (Ngāti Hineuru, Taranaki)

Te Tama-ā-Ranginui  
Junior Māori Sportsman of the Year  
Charlie Sinton (Ngāti Kahungunu ki Wairarapa)

Te Tama-Ā-Tanenuiārang  
Senior Māori Sportsman of the Year  
Codie Taylor (Muaūpoko, Ngāti Raukawa)

2025 New Year Honour

Companion of the New Zealand Order of Merit  
Mr John Bernard Hart, ONZM, of Auckland  
For services to sports governance

Companion of the New Zealand Order of Merit  
Mr Ian Douglas Foster, of Hamilton  
For services to rugby

Companion of the New Zealand Order of Merit  
Mr Samuel Laurence Whitelock, of Napier  
For services to rugby and the community

2024 Sport New Zealand Awards

Suzie Simcock Future Leaders' Scholarship winner  
Manu Albert  
NZR Injury Prevention and Wellbeing Programme Manager

ACKNOWLEDGEMENTS

A TRIBUTE TO “MATUA LUKE”  
1961-2024



Kua hinga te totara haemata,  
te totara whakamarumarū o te wao nui a Tane.  
Kua kore ngā manu e rere.  
Kua ngū te ngāhere.  
Mōu te take, Matua Luke.  
Aue, aue, aue taukiri e!

The towering totara tree,  
the sheltering giant has fallen.  
The forest has gone silent,  
no birds are flying.  
We are all in mourning for you, Matua Luke.  
Farewell our friend, mentor, our Matua.

In December, we lost a special part of the New Zealand Rugby whānau.

Luke Mikaire Crawford (Ngāti Tūwharetoa, Ngāti Porou and Ngāti Toa via his ancestor, Puhīwahine), was the cultural heart of our organisation. In his role as Kaihautū Māori (Chief Advisor Māori), Luke drove fundamental change to NZR’s commitment to and use of tikanga Māori. From the waiata and karakia that open our meetings, to creating our Te Ara Ranga Tira values, naming of taonga and introducing processes grounded in te ao Māori, his legacy and wairua are deeply embedded within NZR.

As Kaumatua of the Māori All Blacks, Luke played a leading role in fostering the group’s connection to culture. He was passionate in guiding players into their whakapapa, learning more about who they are and who they represent. Luke also

contributed significantly to our other Teams in Black, working closely with players and management on campaign theming, the mana behind haka and cultural connection.

While the rugby public may not have known Matua, they will be familiar with his legacy. He was instrumental in the naming and design of trophies and taonga in our national competitions and the development of the All Blacks Experience attraction in Auckland.

The widespread tributes from right across the rugby whānau upon news of Luke’s passing was testament of his impact and the respect he was held in.

We miss his mana, guidance and friendship. We continue to send our aroha and sympathies to Luke’s beloved whanau, wife Stephaine, children Hutana and Abigail, and son-in-law Lachie, and thank them for sharing so much of him with rugby.



## TEAMS AND RESULTS

# ALL BLACKS

### 2024 SEASON

#### Steinlager Ultra Low Carb Series

06 July	Dunedin
All Blacks 16	15 England
13 July	Auckland
All Blacks 24	17 England
20 July	San Diego
All Blacks 47	5 Fiji

#### Lipovitan-D Rugby Championship

10 August	Wellington
All Blacks 30	38 Argentina
17 August	Auckland
All Blacks 42	10 Argentina
01 September	Johannesburg
All Blacks 27	31 South Africa
08 September	Cape Town
All Blacks 12	18 South Africa

#### Bledisloe Cup

21 September	Sydney
All Blacks 31	28 Australia
28 September	Wellington
All Blacks 33	13 Australia

#### Lipovitan-D Challenge Cup

26 October	Yokohama
All Blacks 64	19 Japan

#### Northern Tour

03 November	London
All Blacks 24	22 England
09 November	Dublin
All Blacks 23	13 Ireland
17 November	Paris
All Blacks 29	30 France
24 November	Turin
All Blacks 29	11 Italy

**Anton Lienert-Brown 1153**  
Waikato, Chiefs

**Ardie Savea 1147**  
Wellington, Hurricanes

**Asafo Aumua 1163**  
Wellington, Hurricanes

**Beauden Barrett 1115**  
Taranaki, Blues

**Billy Proctor 1215\***  
Wellington, Hurricanes

**Caleb Clarke 1187**  
Auckland, Blues

**Cameron Roigard 1210**  
Counties Manukau, Hurricanes

**Codie Taylor 1143**  
Canterbury, Crusaders

**Cortez Ratima 1214\***  
Canterbury, Crusaders

**Dalton Papali'i 1176**  
Counties Manukau, Blues

**Damian McKenzie 1154**  
Waikato, Chiefs

**David Havili 1161**  
Tasman, Crusaders

**Ethan Blackadder 1195**  
Canterbury, Crusaders

**Ethan de Groot 1197**  
Southland, Highlanders

**Finlay Christie 1196**  
Tasman, Blues

**Fletcher Newell 1205**  
Canterbury, Crusaders

**George Bell 1217\***  
Canterbury, Crusaders

**Harry Plummer 1221\***  
Auckland, Blues

**Jordie Barrett 1159**  
Taranaki, Hurricanes

**Josh Lord 1199**  
Taranaki, Chiefs

**Luke Jacobson 1183**  
Waikato, Chiefs

**Mark Tele'a 1207**  
North Harbour, Blues

**Noah Hotham 1216\***  
Tasman, Crusaders

**Ofa Tu'ungafasi 1150**  
Northland, Blues

**Pasilio Tosi 1219\***  
Bay of Plenty, Hurricanes

**Patrick Tuipulotu 1133**  
Auckland, Blues

**Peter Lakai 1222\***  
Wellington, Hurricanes

**Rieko Ioane 1156**  
Auckland, Blues



**Ruben Love 1223\***  
Wellington, Hurricanes

**Sam Cane 1113**  
Bay of Plenty, Chiefs

**Sam Darry 1220\***  
Canterbury, Blues

**Samipeni Finau 1211**  
Waikato, Chiefs

**Scott Barrett 1155**  
Taranaki, Crusaders

**Sevu Reece 1182**  
Southland, Crusaders

**Stephen Perofeta 1206**  
Taranaki, Blues

**Tamaiti Williams 1209**  
Canterbury, Crusaders

**TJ Perenara 1132**  
Wellington, Hurricanes

**Tupou Vaa'i 1188**  
Taranaki, Chiefs

**Tyrel Lomax 1180**  
Tasman, Hurricanes

**Wallace Sititi 1218\***  
North Harbour, Chiefs

**Will Jordan 1191**  
Tasman, Crusaders

### MANAGEMENT

**Scott Robertson**  
Head Coach

**Scott Hansen**  
Assistant Coach

**Jason Ryan**  
Assistant Coach

**Leon MacDonald**  
Assistant Coach

**Jason Holland**  
Assistant Coach

**Tamaiti Ellison**  
Assistant Coach

**David Hill**  
Kicking Coach

**Corey Flynn**  
Throwing Coach

**Wayne Smith**  
Performance Coach

**Nicholas Gill**  
Head of Performance

**Jamie Hamilton**  
Head Performance Analyst

**Al Beeton**  
Assistant Performance Analyst

**Jon Gardner**  
Assistant Performance Analyst

**Vaea Peterson**  
Assistant Performance Analyst

**Simon Barbour**  
Assistant Performance Analyst

**Ceri Evans**  
Head of Leadership & Mental Performance

**Adam Hay**  
Performance Scientist

**Katrina Darry**  
Nutritionist

**Martin Swan**  
Team Doctor

**Karl McDonald**  
Lead Physiotherapist

**Teresa Te Tamaki**  
Assistant Physiotherapist

**Paul McLaughlin**  
Manager – Team

**Megan Compain**  
Manager – Commercial

**James Iversen**  
Logistics Manager

**Paula Powelsland**  
Business Manager

**Toby Robson**  
Media Manager

**Juliette Calder**  
Communications Manager

**Bianca Thiel**  
Operations Manager



TEAMS AND RESULTS

BLACK FERNS

2024 SEASON

Pacific Four Series

11 May Hamilton  
Black Ferns 57 • 5 USA  
19 May Christchurch  
Black Ferns 19 • 22 Canada

O'Reilly Cup presented by Ryman Healthcare

25 May Auckland  
Black Ferns 67 • 19 Australia  
14 July Brisbane  
Black Ferns 62 • 0 Australia

Black Ferns v England

14 September London  
Black Ferns 24 • 12 England

WXV 1

29 September Vancouver  
Black Ferns 27 • 29 Ireland  
06 October Langley  
Black Ferns 31 • 49 England  
12 October Vancouver  
Black Ferns 39 • 14 France



Alana Bremner 223  
Canterbury, Mataitū

Amy Du Plessis 220  
Canterbury, Mataitū

Amy Rule 230  
Canterbury, Mataitū

Ariana Bayler 228  
Waikato, Blues

Atlanta Lolohea 261\*  
Canterbury, Mataitū

Awhina Tangen-Wainohu 243  
Waikato, Chiefs Manawa

Ayesha Leti'i'iga 201  
Wellington, Hurricanes Poutia

Charmaine Smith 182  
Northland, Chiefs Manawa

Chelsea Bremner 218  
Canterbury, Chiefs Manawa

Chryss Viliko 254\*  
Auckland, Blues

Georgia Ponsonby 232  
Canterbury, Mataitū

Grace Steinmetz 222  
Canterbury, Mataitū

Hannah King 260\*  
Canterbury, Hurricanes Poutia

Iritana Hohaia 248  
Taranaki, Hurricanes Poutia

Joanah Ngan-Woo 209  
Wellington, Hurricanes Poutia

Kaipo Olsen-Baker 233  
Manawatu, Mataitū

Kate Henwood 245  
Bay of Plenty, Chiefs Manawa

Katelyn Vaha'akolo 247  
Auckland, Blues

Kennedy Tukufau 210  
Waikato, Chiefs Manawa

Layla Sae 256  
Manawatu, Hurricanes Poutia

Leaso Grace Gago Tiatia 253  
Counties Manukau, Blues

Liana Mikaele-Tu'u 227  
Auckland, Blues

Logo-I-Pulotu Lemapu Atai'i  
(Sylvia) Brunt 239  
Auckland, Blues

Lucy Jenkins 251\*  
Canterbury, Mataitū

Luka Connor 207  
Bay of Plenty, Chiefs Manawa

Maama Mo'onia  
Vaipulu 259\*  
Auckland, Blues

Maia Joseph 258\*  
Otago, Mataitū

Maiakawakaulani Roos 231  
Auckland, Blues

Marcelle Parkes 203  
Canterbury, Mataitū

Mererangi Paul 246  
Counties Manukau,  
Chiefs Manawa

Monica Tagoei 202  
Wellington, Hurricanes Poutia

Patricia Maliepo 229  
Auckland, Blues

Phillipa Love 179  
Canterbury, Mataitū

Renee Holmes 221  
Waikato, Mataitū

Ruahei Demant 196  
Auckland, Blues

Ruby Tui 235  
Counties Manukau

Santo Taumata 244  
Bay of Plenty, Chiefs Manawa

Sophie Fisher 257  
Auckland, Blues

MANAGEMENT

Allan Bunting  
Director of Rugby

Nelly Strickland  
Manager

Mike Delany  
Assistant Coach

Tony Christie  
Assistant Coach

Steve Jackson  
Assistant Coach

Dan Cron  
Scrum Coach

Logan Posthumus  
Nutritionist

Dr Alyse Cameron  
Doctor

Brad Anderson  
Strength & Conditioning Coach

Tasmyn Jackson  
Assistant Strength & Conditioning Coach

Kara Fowke  
Physiotherapist

Iain Saunders  
Mental Skills

Ryan Runciman  
Analyst

\*denotes Black Ferns debutant in 2024.



TEAMS AND RESULTS

ALL BLACKS SEVENS



2023/24 SEASON

HSBC World Rugby Sevens Series

02-03 December	Dubai
3rd Place	All Blacks Sevens
09-10 December	Cape Town
5th Place	All Blacks Sevens
26-28 January	Perth
8th Place	All Blacks Sevens
23-25 February	Vancouver
2nd Place	All Blacks Sevens
01-03 March	Los Angeles
10th Place	All Blacks Sevens
05-09 April	Hong Kong
1st Place	All Blacks Sevens
03-05 May	Singapore
1st Place	All Blacks Sevens
31 May-02 June	Madrid
4th Place	All Blacks Sevens

2024 PARIS OLYMPICS

5th Place overall

Pool A, Match 6	Saint-Denis
All Blacks Sevens 40	12 Japan
Pool A, Match 12	Saint-Denis
All Blacks Sevens 17	5 South Africa
Pool A, Match 18	Saint-Denis
All Blacks Sevens 14	12 Ireland
Quarter Final	Saint-Denis
All Blacks Sevens 7	14 South Africa
5th Place Semi Final	Saint-Denis
All Blacks Sevens 17	12 Argentina
5th Place Final	Saint-Denis
All Blacks Sevens 17	7 Ireland

2024/25 SEASON

HSBC SVNS

30 Nov-01 December	Dubai
4th Place	All Blacks Sevens
07-08 December	Cape Town
6th 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

Fletcher Carpenter 318\*

Bay of Plenty

Jack Gray 314\*

Tasman

Jayden Keelan 312\*

Manawatu

Joe Webber 223

Bay of Plenty

Joey Taumateine 316\*

Counties Manukau

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

Oli Mathis 315\*

Waikato

Payton Spencer 307

Auckland

Regan Ware 264

Bay of Plenty

Rob Rush 317\*

Northland

Roderick Solo 304

Bay of Plenty

Sam Dickson 241

Canterbury

Scott Curry 216

Bay of Plenty

Sione Molia 270

Counties Manukau

Sofi Maka 313\*

North Harbour

Tepaea Cook-Savage 306

Waikato

Tim Mikkelsen 190

Waikato

Tone Ng Shiu 277

Tasman

Xavier Tito Harris 309

Auckland

MANAGEMENT

Tomasi Cama

Head Coach

Euan Macintosh

Assistant Coach

Rodney Gibbs

Assistant Coach

Dave Ormrod

Manager

Travis McMaster

Strength and Conditioning Coach

Tom Martin

Analyst

Dr Deb Robinson

Doctor

Rachel Lambert

Physiotherapist

\*denotes All Blacks Sevens debutant in 2024.



TEAMS AND RESULTS

BLACK FERNS SEVENS

2023/24 SEASON

HSBC World Rugby Sevens Series		
02-03 December	Dubai	
2nd Place	Black Ferns Sevens	
09-10 December	Cape Town	
3rd Place	Black Ferns Sevens	
26-28 January	Perth	
5th Place	Black Ferns Sevens	
23-25 February	Vancouver	
1st Place	Black Ferns Sevens	
01-03 March	Los Angeles	
1st Place	Black Ferns Sevens	
05-09 April	Hong Kong	
1st Place	Black Ferns Sevens	
03-05 May	Singapore	
1st Place	Black Ferns Sevens	
31 May-02 June	Madrid	
3rd Place	Black Ferns Sevens	

2024 PARIS OLYMPICS

Gold Medal Winners

Pool A, Match 6	Saint-Denis	
Black Ferns Sevens 43	5 China	
Pool A, Match 12	Saint-Denis	
Black Ferns Sevens 33	7 Canada	
Pool A, Match 18	Saint-Denis	
Black Ferns Sevens 38	7 Fiji	
Medal Quarter Final	Saint-Denis	
Black Ferns Sevens 55	5 China	
Medal Semi Final	Saint-Denis	
Black Ferns Sevens 24	12 USA	
Gold Final	Saint-Denis	
Black Ferns Sevens 19	12 Canada	

2024/25 SEASON

HSBC SVNS

30 Nov-01 December	Dubai	
2nd Place	Black Ferns Sevens	
07-08 December	Cape Town	
1st Place	Black Ferns Sevens	



MANAGEMENT

Cory Sweeney	Head Coach
Stu Ross	Assistant Coach
Ed Cocker	Assistant Coach
Jess Jones	Manager
Amanda Murphy	Strength and Conditioning Coach
Jess Chittenden	Analyst
Dr Deb Robinson	Doctor
Kate Niederer	Physio

Alena Saili 72	Southland
Jazmin Felix-Hotham 82	Waikato
Jorja Miller 83	Canterbury
Justine McGregor 88*	Wellington
Katelyn Vahaakolo 87*	Auckland
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
Olivia Watherson 89*	Bay of Plenty

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 Ikensio 86	Auckland

\*denotes Black Ferns Sevens debutant in 2024.



TEAMS AND RESULTS

MĀORI ALL BLACKS

2024 SEASON

29 June Monato  
Māori All Blacks 36 • 10 Japan XV  
06 July Toyota  
Māori All Blacks 14 • 26 Japan XV



- Bailyn Sullivan**  
(Ngāti Kahungunu)  
Waikato, Hurricanes

**Benet Kumeroa\***  
(Te Atihaunui a Pāpārangi)  
Bay of Plenty, Hurricanes

**Billy Harmon**  
(Ngāi Tahu)  
Canterbury, Highlanders

**Cameron Suafoa**  
(Ngāpuhi)  
North Harbour, Blues

**Cole Forbes\***  
(Ngāti Awa)  
Bay of Plenty, Blues

**Corey Evans\***  
(Te Aupouri, Ngāti Kahu)  
Northland, Blues

**Cullen Grace**  
(Ngāti Whakaue)  
Canterbury, Crusaders

**Daniel Rona\***  
(Te Ātiawa)  
Taranaki, Chiefs

**Isaia Walker-Leaware**  
(Ngāti Porou)  
Hawke's Bay, Hurricanes

**Joe Moody**  
(Ngāi Tahu)  
Canterbury, Crusaders
- Josh Moorby**  
(Ngāti Maniapoto)  
Waikato, Hurricanes

**Kurt Eklund**  
(Ngāti Kahu)  
Bay of Plenty, Blues

**Laghan McWhannell\***  
(Ngāti Kahungunu)  
Waikato, Blues

**Marcel Renata**  
(Ngāti Whanaunga, Ngāi Takoto)  
Auckland, Blues

**Mason Tupaea**  
Blues

**Max Hicks**  
(Ngāti Ranginui)  
Tasman, Highlanders

**Nikora Broughton\***  
(Ngā Rauru, Ngāti Ruanui)  
Bay of Plenty, Highlanders

**Ollie Norris**  
(Ngāpuhi)  
Waikato, Chiefs

**Pouri Rakete-Stones**  
(Ngāpuhi)  
Hawke's Bay, Hurricanes

**Quinn Tupaea**  
(Ngāti Tiipa, Ngāti Amaru)  
Waikato, Chiefs
- Rameka Poihipi**  
(Ngāti Whakaue)  
Canterbury, Chiefs

**Rivez Reihana\***  
(Ngāi Tahu, Ngāti Hine,  
Ngāpuhi, Ngāti Tūwharetoa)  
Northland, Crusaders

**Sam Nock**  
(Ngāpuhi)  
Northland, Blues

**Taha Kemara\***  
(Te Whānau a Apanui,  
Te Whakatōhea)  
Waikato, Crusaders

**Tahlor Cahill**  
(Ngāpuhi)  
Canterbury, Crusaders

**Tana Tuhakaraina\***  
(Ngāti Hauā)  
Waikato, Chiefs

**Te Kamaka Howden**  
(Tūhoe)  
Manawatū, Hurricanes

**Te Toiroa Tahiriorangi**  
(Ngāti Rangitīhi, Ngāti Pikiao,  
Tūhourangi, Ngāti Whakaue,  
Ngāti Awa)  
Bay of Plenty, Chiefs

**Tyrone Thompson**  
(Ngāti Kahungunu)  
Chiefs

MANAGEMENT

- Ross Filipo**  
Head Coach

**Roger Randle**  
Assistant Coach

**Greg Feek**  
Assistant Coach

**Brad Te Haara**  
Team Manager

**Christos Argus**  
S&C Coach

**Jayson Ross**  
Performance Analyst
- Thomas Warehaugh**  
Physiotherapist

**Rawiri Durie**  
Team Doctor

**Ben Fisher**  
Campaign Manager

**Ezra Iupeli**  
Team Administrator

**Jordyn Steel**  
Commercial Manager

**Savannah Tafau-Levy**  
Media Manager
- Callum Smith**  
Digital Media Manager

**Te Wehi Wright**  
Cultural Advisor

**Luke Crawford**  
(Ngāti Porou, Tūwharetoa)  
Kaumatua

\*denotes Māori All Black debutant in 2024.



TEAMS AND RESULTS

ALL BLACKS XV

2024 SEASON

All Blacks XV Northern Tour

- 02 November  
All Blacks XV 38
- Limerick  
24 Munster
- 10 November  
All Blacks XV 31
- Montpellier  
13 Georgia



MANAGEMENT

**Clayton McMillan**  
Head Coach

**Jamie Mackintosh**  
Forwards Coach

**David Hill**  
Attack Coach

**Cory Jane**  
Defence Coach

**Martyn Vercoe**  
Team Manager

**Brad Mayo**  
Strength & Conditioning Coach

**Adam Foy**  
Performance Analyst

**Theo Dorfling**  
Team Doctor

**Neil Tucker**  
Team Physio

- AJ Lam**  
Auckland, Blues
- Bradley Slater**  
Auckland, Blues
- Brodie McAlister**  
Canterbury, Crusaders
- Caleb Delaney**  
Wellington, Hurricanes
- Chay Fihaki**  
Canterbury, Crusaders
- Corey Kellow**  
Canterbury, Crusaders
- Dallas McLeod**  
Canterbury, Crusaders
- Devan Flanders**  
Hawkes Bay, Hurricanes
- Du' Plessis Kirifi**  
Wellington, Hurricanes
- Fabian Holland**  
Otago, Highlanders
- Finlay Christie**  
Tasman, Blues
- George Bower**  
Otago, Crusaders
- George Dyer**  
Waikato, Chiefs
- Harry Plummer**  
Auckland, Blues
- Isaia Walker-Leawere**  
Hawke's Bay, Hurricanes

- Josh Jacomb**  
Taranaki, Chiefs
- Kiniviliame Naholo**  
Taranaki, Hurricanes
- Kurt Eklund**  
Bay of Plenty, Blues
- Marcel Renata**  
Auckland, Blues
- Naitoa Ah Kuoi**  
Bay of Plenty, Chiefs
- Noah Hotham**  
Tasman, Crusaders
- Oliver Haig**  
Otago, Highlanders
- Quinn Tupaea**  
Waikato, Chiefs
- Riley Higgins**  
Wellington, Hurricanes
- Ruben Love**  
Wellington, Hurricanes
- Saula Ma'u**  
Otago, Highlanders
- Shaun Stevenson**  
North Harbour, Chiefs
- Simon Parker**  
Northland, Chiefs
- Xavier Numia**  
Wellington, Hurricanes



TEAMS AND RESULTS

NEW ZEALAND U20

2024 SEASON

Under 20 Rugby Championship

- 02 May Gold Coast  
NZU20 13 13 South Africa U20
- 07 May Gold Coast  
NZU20 43 20 Argentina U20
- 12 May Gold Coast  
NZU20 36 25 Australia U20

World Rugby Under 20 Championship

- 30 June Cape Town  
NZU20 41 34 Wales U20
- 05 July Cape Town  
NZU20 27 26 France U20
- 10 July Cape Town  
NZU20 45 13 Spain U20
- 14 July Cape Town  
NZU20 31 55 France U20
- 19 July Cape Town  
NZU20 38 24 Ireland U20



MANAGEMENT

- Jono Gibbes**  
Head Coach
- Brad Cooper**  
Assistant Coach
- Jarrad Hoeata**  
Assistant Coach
- Craig Dunlea**  
Assistant Coach
- Stu Hunter**  
Manager
- Matt Sexton**  
Campaign Manager

- Aki Tuivailala**  
Waikato
- Andrew Smith**  
Waikato
- A-One Lolofie**  
Otago
- Ben O'Donovan**  
Canterbury
- Cameron Christie**  
North Harbour
- Cooper Grant**  
Tasman
- Dylan Pledger**  
Otago
- Frank Vaenuku**  
Bay of Plenty
- Gus Brown**  
Canterbury
- Isaac Hutchinson**  
Canterbury
- Jeremiah Avei-Collins**  
Wellington
- Jonathan Lee**  
Canterbury
- Joshua Smith**  
Hawke's Bay
- King Maxwell**  
Auckland
- Liam Jack**  
Canterbury
- Logan Wallace**  
Manawatu
- Manumaua Letiu**  
Canterbury
- Matt Lowe**  
Tasman
- Moses Bason**  
Manawatu
- Rico Simpson**  
Auckland
- Riley Williams**  
Wellington
- Sam Coles**  
Manawatu
- Senio Sanele**  
Wellington
- Sika Pole**  
Auckland
- Stanley Solomon**  
Wellington
- Tai Cribb**  
Waikato
- Tom Allen**  
Hawke's Bay
- Vernon Bason**  
Manawatu
- William Martin**  
Waikato
- Xavi Taele**  
Auckland
- Xavier Tito-Harris**  
Auckland, All Blacks Sevens



TEAMS AND RESULTS

# NEW ZEALAND HEARTLAND XV

2024 SEASON

Heartland XV v NZ Māori XV

29 October Whanganui  
Heartland XV 14 • 47 NZ Māori XV

Heartland XV v New Zealand Barbarians

02 November Whanganui  
Heartland XV 21 • 40 NZ Barbarians



MANAGEMENT

**Nigel Walsh**  
Head Coach

**Miah Nikora**  
Assistant Coach

**Aleni Feagaiga**  
Observer Coach

**David Harrison**  
Observer Coach

**Tommy Zimmerman**  
Manager

**Geoff Thompson**  
Physiotherapist

**Slade King**  
Trainer

**Adam Williamson**  
Mid Canterbury

**Anthony Amato \***  
South Canterbury

**Clarence Moli \***  
South Canterbury

**Dallas Wiki \***  
Horowhenua-Kapiti

**Declan McCormack \***  
Mid Canterbury

**Ethan Robinson \***  
Whanganui

**Finlay Joyce**  
South Canterbury

**Hika Elliot \***  
South Canterbury

**Kaleb Foote**  
King Country

**Kristian Gent-Standen \***  
King Country

**Logan Wakefield \***  
Wairarapa Bush

**Matty Axtens \***  
Thames Valley

**Oneone Faafou \***  
Thames Valley

**Paula Fifita**  
South Canterbury

**Peceli Malanicagi**  
Whanganui

**Poleka Itielu \***  
Horowhenua-Kapiti

**Quinn Collard \***  
Thames Valley

**Raitube Vasurakuta**  
Mid Canterbury

**Sione Etoni \***  
Thames Valley

**Siu Kakala \***  
South Canterbury

**Te Huia Kutia**  
Thames Valley

**Toddy Doolan**  
Thames Valley

**Tokoma'ata Fakatava**  
South Canterbury

**Tyler Rogers Holden \***  
Whanganui

**William Wright**  
South Canterbury

\* denotes Heartland XV debutant in 2024.



TEAMS AND RESULTS

NEW ZEALAND REFEREES

2024 SEASON

- HSBC World Sevens Series  
02 December 2023 - 02 June 2024
- World Sevens Challenger Series  
12 January - 19 May
- Six Nations  
02 February - 16 March
- Six Nations Under 20s  
02 February - 15 March
- DHL Super Rugby Pacific  
23 February - 22 June
- Sky Super Rugby Aupiki  
02 March - 13 April
- Women's Six Nations  
23 March - 27 April
- Super Rugby U20s  
16 - 24 March
- Pacific Four  
27 April - 25 May
- SANNIX Secondary Schools - Japan  
28 April - 05 May
- World Rugby U20 Championship  
29 June - 19 July
- Olympic Sevens Tournament  
24 - 30 July
- Farah Palmer Cup presented by  
Bunnings Warehouse  
09 August - 05 October
- Lipovitan-D Rugby Championship  
10 August - 28 September
- World Rugby Pacific  
Nations Cup  
23 August - 21 September
- Bunnings Warehouse  
National Provincial Cup  
09 August - 26 October
- Bunnings Warehouse  
Heartland Championship  
17 August - 19 October
- WXV  
27 September - 13 October
- Oceania Sevens  
07 - 08 December



- Andrew Morton  
Bay of Plenty
- Angus Mabey\*  
Auckland
- Ben Alexander  
Tasman
- Ben O'Keeffe  
Auckland
- Ben Woolerton  
Waikato
- Brendon Pickerill  
North Harbour
- Cassie Watt  
Southland
- Caleb Nielson  
Otago
- Chloe Sampson  
Taranaki
- Chris Paul  
South Canterbury
- Dan Moore  
Canterbury
- Dan Waenga  
Hawke's Bay
- Erin Doherty  
Otago
- Estelle Waiapu  
Bay of Plenty
- 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
- Matt Astle  
King Country
- Matt McEwen  
Manawatu
- Mike Winter  
Waikato
- Nick Briant  
Bay of Plenty
- Nick Hogan  
Hawke's Bay
- Paul Williams  
Taranaki
- Sam Adam  
Auckland
- Stu Catley  
Hawke's Bay
- Stu Curran  
Manawatu
- Taneika Uerata  
Canterbury
- Tarsh Ganley  
North Harbour
- Tiana Ngawati  
Bay of Plenty
- Tim Oliff  
Auckland
- Todd Petrie  
Auckland
- Warwick Lehmert  
Taranaki
- Will Johnston  
Taranaki
- Will Todd  
Canterbury

\* denotes test match officiating debut in 2024.



TEAMS AND RESULTS

DHL SUPER RUGBY  
PACIFIC



Final

22 June Auckland  
Blues 41 • 10 Chiefs

Team	Played	Win	Draw	Loss	F	A	BP	Points
Hurricanes	14	12	0	2	480	281	8	56
Blues	14	12	0	2	488	233	7	55
ACT Brumbies	14	12	0	2	410	311	4	52
Chiefs	14	9	0	5	486	311	7	43
Queensland Reds	14	8	0	6	444	340	8	40
Highlanders	14	6	0	8	305	402	4	28
Fijian Drua	14	6	0	8	325	427	2	26
Melbourne Rebels	14	5	0	9	341	488	6	26
Crusaders	14	4	0	10	363	369	8	24
Western Force	14	4	0	10	294	426	4	20
Moana Pasifika	14	4	0	10	265	485	2	18
NSW Waratahs	14	2	0	12	306	434	5	13

TEAMS AND RESULTS

SKY SUPER RUGBY  
AUIKI



Final

13 April Auckland  
Blues 24 • 18 Chiefs Manawa

Team	Played	Win	Draw	Loss	F	A	BP	Points
Blues	6	5	0	1	194	111	3	23
Chiefs Manawa	6	4	0	2	190	130	4	20
Matatū	6	2	0	4	144	162	3	11
Hurricanes Poua	6	1	0	5	123	248	0	4



TEAMS AND RESULTS

BUNNINGS WAREHOUSE  
NATIONAL PROVINCIAL  
CHAMPIONSHIP



Final  
24 October Wellington  
Wellington 23 ● 20 Bay of Plenty

Semi Finals  
19 October Tauranga  
Bay of Plenty 32 ● 20 Canterbury  
14 October Wellington  
Wellington 29 ● 24 Waikato

Team	Played	Win	Draw	Loss	F	A	BP	Points
Wellington	10	8	0	2	311	264	8	40
Taranaki	10	8	0	2	325	239	8	40
Tasman	10	8	0	2	329	216	6	38
Bay of Plenty	10	7	0	3	350	238	10	38
Hawke's Bay	10	6	0	4	304	345	9	33
Canterbury	10	6	0	4	276	294	6	30
Waikato	10	5	0	5	300	246	8	28
Counties Manukau	10	5	0	5	299	287	8	28
Otago	10	5	0	5	256	275	6	26
North Harbour	10	3	0	7	367	341	12	24
Auckland	10	3	0	7	251	283	9	21
Southland	10	3	0	7	248	312	5	17
Northland	10	2	0	8	250	329	7	15
Manawatū	10	1	0	9	222	419	6	10

TEAMS AND RESULTS

FARAH PALMER CUP  
PRESENTED BY  
BUNNINGS WAREHOUSE



Premiership Final  
05 October Hamilton  
Waikato 27 ● 25 Canterbury

Championship Final  
22 September Palmerston North  
Manawatū Cyclones 33 ● 3 Otago Spirit

Premiership Semi Finals  
28 September Pukekohe  
Counties Manukau Heat 31 ● 36 Canterbury  
28 September Hamilton  
Waikato 69 ● 12 Auckland

Championship Semi Finals  
14 September Palmerston North  
Manawatū Cyclones 72 ● 0 North Harbour Hibiscus  
14 September Porirua  
Wellington Pride 33 ● 51 Otago Spirit

Farah Palmer Cup Presented by Bunnings Warehouse Premiership

Team	Played	Win	Draw	Loss	F	A	BP	Points
Waikato	6	5	0	1	296	94	6	26
Counties Manukau Heat	6	5	0	1	223	190	6	26
Canterbury	6	4	0	2	164	138	5	21
Auckland Storm	6	3	0	3	181	216	5	17
Bay of Plenty Volcanix	6	2	0	4	188	193	7	15
Hawke's Bay Tui	6	2	0	4	168	207	5	13
Northland Kauri	6	0	0	6	75	257	2	2

Farah Palmer Cup Presented by Bunnings Warehouse Championship

Team	Played	Win	Draw	Loss	F	A	BP	Points
Manawatū Cyclones	5	5	0	0	274	60	5	25
Wellington Pride	5	4	0	1	223	108	5	21
Otago Spirit	5	3	0	2	143	163	3	15
North Harbour Hibiscus	5	2	0	3	150	115	3	11
Tasman	5	1	0	4	100	222	3	7
Taranaki Whio	5	0	0	5	86	308	2	2



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.

26 June	Hastings
Hawke's Bay 57	7 Wellington
27 July	Napier
Hawke's Bay 80	5 Whanganui
17 August	Napier
Hawke's Bay 31	17 Southland
23 August	Napier
Hawke's Bay 55	30 Northland
07 September	Napier
Hawke's Bay 24	25 Tasman
15 September	Blenheim
Tasman 28	15 Wellington
02 October	Nelson
Tasman 31	17 Auckland
06 October	Nelson
Tasman 29	42 Taranaki

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.

17 August	Ruatoria
Ngāti Porou East Coast 11	13 Buller
26 August	Westport
Buller 27	54 King Country
31 August	Te Kuiti
King Country 18	23 Thames Valley
07 September	Thames
Thames Valley 14	16 Whanganui
21 September	Whanganui
Whanganui 56	17 Wairarapa Bush
23 September	Whanganui
Whanganui 17	34 King Country

● denotes trophy changing hands.

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.

18 August	Christchurch
Canterbury 10	7 Waikato
24 August	Christchurch
Canterbury 27	43 Auckland
07 September	Auckland
Auckland 20	35 Counties Manukau Heat
15 September	Pukekohe
Counties Manukau Heat 29	57 Waikato

TEAMS AND RESULTS

BUNNINGS WAREHOUSE HEARTLAND CHAMPIONSHIP



Final – Meads Cup

19 October	Te Aroha
Thames Valley 37	29 Mid Canterbury

Final – Lochore Cup

20 October	Te Kuiti
King Country 46	44 West Coast

Semi Finals – Meads Cup

12 October	Whanganui
Whanganui 15	38 Thames Valley
12 October	Timaru
South Canterbury 16	17 Mid Canterbury

Semi Finals – Lochore Cup

12 October	Taupō
King Country 34	31 Ngāti Porou East Coast
12 October	Levin
Horowhenua Kapiti 51	52 West Coast



Team	Played	Win	Draw	Loss	F	A	BP	Points
South Canterbury	8	8	0	0	327	214	8	40
Whanganui	8	6	0	2	383	199	7	31
Thames Valley	8	6	2	2	348	190	7	31
Mid Canterbury	8	6	0	2	297	215	6	30
King Country	8	5	0	3	276	179	8	28
Horowhenua Kapiti	8	4	0	4	244	289	6	22
Ngāti Porou East Coast	8	4	0	4	212	236	4	20
West Coast	8	3	0	5	228	265	8	20
North Otago	8	2	0	6	240	201	6	14
Wairarapa	8	2	0	6	246	393	5	13
Buller	8	2	0	6	142	402	2	10
Poverty Bay	8	0	0	8	190	350	6	6



# 2024 BOARD COMPOSITION AND TENURE

The NZR Board comprises of 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 pages 5-9 and New Zealand Rugby's website at [nzzrugby.co.nz/about-us/our-people/our-board](https://nzzrugby.co.nz/about-us/our-people/our-board)

Prior to 2024's governance reform, NZR's Constitution provided that the size of the Board shall consist of not more than nine Members. Board Members were elected for a three-year term and could serve a maximum of three consecutive terms unless the Board was satisfied that exceptional circumstances warrant election or appointment for a further term.

Board Members were 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
Dame Patsy Reddy (Chair)	Nominated	28 April 2022	28 April 2022
Dame Farah Palmer (Deputy Chair)	Nominated (Māori)	13 December 2016	29 April 2021
Bailey Mackey (Deputy Chair)	Appointed	30 April 2020	27 April 2023
Catherine Savage	Appointed	27 April 2023	27 April 2023
Rowena Davenport	Nominated	28 April 2022	28 April 2022
Ajit Balasingham	Elected	29 April 2021	29 April 2021
Mark Hutton	Appointed	29 April 2021	29 April 2021
Stuart Mather	Elected	27 April 2023	27 April 2023
Wayne Young	Elected	28 April 2022	28 April 2022
Catherine Savage	Appointed	27 April 2023	
Wayne Young	Elected	28 April 2022	

From 1 February 2025, membership of the NZR Board changed as a result of the Governance Review. You can find more information on our new Directors on pages 8 and 9.

# 2024 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	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. <ul style="list-style-type: none"><li>• Ajit Balasingham (Chair)</li><li>• Dame Farah Palmer</li><li>• Dame Patsy Reddy</li><li>• Wayne Young</li><li>• Stuart Mather</li><li>• Sharlene Nathan</li><li>• Dr Deb Robinson</li></ul>	At least four meetings per year
Risk, Investment and Audit Committee	Assist the Board to meet its risk, investment and audit responsibilities	<ul style="list-style-type: none"><li>• Mark Hutton (Chair)</li><li>• Dame Patsy Reddy</li><li>• Rowena Davenport</li><li>• Catherine Savage</li><li>• Ajit Balasingham</li></ul>	At least three meetings 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	<ul style="list-style-type: none"><li>• Rowena Davenport (Chair)</li><li>• Dame Patsy Reddy</li><li>• Dame Farah Palmer</li><li>• Stuart Mather</li></ul>	At least three meetings per year

## Board Attendance

Name	Board	Rugby Committee	Risk, Investment and Audit Committee	People Committee
Number of meetings	11	6	7	3
Dame Patsy Reddy (Chair)	11	5	6	3
Dame Farah Palmer (Deputy Chair)	11	5		2
Bailey Mackey (Deputy Chair)	11			
Catherine Savage	11		7	
Rowena Davenport	11		7	3
Mark Hutton	11		7	
Wayne Young	11	6		
Ajit Balasingham	11	6	7	
Stuart Mather	11	6		3



GOVERNANCE

2024 BOARD MEMBER REMUNERATION

The maximum annual remuneration for NZR Directors was again \$660,000 in aggregate for 2024, approved at the 2024 Annual General Meeting.

The table below shows remuneration for NZR Board Members for the year ended 31 December 2024.

Name	Board	Rugby Committee	People Committee	Risk, Investment and Audit Committee	New Zealand Māori Rugby Board	Total remuneration
Dame Patsy Reddy (Chair)	\$ 135,000					\$ 135,000
Dame Farah Palmer (Deputy Chair)	\$ 74,500				\$ 7,000	\$ 81,500
Bailey Mackey (Deputy Chair)	\$ 74,500					\$ 74,500
Rowena Davenport	\$ 58,000		\$ 7,000			\$ 65,000
Catherine Savage	\$ 58,000					\$ 58,000
Mark Hutton	\$ 58,000			\$ 7,000		\$ 65,000
Ajit Balasingham	\$ 58,000	\$ 7,000				\$ 65,000
Stuart Mather	\$ 58,000					\$ 58,000
Wayne Young	\$ 58,000					\$ 58,000



NZR SUMMARY  
PERFORMANCE  
REPORT 2024



# STATEMENT OF SERVICE PERFORMANCE

This Statement of Service Performance (SSP) has been prepared in accordance with PBE FRS 48 - Service Performance Reporting. The NZR Board believes that the statements contained in this report accurately reflect the overall performance of NZR for the year ended 31 December 2024.

The SSP describes NZR's progress against our strategic objectives as set out in the Group's 'Strategy 2025' and is comprised of:

- Our purpose, vision, and values
- Our objectives - What NZR intended to achieve and how
- Our progress - How NZR performed this year against these objectives.

### Our Purpose

The New Zealand Rugby Union (known as New Zealand Rugby, or NZR) was formed in 1892 to administer the game of rugby union at the national level. We lead, support, grow and promote rugby in Aotearoa in partnership with, and on behalf of, our members – the 26 Affiliated Provincial Unions (PUs), the New Zealand Māori Rugby Board (NZMRB), Associate Members, and our Life Members.

As an incorporated society the **New Zealand Rugby Union Constitution (November 2024)** sets out what we do and how we operate. The Objects of the NZRU as per the Constitution are to:

- 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 Vision

To inspire and unify through rugby.

### Our Values

- Te Ara Ranga Tira - the way that unites people.  
The Rugby Way is a shared set of values based on four pou:
- Te Pou Maioha – Be Welcoming
  - Te Pou Hiranga – Be Our Best
  - Te Pou Ihiihi – Be Passionate
  - Te Pou Tika – Play Fair

### Our Objectives

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

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



Our Progress

2024 saw good results in a number of areas for New Zealand Rugby, with increased participation numbers in almost every category, growing attendance and broadcast numbers, and fan engagement across our digital platforms.

Competition structures and schedules catering to fans, combined with ongoing game innovations, translated into increases in participation, exciting play and more people attending, viewing and responding to matches. A focus on digital engagement and production of original and appealing content, available through our own NZR+ platform and social media channels drew in fans worldwide. Viewers in more markets now have the ability through NZR+ to watch top-class international rugby, including All Blacks matches, and a new worldwide store means they can wear our team colours.

The Black Ferns Sevens once again showed their class on the world stage with gold at the Paris Olympics in July. Intense competition at the top of the global game kept the All Blacks and Black Ferns from the number one World Rugby rankings for the year. Our high-performance environments continued to evolve to give players and teams the best possible start as we head into a Rugby World Cup year.

Fundamental changes to NZR’s governance and constitution were agreed by the voting members and began to be rolled out. Significant and strategic pieces of work introduced during the year included a detailed review and consultation with members on the long-term structure of rugby in New Zealand, including men’s pathways and competitions, women’s domestic competitions and systemic cost and funding structures. This work, as well as key negotiations underway on broadcast rights and professional players’ employment agreements, and a new group strategy will shape and support the continued success of the game.

NZR continues to invest for the future, prioritising our young players, women and girls, quality coaching and development opportunities. A range of initiatives designed to ensure a wide range of people could experience and enjoy rugby encouraged more women and girls into the game. Others aimed to address long-term challenges in retaining junior and teenage boys in the playing ranks, and the ability of Unions to match player growth with more referees.

These all provide a strong base for continued success for NZR and throughout rugby in Aotearoa, in 2025 and well beyond.

Performance Measure Results 2022-2024

Service Performance Measure		2024	2023	2022
Pinnacle Events won by Teams in Black		1/2 events	0 / 1 events	1 / 5 events
All Blacks ranked #1 in the world		0 weeks	0 weeks	0 weeks
Black Ferns ranked #1 in the world		0 weeks	0 weeks	0 weeks
Year-on-year increase in the number of registered rugby participants		+9,323	+11,224	-10,458
Year-on-year increase in the number of registered female rugby participants		+4,664	+5,694	-2,150
Increase in players retained within rugby over a 3-year period		-2% pt	+7% pt	n/a
Annual growth in NZR and Teams in Black social media audiences	NZR	+ 59%	+ 72%	n/a
	Teams in Black	+15%	+16%	
Number of ACC serious injury claims from rugby		1-3	0	0
Improved player mental health and wellbeing knowledge and capability through Mind. Set. Engage.		+31% pt	+31% pt	n/a
NZR staff engagement score above New Zealand median		+10% pt	+3% pt	-2% pt
Percentage of female directors on the NZR Board		44%	44%	33%

WINNING WITH MANA  
KIA TOA RANGATIRA AI

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

Service Performance Measure	2024	2023
Pinnacle Events won by Teams in Black	1/2 events	0/1 events
Black Ferns ranked #1 in the world	0 weeks	0 weeks
All Blacks ranked #1 in the world	0 weeks	0 weeks

- **Pinnacle events (PEs):** Defined here as XV's and Sevens World Cup tournaments, Olympic and Commonwealth Games. 2024 – two PEs:Paris Olympics Women's Rugby Sevens (won) and Men's (placed fifth). 2023 - one PE:Men's XV's Rugby World Cup, France (second).
- **Teams in Black:** All Blacks, Black Ferns, All Blacks Sevens, and Black Ferns Sevens.
- **World Rugby Rankings:** Number of weeks spent at number one in the men's/women's rankings, as measured weekly across the calendar year by World Rugby.

Pinnacle Events

The **Black Ferns Sevens** became back-to-back Olympic champions in July, when they defeated a spirited Canadian side 19- 12 to win the Women's Rugby Sevens gold medal at the 2024 Paris Olympics. After topping their pool, the **All Blacks Sevens** were disappointed to lose to South Africa 14-7 in the quarter-finals of the Men's Rugby Sevens, finishing up fifth overall.

World Rugby rankings

South Africa's one-point win over the **All Blacks** in the 2023 Rugby World Cup final secured them the top men's world rankings coming into 2024, where they stayed for all but a seven-week period when second-placed Ireland took back the number one spot. A strong Northern Tour briefly lifted New Zealand to second, up from three for the rest of the year. The men's rankings remained very tight with the top four teams ending the year separated by just over four ranking points.

The **Black Ferns** relinquished their long-held number two ranking to Canada following the Pacific Four tournament in May, and again in October after a brief rally back to second. Both trailed a dominant England, who over the year extended their lead to more than eight ranking points over second-placed Canada.

Teams in Black

The **All Blacks** and their management under Head Coach, Scott 'Razor' Robertson finished their 14-test season with 10 wins and four losses, a 71% success rate. Wins at home against

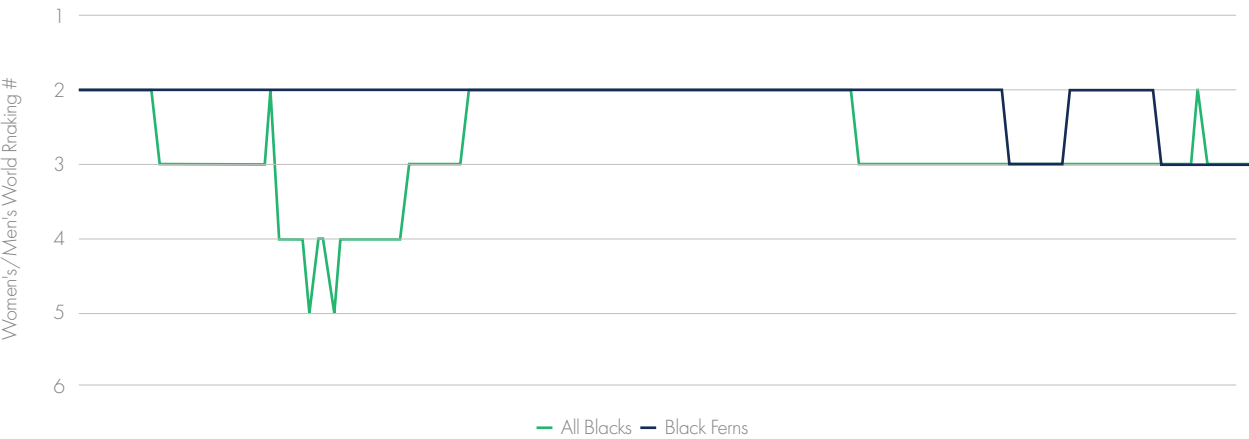
England (in the 2024 Steinlager Ultra Low Carb Series) and Argentina continued the All Blacks' unbeaten run at Eden Park for another year, after the Argentinian side had been too strong in Wellington. A home test against Fiji was played in front of a sold-out Snapdragon Stadium in San Diego, USA, bringing live rugby to a new audience. South Africa's world champion Springboks carried off the Freedom Cup this year with two hard-fought victories over New Zealand in South Africa, as well as taking out The Rugby Championship for 2024. The All Blacks continued their run of successes over Australia, with the sold-out crowd at Wellington's Sky Stadium celebrating the Bledisloe Cup staying this side of the Tasman for another year as well as Sam Cane's 100th test cap and local fan favourite TJ Perenara's last home match for the All Blacks.

The All Blacks' end-of-year Northern Hemisphere tour included a stop in Japan, taking on Japan's Brave Blossoms at Yokohama's Nissan Stadium for the the Lipovitan-D Challenge Cup. The team then successfully took on both England at Allianz (formerly Twickenham) Stadium and the world number two Ireland in Dublin, before a typically tough encounter in Paris ended in a 1-point defeat at the hands of the French, and finally wrapping up the tour with a win against Italy.

The **Black Ferns** hosted World Rugby's third annual Pacific Four Series in May, easing past the USA Women in their first game but then defeated by Series winners Canada 22- 19. The O'Reilly Cup presented by Ryman Healthcare was contested against Australia at North Harbour and Brisbane's Ballymore Stadium, with both matches won convincingly by the Black Ferns.



Weekly World Rugby Rankings, Black Ferns and All Blacks, 2022–2024



The squad then headed north, playing number-one-ranked England at London’s Allianz Stadium in front of a 41,523-strong crowd. The two nations played again a few weeks later as part of World Rugby’s WXV 1 tournament in Canada, alongside four more of the world’s top six teams. England was once again too strong and took home the championship, with the New Zealanders falling to both England and Ireland before overcoming France 39-14.

World Rugby’s revamped HSBC SVNS series for 2023-2034 combined the men’s and women’s rugby sevens tournament series, with all 24 teams being paid equal participation fees for the first time. The top eight men’s and women’s teams after seven rounds then competed to be crowned Series Champions at a winner-take-all Grand Final held in Madrid in May. The **Black Ferns Sevens** won four tournaments on their way to being crowned regular-season League Winners, and the bronze from the Grand Final. The **All Blacks Sevens** won the Hong Kong and Singapore legs, finishing third overall in the regular series and fourth in the season finale. Post-Olympics, the 2024-2025 series kicked off in Dubai in November, and after the first two rounds the Black Ferns Sevens topped the standings with a first and a second, and the men sat at sixth.

High Performance

Within high performance (HP) our priorities for 2024 were on developing quality coaching and the women’s game, to ensure future Teams in Black continue to prosper. Implementation of our Women’s HP Strategy continued to build out women’s pathways and the wider system. Important roles for the delivery

of the Strategy are now onboard, including Kendra Cocksedge (Black Fern # 142) as Women’s HP Pathways Manager, as well as a new South Island Women and Girls Rugby Manager, and HP Campaign Manager. 48 talented young players attended a New Zealand Under 20 Women’s Rugby Development Camp held at NZCIS in Wellington in October for potential Aupiki and Black Ferns players. Tailored development sessions for Black Ferns players and management covered managing relationships, female athlete health, and cultural competency.

Attention in 2025 will be on August’s Rugby World Cup, as the pinnacle event of the international season. The Black Ferns’ build-up to the tournament, hosted by England, includes three home Tests against defending champions Canada, USA, and Australia as part of the Pacific Four Series.

An important addition to the international match calendar and major step for the future of the women’s game came with January’s confirmation of the first ever **British & Irish Lions Women’s Tour of New Zealand**, to take place in 2027. Fans across the country will be treated to top-flight rugby, with the teams facing off over three Tests plus additional tour matches, and the Lions tour will provide our players with a wealth of high-performance opportunities, inspire the growing base of women and girls playing rugby in our communities, engage fans nationwide and showcase Aotearoa globally as both a destination and strong rugby nation. The tour provides an opportunity to build on the success of the 2021 Rugby World Cup (played in 2022) and links in with the 2027 Rugby World Cup, to be held in Australia the following month, for visiting Northern Hemisphere fans.

**Coach development** is critical to the long-term success of the game. The annual HP Coaches Conference in October focused on connecting our national team and Super Rugby coaches as one community of practice, support, and learning. Speakers, including AFL coaches and renowned leadership consultant Brendan Spillane, provided further perspectives on elite coaching practices.

**Our world-class referees, coaches, support staff and officials** shone internationally this year. Maggie Cogger-Orr and Nick Hogan took the field at the Olympics, and NZR referees also appeared in the Sevens series, the Women’s & Men’s Six Nations, and PAC4 matches. One of our top referees, Brendon Pickerill, took up a new role with World Rugby as Men’s Elite Referee Coach.

**Retention of our key talent** is always challenging in a highly-competitive international market, and our people are especially sought-after. The premier sides have ensured continuity in their squads with senior All Blacks Scott Barrett and Codie Taylor extending their contracts for another two years, and Jordie Barrett re-signing until 2028. Vice-Captain Ardie Savea recommitted to NZR through to the 2027 Rugby World Cup, and will join brother Julian playing for Moana Pasifika in DHL Super Rugby Pacific from 2025. Black Ferns co-captain Kennedy Tukuafu MNZM (née Simon) extended her contract through to 2028, the longest commitment so far signed by a women’s fifteens player in New Zealand. One of the most decorated players in World Rugby, Sarah Hirini joins a number of fellow Black Ferns Sevens players to confirm their commitment to NZR through to 2026, including fellow co-captain Risi Pouri-Lane, Stacey Waaka and Jorja Miller.

Development teams, programmes and competitions

The All Blacks XV is an increasingly critical part of the men’s high-performance pathway as international match schedules evolve, providing valuable experience at this level for a wider group of players, coaches and management as well as supporting our brand in key European markets. The team assembled alongside the All Blacks in Europe and took away two wins from an international against Georgia and upholding more than a century of New Zealand rivalry in playing Irish club Munster. The Māori All Blacks came together mid-year for a two-match series against a Japan XV, in Tokyo and Toyota, with the touring squad

announced live on Whakaata Māori. The Japan side delighted their home crowd in winning the second match 26-14.

The fourth annual men’s **Super Rugby Under 20 Tournament**, held in Taupō in March brought together over 200 players from across New Zealand and the Pacific Islands and provided valuable experience for team management and referees as well as the players. The New Zealand Under 20 squad won the inaugural Rugby Championship Under 20 tournament held in Australia in May and went on to take third in the Under 20 World Rugby Championship in South Africa. An international age-grade tournament held in Hamilton in October brought together seven different regional teams - under-18 sides from Australia, Samoa, NZ Barbarians, the Chiefs and Ngā Whatukura joined the New Zealand Schools and Heartland Under 20 teams. This expanded second tournament supported emerging talent across the region with top competition experience.

The Men’s and Women’s New Zealand Development Sevens teams, made up of both contracted and emerging sevens players, attended two tournaments in France and competed at the Coral Coast tournament in Fiji, finishing third. New Zealand also hosted the under-18 Global Youth Sevens in December, an elite international tournament that has launched many players to the premier Sevens teams.

Sustainable and engaging competitions

A busy 2024 programme saw more matches than ever delivered by NZR, with five All Blacks and three Black Ferns tests at venues across Aotearoa as well as in San Diego, a bigger Super Rugby Aupiki, and major age-grade and development competitions.

**The Pacific Four Series (PAC4)** hosted by New Zealand in May featured the world’s top-ranked women’s teams playing afternoon kickoffs - showcasing the women’s game to a wide audience, inspiring future generations, and building connection with fans. Delivery of women’s matches (Black Ferns at home, Super Rugby Aupiki and Farah Palmer Cup) continues to evolve as we learn more about the growing fanbase.

This season, 12 **DHL Super Rugby Pacific** teams played 91 games culminating in a sold-out Grand Final at Eden Park. More than 640,000 fans turned up to show their support across New Zealand, Fiji and Tonga, with ticket sales for the



finals series - in bigger stadiums this season - up more than 26% on 2023<sup>1</sup>. The on-field action saw 4,881 points scored across the season, including an average 7.3 tries per game<sup>2</sup>. Nearly 2.1 million watched coverage of the tournament on Sky Sport and free-to-air Sky Open (up 12 percent on 2023) across Aotearoa<sup>3</sup>. Another 249,000 unique viewers watched on digital channels Sky Sport Now and Sky Go, with over 6.8 million streams across the tournament<sup>4</sup>. A new 'video-first' focus for this year resulted in 178.5m video views and 6.7 million engagements across the Super Rugby Pacific social media channels<sup>5</sup>.

Over 680,000 people watched 2024's new expanded (six weeks plus final) **Sky Super Rugby Aupiki** season on Sky Sport and free-to-air on Sky Open<sup>6</sup>, up 21% on 2023<sup>7</sup>. The competition was streamed on Sky digital channels more than quarter of a million times, with 46,000 unique viewers on Sky Sport Now and 26,000 on Sky Go. New for 2025 will be the addition of a new 'Women's Super Rugby Champions Final' to be played between the Aupiki champions and the winner of Australia's domestic Super W competition.

Family-friendly kick-off times and double-headers helped more fans catch the **Bunnings Warehouse National Provincial Championship (NPC)** action live this season. And action there was, with an average of 58 points scored per game, and the final at Sky Stadium going to golden-point extra time before Wellington could edge out Bay of Plenty 23-20. A focus on producing dedicated NPC social media content this year resulted in over 19m video views on Instagram (@bunningsnpc), up more than 1,400% on the previous year. Our content reached 22m users, and just one post on Instagram garnered over 50,000 engagements. The Instagram and Facebook (Bunnings Provincial Rugby) pages grew their combined following by more than 16,000.

This year's **Bunnings Warehouse Heartland Championship** kicked off with a Bill Osborne Taonga challenge match between East Coast and Buller at Whakarua Park, Ruatoria. Twelve Heartland teams competed in an eight-week round robin, with the top four teams progressing to the Meads Cup semi-finals and the next four to the Lochore Cup semi-finals. Te Aroha hosted the Meads Cup Final, with Thames Valley holding on to defeat Mid Canterbury 37-29 and claim their second Meads Cup Trophy. In the Lochore Cup, King Country and West Coast played out an extra-time thriller with King Country prevailing 46-44.

The Premiership final of the **Farah Palmer Cup, presented by Bunnings Warehouse (FPC)**, was won by the Waitomo Group: Waikato Women, who held their nerve to see off Canterbury 27-25. The title was fiercely contested, with six teams still in the mix late in the season. In the second-tier FPC Championship, Manawatu were undefeated all season and gained promotion to the Premiership.

## RUGBY AT THE HEART OF OUR COMMUNITIES TE TUMU WHUTUPŌRO

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

Service Performance Measure	2024	2023
Year-on-year increase in the number of registered rugby participants	+9,323	+11,224
Year-on-year increase in the number of registered female rugby participants	+4,664	+5,694
Increase in players retained within rugby over a 3-year period	-2%pt	+7%pt

- **Registered rugby participants:** Total 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's total. (Participant numbers: 2022 – 149,824; 2023 – 161,048; 2024 - 170,371)
- **Female rugby participants:** As above, for those registered with a gender of female. (2022 – 26,516; 2023 – 32,210; 2024 – 36,874)
- **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, and shown as a percentage-point change. (2020-2022 53%; 2021-2023 60%; 2022-2024 58%)

### Participation, satisfaction and retention

#### Participants

The total number of players, coaches, team managers and referees registered within community rugby for the 2024 season (September 2023-September 2024) increased 6% on the previous year. Sport NZ's annual 'Voice of the Participant' (VoTP) survey of rugby club participants indicated 76% were 'very' or 'extremely' satisfied with their overall experience of playing rugby, with a Net Promoter Score (NPS) of +65, which is up 6 points on 2023, 20 points higher than for the benchmark 'All Sports, 2021-2023' figure, and the highest ever recorded for rugby in this survey.

#### Players

155,568 people, 8,134 more than last year, registered to play community rugby in New Zealand for the 2024 season. 33,757 or 22% of these were female, up by 4,664. Nationally, 28% of players identify as Māori and 18% Pasifika. 76,128 players, 58% of those who registered in 2022 or 2023, re-registered for 2024, which although a good result, was down slightly on 2023's bumper 60% return rate.

The number of junior (under 13) and teenage male players is a particular focus given the significant long-term impacts on the rugby system that stem from any drop in young player numbers. Overall, junior (+4,172) and teenage (+2,410) numbers are up 5.8% this year. Male playing numbers are up 3.2% overall, with junior male club players flat (-76 players). 2024 VoTP survey results from secondary school players indicated 56% were 'very' or 'extremely' satisfied with their overall experience of playing rugby at their school, consistent with previous years, but lower than the comparison 62% score for All Sports (13-18 years) for 2021-2023. Within the overall results, female player satisfaction was much lower at 47%, and their NPS at +4 compared to +20 for boys, with perceived value for money indicated as a key driver behind responses.

A five-year project to update the Small Blacks Development model continues to move up through the age grades with the emphasis on maximising player involvement and enjoyment at every level. The delivery of primary school engagements continued to scale back up from significant COVID-19 disruptions in previous years to 23,280 nationwide.

<sup>1</sup> Super Rugby Pacific match attendance data

<sup>2</sup> Super Rugby Pacific Shape of the Game data

<sup>3</sup> Source: Nielsen eTAM AP05+, Data: Cumulative reach, Super Rugby Pacific 2023 & 2024, Sky Sport 1-4 & Sky Open

<sup>4</sup> Sky internal data, Super Rugby Pacific 2024

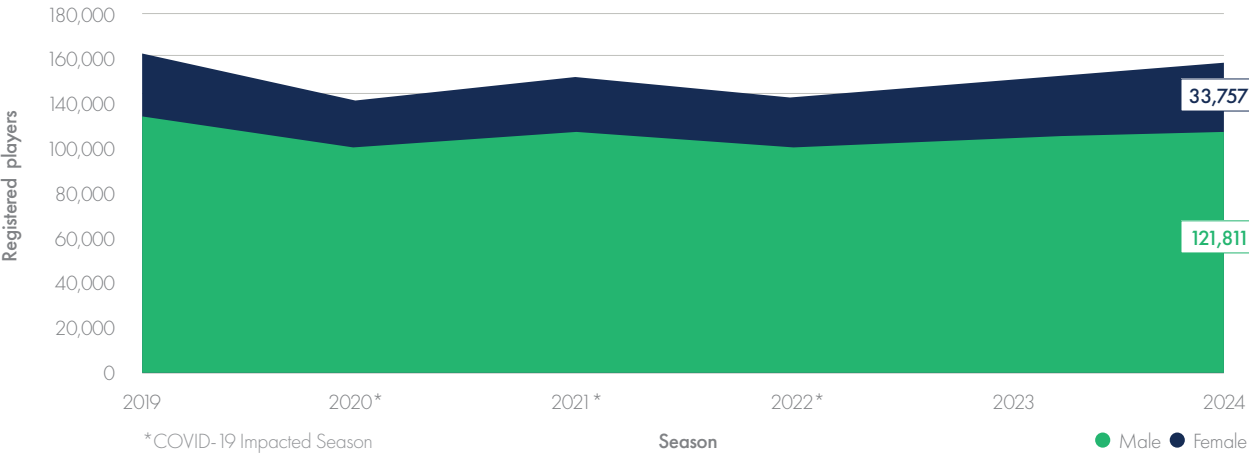
<sup>5</sup> Engage Digital Partners report, Super Rugby Pacific 2024: 1 Jan-30 Jun 2024 across Instagram, Facebook, X, TikTok and YouTube Super Rugby channels competition-wide

<sup>6</sup> Source: Nielsen eTAM, Data: Cumulative reach, AP05+ for Super Rugby Aupiki 2024 total coverage, Sky Sports 1-4 & Sky Open; via Sky

<sup>7</sup> Source: Nielsen eTAM, Data: Cumulative reach, AP05+ for Super Rugby Aupiki 2023-2024 total coverage, Sky Sports 1-4 & Sky Open; via Sky



Total Registered Community Players by Gender, 2019 – 2024



Coaches

10,154 people registered to coach community rugby this year, an increase of 912 (10%) on 2023, however this gain was mostly seen in urban centres rather than Heartland unions. There were 132 (14%) more female coaches than last year and they now make up nearly 12% of coach numbers.

Referees

Referee numbers remain challenging with 1,522 registered this year, down slightly from last year and particularly impacting the NPC unions. Only 6% of referees are women, and there is currently an average of only 1 referee registered for every 47.6 players aged 13 and over. Several initiatives are underway to support referees at all levels including clear development pathways through the system, making more training resources available, and encouraging the formation of support networks.

Team Managers

3,127 people nationwide registered as team managers for 2024, up more than 300 on 2023, and part of the 5,107 that registered in volunteer roles this year. Results from NZR’s annual ‘Voice of the Volunteer’ survey indicated a slight increase overall in NPS (Net Promoter Score, or the overall number that would recommend volunteering in rugby to others) from +27 to +32, with overall reported satisfaction and likelihood of returning in 2025 remaining relatively steady.

From 2025, the implementation of Rugby Xplorer is expected to provide more accurate and up-to-date detail on registrations during the season as well as capture more of how participants interact with and move through the rugby system, supporting more detailed analysis into how we can best meet their needs in the future.

Expanding opportunities for participation

A new form of non-contact rugby, based on World Rugby’s recently-launched T1 format, was designed and trialled with various teams this year. Once ratified and implemented, this more casual and accessible form of the game is expected to become part of a standard offering from rugby organisations nationwide.

The **45-team Under 85kg National Club Cup** season for 2024 ended in a thrilling final at Sky Stadium, with Pakuranga’s Black Panthers taking it out over Christchurch’s High School Old Boys’ Rugby Club U85kg.

Women and Girls rugby

The number of women and girls involved in rugby this year grew by more than their male counterparts (4,664 versus 4,659) however not evenly through the game. Retention of young women through the teenage grades is a key focus with a number of initiatives designed to enhance their experiences and enjoyment of rugby. One such initiative, the **Girls Activator Programme**, offered new ways to engage in rugby without having to commit to formal, often season-long club or school systems. The programme, run by NZR in partnership with 14 PUs and with investment from Sport New Zealand’s Strengthen and Adapt Programme, has now involved 268,964 women and girls since launching in 2022. Crucially, the programme also employed 30 people nationwide to develop, deliver and lead on the opportunities in a range of different local environments.

The Activator programme is just one component of a wider Women and Girls programme at NZR, guided by the ‘New Zealand Women and Girls in Rugby System Strategy

2023-2033’. 2024 was the second year the national strategy has been in place, aiming to make rugby a game for all. In line with the strategy, NZR led a number of key initiatives this year in delivering our own annual Action Plan, as well as supporting PUs to develop their own individual action plans that reflect both where they are and the strategy’s recommended next steps. NZR also prepared a set of basic minimum club standards for women and girls’ activity, and started working with clubs on developing a national framework for women and girls’ participation. [Online resources](#) supporting women and girls in rugby were updated and expanded to cover players, coaches and clubs.

Support for female coaching and development in the form of a revised version of NZR’s key coaching programme for women, ‘Ako Wāhine’ was piloted with Wellington clubs in 2024. The programme will be rolled out with each of the PUs over the next two years. A specific focus on connecting and developing leadership in our top female community referees kicked off with a workshop in November that brought together 13 regional referees, three under-21 ‘apprentices’, and two referee coaches. Five regional workshops and supporting resources were also delivered for referees from Heartland Unions who referee women and girls.

Overall, investment in women and girls’ rugby in 2024 was \$24.8m, up \$2.9m on 2023, largely due to increases in player payments, and coaching, management and match-day expenses resulting from the expansions to both the Super Rugby Aupiki structure and the Black Ferns campaign model. PUs allocated \$1.8m of Strategic Alignment Funding for women’s initiatives in 2024, with \$1.5m of this being role-based.

Quality coaching and refereeing

Coach development

A detailed survey into the specific requirements and motivations of those who coach young players (of both rugby and other New Zealand sports) was undertaken in 2024. The insights gathered will inform future initiatives to enhance the player experience (and keep them in the game) through providing quality coaching, and help prioritise the development of resources and training that specifically support this key group.

As part of NZR’s national **referee development programme**, new regional squads mean up to 75 skilled club and PU refs now come together for regular development and training. A specific focus on connecting and developing leadership in our top **female community referees** kicked off with a workshop

in November that brought together 13 regional referees, three under-21 ‘apprentices’ and two referee coaches.

Future-proofing the rugby system

A number of initiatives currently underway aim to support strategic investment in coach development, safety and innovation, women and our younger players to ensure the game will continue to thrive well into the future.

The comprehensive **Future of Rugby Clubs review** in 2023 assessed the strategic, operational, financial and systemic challenges and opportunities faced by rugby clubs, as a key part of both the New Zealand Rugby system and their local community. The review’s report provided a framework of actions for clubs, PUs and NZR to ensure our rugby environments continue to meet the needs of their communities and thrive well into the future. A PU-funded National Delivery Lead role at NZR will now support the PUs to work with their 470+ clubs nationwide on implementing the recommended actions.

Analysis of our **men’s performance pathways and domestic competitions** carried out over 2024 gathered input from stakeholders across rugby to inform recommendations on ensuring an engaging, sustainable, and fit-for-purpose system. The approach looked at organisations and structures, development pathways and competitions, and roles and responsibilities across the system, and considered the changes that would be needed to ensure alignment across the system. The complexity and interdependency in the system is challenging with detailed financial modelling and implementation constraints to be considered, as well as the changes in governance structures and negotiations around the contracted players’ collective employment agreements occurring in parallel.

Alongside this, a review of **women’s domestic competitions and pathways** conducted in 2024 aimed to clearly define the purpose, structure, and composition of these competitions and pathways, including performance partnerships and their links to the high-performance calendar. The review’s recommendations focused on establishing a standardised player support structure that aligns with both domestic and international competitions, with the goal of optimising the quality and composition of women’s competitions as well as the development opportunities they provide, from 2026.



Following recommendations from a 2023 review of NZR’s **governance**, carried out as part of the Project Future agreement, our members voted at a Special General Meeting in May to amend the NZR Constitution and begin to implement reforms, principally in the form of a new board appointment process. A new Stakeholder Panel, established with representatives from New Zealand Super Rugby Clubs, the New Zealand Māori Rugby Board (NZMRB), Rugby Players Association, PUs, and Tausoa Fa’atasi (the Pasifika Advisory Group), then worked with

the Board to finalise the Skills and Competencies Framework and Needs and Priorities Statement as the basis for recruitment of the new Board. A new Appointments and Remuneration Panel (ARP) was then established which selected nine Board candidates. The appointment of the new Board represents a significant change for the organisation, however we remain committed to engaging constructively with all rugby stakeholders to effectively implement reform.

## LOVED GAME, LOVED BRANDS TĀKARO TŪTURU, WAITOHU PŪMAU

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

Service Performance Measure	Brand/Account	2024	2023
Annual growth in social media audiences for NZR and Teams in Black	NZ Rugby	+ 59%	+ 72%
	Teams in Black	+ 15%	+16%

Calculated as the percentage change as at 31 December, compared with previous 31 December, for:

- **NZ Rugby:** Total followers of NZ Rugby on Facebook (‘New Zealand Rugby’ account), Instagram (@nzrugbyofficial), LinkedIn (New Zealand Rugby Union), and X (@NZRugby).
- **Teams in Black:** Total followers of Teams in Black brand pages (All Blacks, Black Ferns, NZ Sevens) on Facebook, Instagram, X and TikTok, plus subscribers to the YouTube channel @AllBlacks. Note: The 2023 percentage change result excludes @nzsevens on TikTok.

As at 31 December 2024, the NZR and Teams in Black brands had more than 13 million followers or subscribers across our key social media channels.

A focus on connecting to our local communities and fans with a range of content saw followers of the official NZR Facebook and Instagram pages up 73% and 88% respectively on December 2023, and both quadrupling since December 2022. The accounts shared content on Te Wiki o te Reo Māori and Mental Health Awareness Week, as well as showcasing provincial and age-grade rugby.

In person, we brought the All Blacks to junior club rugby, visited schools, made and delivered coffees to our fans, and were involved in charity activations in South Africa, all with a goal of ensuring our teams are connected to the heart of rugby.

Teams in Black brands performed well on social media this year, with the All Blacks TikTok channel (@allblacks) adding 538,000 followers, and the NZ Sevens accounts adding 108,000 across Facebook, Instagram and TikTok. The busy 2024 Teams in Black seasons gave us plenty of opportunities to create and share on- and off-field content, including big collaborations with other sports like UFC, the NFL, celebrities and online influencers like Fischer’s (from Japan), and our opposing rugby teams. Subscribers to our YouTube channel (@allblacks) **surpassed one million this year**, driven by the range of original and compelling content available to view on NZR+, YouTube and our other social surfaces since NZR+ launched in August 2023.

Fans around the world now have unrestricted access to high-quality rugby content, including must-watch series *In Their Own Words*, a behind-the-scenes documentary offering rare insights into the All Blacks, named as a finalist in the **2024 NZ TV Awards** for Best Sports Documentary.

The number of Black Ferns followers on Tiktok (@blackferns) jumped 146%, and increased by 185,000 across Facebook and Instagram this year. **Coverage of the team meeting King Charles at Buckingham Palace** ahead of their England match went viral. Video of the event was our best-performing Black Ferns content ever with more than 16 million views on TikTok, 13 million on Instagram and 3 million on Facebook, with another 15,000 viewing articles on allblacks. com. International press in attendance at the Palace as well as representatives from the Today Show, CNN, and Sky News ensured the event was referenced by all news outlets within the UK, Germany, Canada and Australia, with 140 mentions of the Black Ferns by local New Zealand media over five days reaching up to 5,274,323 people. <sup>8</sup>

## Community and Corporate Social Responsibility

In 2024, NZR made significant strides in understanding our organisational impacts, including our climate-related emissions, as a key element of our inaugural Environmental Sustainability Plan and the wider Corporate Social Responsibility (CSR) programme. Next steps for the programme will be to build out our capabilities in data capture and analysis, to enable more detailed planning and a deeper understanding of how our business actions align with our values. Our progress will be monitored and reported through appropriate impact disclosures, carbon reporting, and other measures against priority areas.

Work continued to establish a **Legacy Fund**, designed to support grassroots rugby via grants supporting community initiatives, as part of the Project Future agreement. A proposed business plan for the Fund has been developed in consultation with a working group that includes representatives from the NZMRB, PUs and NZR staff. Life member Andy Leslie provided valuable guidance, and the working group was grateful to receive verbal submissions from a variety of stakeholders including the NZRPA, the NZ Deaf Rugby Union, Sir Graham Henry, Tausoa Fa’atasi and Sport New Zealand.

<sup>8</sup> Isentia, 11 - 15 Sep 2024



# UNLEASHING RUGBY’S COMMERCIAL POTENTIAL TUKUNA TE PITOMATA PĀKIHI WHUTUPŌRO

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

A new commercial strategy launched during 2024 with a series of initiatives rolled out to fully understand and test the underlying assumptions, and inform planning on our next and bigger steps. The strategy focuses on growing an engaged global fanbase, to bring in partners, broadcast and other content value, match-day attendees, and merchandise sales that together support the wider grassroots community, our performance advantage on the international stage, and our investors. Reaching markets beyond our traditional Southern Hemisphere base requires building a brand and telling our story to others who love what we stand for.

## Broadcast

Negotiations commenced in 2024 with Sky, as our longstanding broadcast partner and current media rights holder for All Blacks, Super Rugby and other matches within New Zealand, with the current broadcast deal expiring in 2025.

In 2024 SANZAAR adopted NZR+ as their collective aggregator platform to deliver live and on-demand content from matches to territories where no broadcast deals currently exist. This enabled fans in 58 territories globally to access rugby Super Rugby Pacific and Test match content they couldn’t previously watch.

## Partnerships

NZR Commercial welcomed three exciting new commercial partners to the NZ Rugby family in 2024, as well as securing renewals with many of our key partners who continue to support to our organisation, our marquee competitions and our Teams in Black. New arrivals were the global healthcare provider Bupa, Japanese real estate conglomerate Mitsui Fudosan and official ball provider Gilbert; and renewals included Cadbury, Robert Walters, Healthspan Elite and Super Rugby Pacific title partner DHL.

## Retail and licensing

An exciting development for 2024 was the launch of a new global All Blacks e-commerce site, [allblackshop.com](https://allblackshop.com) as part of a landmark retail and merchandising partnership with Fanatics. Fans of the Teams in Black in more than 170 countries will now be able to purchase official All Blacks and Black Ferns adidas jerseys, official replica kit, training wear, and other licensed merchandise. The partnership offers NZR the ability to build recognition of the All Blacks and Black Ferns across the world, particularly North America and Asia, through Fanatics’ 80-strong global network of offices and manufacturing facilities, database of over 100 million sports fans

In 2024 adidas and New Zealand Rugby celebrated 25 years of partnership with a special new release. The 2024 Teams in Black jerseys were developed in close collaboration with All Blacks and Black Ferns players, and reference iconic design elements from over the 25 years. The launch also featured a special New Zealand Rugby lifestyle apparel collection, marking a significant expansion in adidas rugby’s lifestyle and performance offerings, and is available from selected retail stores and [allblackshop.com](https://allblackshop.com).

## NZR+ Content Creation and Streaming Platform

NZR+ features behind-the-scenes, exclusive, and original content and various content series on key moments in the history of New Zealand’s representative teams. The content appears on the All Blacks YouTube channel, the NZR+ streaming platform, and strategic distribution relationships into key markets. NZR+ is free to subscribe and available globally on most connected devices and televisions.

A major milestone for the NZR+ streaming platform in 2024 was adding coverage of live SANZAAR matches. For the first time, top-flight matches were available to stream live and free in 58 additional markets, including many countries across Europe and Asia where the games were previously unavailable (such as emerging rugby nations The Netherlands, Portugal and Germany, through to the major population centres of China and India). The coverage included the All Blacks, Springboks, Wallabies and Pumas July internationals, and The Rugby Championship, providing an awesome opportunity to showcase rugby and the All Blacks to fans worldwide and build new audiences. The number of NZR+ registrations in these territories grew more than 500% over the season. In addition, paid subscription to live matches was trialled in Germany at €11. 99 (\$NZ22) per month, or €29. 99 (\$NZ55) for a season pass. Insights from the trial will help us understand the paying audience better and inform future subscription plans in other territories.

Between launching NZR+ in August 2023 and the end of December 2024, over 280,000 users registered with us, and content was viewed nearly three million times on the platform. Across YouTube and NZR+, approximately 60% of users are new and have not connected with us before. The aim now will be to both continue this new growth as well as encourage ongoing engagement and viewership. A large engaged fanbase will unlock future value through sponsorships, future broadcast deals, and increased merchandise and ticket sales.

In 2024 NZR+ introduced the ‘Play Predictor’ fan engagement suite. Fans were invited to register on NZR+ and use their rugby prowess to predict various match outcomes, like the exact score or first try scorer, with prizes from the All Blacks Shop up for grabs.

## Systems and sustainability

An important step towards NZR’s future was the development of a new group strategy for 2025 onwards. Once finalised, implementation of the new strategy will be just one part of a significant programme of work over 2024 and 2025. NZR, together with its rugby partners - the 26 PUs, five New Zealand Super Rugby clubs and other key stakeholders - are reviewing multiple aspects of the New Zealand Rugby system, with the aim of establishing a comprehensive framework to secure long-term financial sustainability across the rugby system. Extensive consultation, detailed modelling and options analysis have been completed to support this work.

Following detailed negotiations, the Collective Employment Agreement (CEA) and various Memoranda of Understanding (MoU) that provide the basis for all professional players’ employment with NZR were largely extended from 31 December 2024 to 30 June 2025 to support a detailed review of what a long-term fit-for-purpose agreement would look like. The extension allows for the final agreement to consider the outcomes of the financial sustainability programme as well as implementation of governance changes.

## Corporate Services

Within NZR, our focus on internal effectiveness and long-term sustainability has included reviewing internal controls, policies and processes, contracting and procurement practices as well as the group’s Cash Reserves Policy and Statement of Investment Policy Objectives (SIPO) for NZR’s long-term reserves. Delivery of the new commercial strategy included initial steps towards establishing a local presence in key markets as we look to expand our international footprint.



# ENHANCING THE WELFARE OF OUR PLAYERS

## HĀPAI HAUORA O TE TANGATA

Goal: To ensure every player is safe and well.

Service Performance Measure	2024	2023
Number of ACC serious injury claims from rugby	1-3	0
Improved player mental health and wellbeing knowledge and capability through Mind. Set. Engage	+31%pt	+31%pt

- **Number of new accepted injury claims registered by ACC:** Claims for injuries occurring 1 Jan-31 Dec and classified by ACC as a ‘Serious Injury’ caused by playing rugby, with a target of zero claims. This classification describes claimants with specific types of 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. The data provided is banded or suppressed by ACC where necessary to avoid potentially identifying patients.
- **Improved player mental health and wellbeing knowledge and capability:** Average percentage-point improvement pre-/post-workshop, for community players and staff attending 38 Mind. Set. Engage Programme workshops held January to July 2024, funded by Te Aka Whai Ora and as evaluated by Nicholson Consulting. A total of 369 individual survey responses were received from 745 workshop attendees, of which 361 completed both the pre- and post-workshop surveys (50% response rate). Respondents largely reflected the ethnicity profile of the registered rugby player community in Aotearoa and the target young male demographic of the workshops. Note:Another 32 workshops were also delivered under alternative funding, to other groups and regions (out of scope of this report) and as additional Te Aka Whai Ora-funded workshops after July (to be included in the 24/25 report). A report conducted in 2024 confirmed similar improvement (average +30%pt) is also seen in those attending workshops outside those in this measure.

### Injury prevention

A small number of new claims classed as serious injury caused by playing rugby were reported by ACC this year, after several years of no claims. While disappointing, the numbers are small, and we will continue to work to prevent and mitigate harm wherever possible. NZR has been a trusted Accredited Employer Partner (AEP) with ACC since 2000, and a tertiary-level provider for the past 11 years. As an AEP, we support staff and our contracted players to recover from work-related injury, with best-practice services across injury management, rehabilitation and health and safety, as well as case management where needed to support the medical team from within the player’s environment. This structure enables a high level of care, reflecting NZR’s commitment to player welfare and supporting players by effectively managing injuries.

RugbySmart, a key NZR injury prevention programme run with ACC, supports referees and coaches to develop their skills in supporting safe and effective techniques for players to continue enjoying rugby, and is one way to keep the number of serious injuries to a minimum. The programme was completed by 82% of those eligible in 2024, an increase from 27% in 2023, and from 2025 all coaches and referees of under-14 level rugby and above will need to be RugbySmart-accredited before their first game each season. A review of the programme in 2024, led by AUT, recommended a number of potential enhancements to the programme for consideration.

### Training and education

23

FAIR (First Aid In Rugby) courses were delivered nationwide.

These World Rugby-recognised courses are rugby-specific and aim to provide those on the field or sideline with the skills to immediately assist an injured player.

234

Scrum Factory sessions were delivered by 137 trained facilitators for 3,629 players.

Teaching specific warm-ups, strengthening exercises and techniques to help players form a strong, safe body shape when scrummaging.

438

Tackle Clinics delivered by 166 trained facilitators taught 8,340 players.

These sessions teach players how to position their heads correctly to make a safe, legal and effective tackle. New resources have also been developed for those coaching women and girls, to address known differences.

### Game innovations

Four main innovations designed to encourage a safe and engaging game are being trialled in community rugby in the 2024 and 2025 seasons: A reduced maximum first tackle height to below the sternum, defending halfback remaining within 1m of scrum and not advancing past the tunnel, a maximum scrum push of 1.5 metres, and a player receiving a Red Card being able to be replaced after 20 minutes by another player. We continue to work closely with World Rugby on the shape of the game at the international level.

### Brain Health and Concussion initiatives

NZR, the NZRPA and the New Zealand Rugby Foundation formed a joint Brain Health and Concussion working group in 2023 to share information and resources, and develop a comprehensive national plan to advance initiatives in this area. This year representatives also met with the Neurological Foundation of New Zealand’s Human Brain Bank team (based at the University of Auckland’s Centre for Brain Research), and the AUT Sports Performance Research Institute’s Brain Health Clinic, to discuss common areas of interest and the working group’s plans.

A concussion campaign designed to reach higher-risk young male players went live during the community rugby season and included a series of online content, activations with schools across the country, radio interviews and other media. A suite of practical and engaging online content based on the latest research and featuring All Blacks and Black Ferns players is now available on our website to support knowledge of how to spot a potential concussion and what to do, and emphasises the importance of resting and recovering. Various initiatives in the community game are also being shared with the media throughout the year to help boost wider understanding of injury prevention and management.

The mandatory use of **Instrumented Mouthguards (iMGs)**, as part of Head Injury Assessment (HIA) protocols to be followed when head acceleration events (HAE) are measured as exceeding set thresholds, is now required by men’s and women’s internationals including Sevens and Under 20s, and Super Rugby.

NZR continues to actively progress **research** on brain health and concussion, manage the injury risks in rugby and communicate what is known about concussion based on scientific facts. We have taken, and will continue to take, a precautionary approach to player safety and focus on reducing and mitigating the risk of injury and exposure to



head acceleration events at all levels and are committed to help the public understand what is and isn't known. Data on injuries, prevention and management, knowledge and skills among players and staff, as well as perception of injuries by the New Zealand public will help us assess the effectiveness of the programme and any gaps for future consideration.

Mental Health and Wellbeing

Mind Set Engage (MSE) is NZR's flagship Mental Health and Wellbeing programme, which includes the delivery of mental health workshops. Comparison of pre- and post-workshop evaluation scores for those attending a workshop this year showed an average 31% improvement in knowledge of mental health and wellbeing, knowledge of support pathways, and confidence among participants to support themselves and others within the rugby community. 38 workshops funded by Te Aka Whai Ora were assessed for the measure, with the full MSE programme delivering a total of 70 of these workshops to over 1,300 participants - contracted and community players nationwide, as well as tailored versions for schools and other rugby roles.

The programme also works closely with local mental health providers, in conjunction with the workshops, to support ongoing local services to clubs. Mental health resources and collateral are brought to all clubs who host a workshop, and were also sent to another 150 clubs nationwide. This year also saw the launch of a refreshed website with engaging video content featuring high-profile players as MSE Ambassadors, openly discussing mental health and wellbeing and their own personal journeys.

The Mental Health and Wellbeing Team also responds and advises on mental ill-health and critical incidents across the game. In 2024, a mental health screening programme was trialled to support early identification of, and response to, mental health challenges affecting contracted players. Doctors who completed the screening with players reported the questionnaire supported their conversation well and provided an understanding of the challenges faced by the playing group that would help them identify and address any issues earlier.

NZR successfully retained Rainbow Tick accreditation in 2024 for the eighth year running. The re-accreditation process highlighted a wide range of rainbow inclusion initiatives, including sharing expertise with the wider sports sector, for example in developing rainbow resources for community sport and physical activity following Sport NZ's release of their Guiding Principles for Inclusion of Transgender People in Community Sport.

NZR featured in two categories in SportNZ's annual Sports and Recreation Awards for 2024. Manu Albert, NZR's Injury Prevention and Wellbeing Programme Manager, won the Suzie Simcock Future Leadership Scholarship for emerging leaders, and NZR was a finalist in the Leadership in Diversity and Inclusion Award, for the New Zealand Women and Girls in Rugby System Strategy 2023-2033.

In 2024, four of the nine members of the NZR Board were female, meeting the Sport NZ target for gender diversity in governance. The membership of the Board will change in 2025 as the agreed governance changes are implemented, however the NZR Constitution was updated in 2024 to require the membership of the NZR Board (via the Board Skills and Competencies Framework) to continue to meet its gender diversity targets, and include at least one member with whakapapa Māori, knowledge, understanding and lived experience of Te Ao Māori in a complex organisational context, and a desire to advance Te Ao Māori in rugby; and at least one member with who identifies and has lived experience as Pasifika with ancestral and authentic cultural connections and an ability to apply a Pasifika world view in a complex organisational context.

NZR also monitored and reported on our diversity as part of our commitment as a member of Global Women's 'Champions for Change' programme. Champions for Change unites New Zealand CEOs and Chairs (including NZR CEO, Mark Robinson) who are committed to accelerating inclusive and diverse leadership in their workplaces and across Aotearoa.

Rugby as a game for all

Alongside the Pride Festival in March, NZR supported the Wellington Rugby Football Union (WRFU) in delivering a Rainbow Rippa Rugby Festival - the first event of its kind led by a PU. Held at Waitangi Park in central Wellington, the day was a safe and fun event for over-16s welcoming new and existing players, from the rainbow community and their allies.

NZR also facilitated a new 'Women in Governance' programme with 25 participants from 21 PUs taking part. Delivered with the Institute of Directors, the programme covered governance principles and skills as well as mentoring with experienced rugby board directors. 86% of participants agreed they had increased their knowledge of robust board policy, processes and structure, board operations, and board performance, and the same number felt participation in the programme boosted their confidence to contribute as a leader in rugby. A related programme, Peer Group Mentoring for Women in Rugby, brought together eight participants and four mentors from rugby boards.

Cultural awareness and support

A new Community Rugby Training and Education Framework launched in 2024 was a foundation document supporting the design and delivery of culturally-considered education experiences and provides a structure to organise learning opportunities.

This year a New Zealand Māori XV also played the annual New Zealand Heartland XV selection, winning 47-14 as part of a two-match series at Cooks Gardens, Whanganui that also featured a New Zealand Barbarians XV.

Māori age-group development camps were held at NZCIS in April for around 400 rangatira and rangatahi as part of the E Tū Toa Ngā Māreikura (wāhine) & Ngā Whatukura (tāne) programmes. An action plan for Māori Rugby Development was developed ahead of the July National Camps.

The implementation of Phase 1 (Kelekele) of the new NZR Pasifika Strategy saw the new Pasifika Strategy Steering Group established, a review of the Pasifika cultural support resources currently available across the country, and a draft evaluation framework that will assess progress over the five years of the Strategy. This work will continue and build through 2025.

Safeguarding, Protection and Integrity

NZR is committed to providing safe, accessible and appealing rugby environments. A detailed review of safeguarding across the New Zealand Rugby system was completed during 2024 to better understand the current landscape and determine future work in this space, including in meeting the requirements of the new Integrity Code for

THRIVING PEOPLE, THRIVING GAME  
MAURI TŪ, MAURI ORA

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

Service Performance Measure	2024	2023
NZR staff engagement score above New Zealand median	+10%pt	+3%pt
Percentage of female directors on the NZR Board	44%	44%

- NZR Staff engagement score is calculated across individuals' responses to specific 'engagement index' questions, in an annual survey of eligible employees. The median 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 to July 2024. The NZR result (77% for 2024) is shown as a percentage-point difference from the current median (67%).
- Percent female directors is the proportion of the NZR Board members who self-identify as female, in April of each year. The measure excludes Co-opted or Emerging Directors, and the NZRC Board.

The annual NZR Engagement Survey held in August showed an overall staff engagement score of 77%. This is an increase on both our August 2023 survey result (70%), and an interim pulse survey from March (71%), and also compares favourably to the latest New Zealand median of 67%. In

2024, NZR introduced a pay equity plan during the year to assess, address and monitor gender and ethnic balance across our employees. We are dedicated to ensuring that NZ Rugby continues to be a thriving workplace where all our people feel welcome and valued.



Sport and Recreation. NZR also continued to provide training to local Safe Kids Advisors as part of the 'Safe Clubs, Safe Kids' programme and established a Safe to Talk network internally. We also worked with PUs to promote Child Safeguarding Week on NZR and PU social media channels - an annual campaign that raises awareness about the importance of safeguarding and protection and the message that ensuring that tamariki are safe and free from harm is everyone's responsibility.

NZR's Hikina programme, supported by ACC, piloted a new approach to harm prevention, harnessing the power of rugby to safeguard our people and whānau. In its first year, the programme developed a nationwide community referral pathway to connect stakeholders with family violence and sexual harm support agencies. A PU 'Fast Fund' was launched to support safeguarding initiatives, and we helped embed safeguarding principles into the E Tū Rangatahi programme.

## LEADING THROUGH TECHNOLOGY WHAKATAKI HANGARAU

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

Rugby Xplorer launched in 2024, as our new membership and competition management platform for community rugby from 2025. The system is designed to meet the complex and evolving requirements of players and staff, and support additional data management capability. A significant change programme surrounding the implementation saw 60 PU staff across seven regions trained to support the rollout through clubs and schools nationwide.

Within NZR, we reviewed internal productivity tools with a focus on reduced cost and improved employee experience. This included rationalising our video conferencing, and increasing our service offering to include match-day and team assembly support to the Black Ferns and Māori All Blacks teams. We also integrated our high performance systems deeper into PUs and Super Rugby franchises to provide end-to-end views of player performance across playing environments.

With NZR+, our technology continues to support NZR in growing an engaged global fanbase with live matches, a range of short and long-form non-live content, and new features and capabilities to provide better fan experiences. 2024 saw the launch of live streaming of SANZAAR matches and the Play Predictor feature. We also implemented a global e-commerce platform for faster distribution of merchandise to fans. Finally, we modernised our archive statistics site to present comprehensive match, performance and biographical data on both Teams in Black and individual players, in an engaging and easily-accessible format.





SUMMARY PERFORMANCE REPORT

SUMMARY INCOME STATEMENT

	GROUP	
	2024 \$000	2023 \$000
for the year ended 31 December 2024		
Income		
Broadcast rights	100,390	85,962
Sponsorship and licensing	125,818	120,942
Matchday	32,013	17,104
Other income	9,351	30,773
Interest income	14,371	8,068
Managed funds fair value gains	149	203
Foreign exchange gains	-	133
Equity accounted surplus of associates and joint ventures	235	-
Fair value gain on compound instrument derivatives	2,920	4,680
Total income	285,247	267,865
Expenditure		
Game development	44,435	42,354
Teams in Black	83,758	75,934
Competitions	126,529	125,478
Administration	27,887	21,928
Interest expense	12,285	8,935
Foreign exchange losses	1,650	-
Foreign exchange losses – ineffective hedge	7,810	-
Equity accounted deficit of associates and joint ventures	-	760
Transaction costs	429	1,386
Total expenditure	304,783	276,775
Income tax	-	-
Net deficit	(19,536)	(8,910)
Net deficit attributable to:		
Stakeholders of the parent	(19,536)	(8,910)
	(19,536)	(8,910)

SUMMARY COMPREHENSIVE INCOME STATEMENT

	GROUP	
	2024 \$000	2023 \$000
for the year ended 31 December 2024		
Net deficit	(19,536)	(8,910)
Other comprehensive income		
Items that may be reclassified to profit or loss:		
Net (loss)/gain on cash flow hedges	(2,254)	587
Net (loss)/gain on equity investments	(289)	836
Net gain arising from translation of foreign operations	83	47
	(21,996)	(7,440)
Total comprehensive income attributable to:		
Stakeholders of the parent	(21,996)	(7,440)
	(21,996)	(7,440)

SUMMARY PERFORMANCE REPORT

SUMMARY BALANCE SHEET

	GROUP	
	2024 \$000	2023 \$000
as at 31 December 2024		
Current assets		
Cash and cash equivalents	83,249	30,452
Term investments	125,667	131,395
Trade and other receivables	29,887	46,904
Prepayments	4,782	6,573
Player payment variation account	-	243
Provincial union funding variation ledger	5,015	2,504
Forward foreign exchange contracts	1,077	2,101
Total current assets	249,677	220,172
Non-current assets		
Term investments	-	22,000
Loans and advances	1,130	1,204
Other investments	46,022	5,014
Property, plant and equipment	2,659	2,780
Intangible assets	7,609	9,727
Investment in other entities	2,426	2,108
Forward foreign exchange contracts	2,929	5,334
Total non-current assets	62,775	48,168
Total assets	312,452	268,340
Current liabilities		
Trade and other payables	18,871	18,591
Income in advance	23,839	35,821
Benevolent and welfare fund	2,638	2,049
Provision for medical costs	976	884
Player payment variation account	5,139	-
Forward foreign exchange contracts	4,476	1,424
Provision for short term stakeholder payment	2,229	2,184
Compound instrument - derivative forward	-	3,913
Total current liabilities	58,168	64,866
Non-current liabilities		
Trade and other payables	2,073	-
Income in advance	6,055	3,881
Provision for medical costs	3,664	3,784
Compound instrument - host contract perpetual debt	145,152	104,540
Compound instrument - holder call option derivative	103,647	80,033
Forward foreign exchange contracts	6,170	2,548
Long term incentive plan	-	267
Total non-current liabilities	266,761	195,053
Total liabilities	324,929	259,919
Net assets	(12,477)	8,421



SUMMARY PERFORMANCE REPORT

	GROUP	
	2024 \$000	2023 \$000
Equity		
Cash flow hedge reserve	743	2,997
Foreign currency translation reserve	109	26
Non-controlling interest	6,840	5,741
Revaluation reserve - equity investments	1,839	2,128
Retained earnings	(22,008)	(2,472)
Total equity	(12,477)	8,421

For and on behalf of the Board who authorised the issue of the Summary Performance Report on 17 April 2025.



David Kirk  
Chair



Grant Jarrold  
Chair – Risk, Investment and Audit Committee

SUMMARY STATEMENT OF CHANGES IN EQUITY

	GROUP					TOTAL EQUITY
	CASH FLOW HEDGE RESERVE	FOREIGN CURRENCY TRANSLATION RESERVE	REVALUATION RESERVE – EQUITY INVESTMENTS	NON- CONTROLLING INTEREST	RETAINED EARNINGS	
for the year ended 31 December 2024	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 31 December 2022	2,140	(21)	1,539	5,461	6,191	15,580
B partnership units issued	–	–	–	280	–	280
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
Exchange differences from translation of foreign operations	–	47	–	–	–	47
Total comprehensive income, net of tax	587	47	589	–	(8,663)	(7,439)
Balance as at 31 December 2023	2,997	26	2,128	5,741	(2,472)	8,421
B partnership units issued	–	–	–	1,099	–	1,099
Net deficit for the 2024 year	–	–	–	–	(19,536)	(19,536)
Other comprehensive income						
Movement in cash flow hedges	(2,254)	–	–	–	–	(2,254)
Net gain on equity investments	–	–	(289)	–	–	(289)
Exchange differences from translation of foreign operations	–	83	–	–	–	83
Total comprehensive income, net of tax	(2,254)	83	(289)	–	(19,536)	(21,996)
Balance as at 31 December 2024	743	109	1,839	6,840	(22,008)	(12,477)

SUMMARY PERFORMANCE REPORT

SUMMARY CASH FLOW STATEMENT

	GROUP	
	2024 \$000	2023 \$000
for the year ended 31 December 2024		
Operating activities		
Receipts from broadcasting, sponsorship and licensing, and matchday	261,400	215,939
Interest income	12,462	4,651
Other income	8,368	30,773
Payments to suppliers and employees	(262,469)	(267,766)
Interest expense	(10,379)	(6,808)
Operating cash flows	9,382	(23,211)
Investing activities		
Purchase of term investments	(137,495)	(202,000)
Maturity of term investments	165,000	106,904
Purchase of managed funds	(41,148)	–
Purchase of property, plant and equipment	(914)	(783)
Purchase of intangible assets	(3,189)	(6,741)
Investing cash flows	(17,746)	(102,620)
Financing activities		
Issue of partnership units	62,500	100,000
Financing cash flows	62,500	100,000
Net increase/(decrease) in cash held	54,136	(25,831)
Effect of exchange rate change on foreign currency balances	(1,339)	83
Cash and cash equivalents at start of the year	30,452	56,200
Cash and cash equivalents at end of the year	83,249	30,452



SUMMARY PERFORMANCE REPORT

NOTES TO THE SUMMARY FINANCIAL STATEMENTS

This is a summary of New Zealand Rugby Union Incorporated's (New Zealand Rugby) audited consolidated financial statements for the year ended 31 December 2024, which were extracted from the full consolidated financial statements authorised for issue by the Board of Directors on 10 April 2025.

An unmodified audit report on the full consolidated financial statements was issued on 10 April 2025.

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](http://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), \$100m on 30 June 2023 (Tranche 2) and \$62.5m on 11 January 2024 (Tranche 3).

In exchange for these contributions, Silver Lake was 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 an 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 residual equity component on initial recognition of the hybrid debt instrument.

GOING CONCERN

The financial statements have been prepared on the basis that the Group is a going concern, which assumes the Group will be able to realise its assets and discharge its liabilities in the normal course of business for the foreseeable future.

The group has negative equity of \$12.5m as at 31 December 2024 (2023: positive equity of \$8.4m).

The B partnership units issued by the Group to Silver Lake have been accounted for as a compound hybrid instrument with non-current liability components totalling \$248.8m as at 31 December 2024 (2023: \$184.6m). The B partnership units are only able to be converted into A partnership units, and as such there is no contractual obligation to settle these non-current liabilities in cash.

The Board have assessed that the negative equity position does not cast significant doubt on the ability of the Group to operate as a going concern when taking into account the terms of the compound hybrid instrument and the future forecast cashflows of the Group.

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 bond-holder 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 NZ Rugby has been assessed as having nil value at inception given there is negligible value in exercising the option.

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 3 on 11 January 2024 as well as revaluation of all compound instrument derivatives to their fair value on 31 December 2024.

The valuer considered several valuation methodologies such as discounted cash flows and capitalisation of earnings regarding multiples of comparable transactions.

The valuer concluded a valuation of the NZR Commercial LP business at 31 December 2024 in the range of \$3.3bn to \$3.7bn. NZR Commercial LP has adopted a business valuation within this range of \$3.5bn in valuing the components on issue at 31 December 2024. The business valuation of \$3.5bn was used as a key input to the valuation of derivatives at year-end. This is a key judgement.

SUMMARY PERFORMANCE REPORT

CONTENT HUB

NZR Commercial LP has created a content hub, branded as NZR+. NZR+ is a key platform for viewing NZ Rugby content and includes archived content as well as original content. 2024 included expansion into markets with no existing media contracts, including a paid subscription trial for all SANZAAR matches into Germany.

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.

SUBSEQUENT EVENTS

Ineos Racing Limited ('INEOS') was contracted by NZR Commercial LP as a sponsor until December 2027. In August 2024, INEOS initiated a discussion around terminating its sponsorship early, however NZR Commercial LP and INEOS were not able to agree terms for an early termination. In January 2025, INEOS provided formal notification that it was terminating the sponsorship and would not pay further amounts, including an invoice which was at that time overdue. This is not permitted under the sponsorship agreement and therefore is considered by NZR Commercial LP as a breach of contract.

As at 31 December 2024, NZR Commercial LP has committed foreign currency contracts in place for settlement of the USD invoices from INEOS for the contracted sponsorship term. These foreign currency contracts are designated as cash flow hedges. Following the notification of early termination and non-payment by INEOS, the hedges have been deemed to be ineffective and as a result the net change in the fair value of these hedging instruments have been recognised in profit and loss.

In April 2025 New Zealand Rugby and INEOS reached a confidential settlement agreement between the two parties and the matter is now considered to be closed.

There are no further subsequent events as at 31 December 2024.





Independent Auditor’s Report on the Summary Consolidated Performance Report

To the Members of New Zealand Rugby Union Incorporated

Opinion	<p>The summary consolidated performance report of New Zealand Rugby Union Incorporated (‘NZ Rugby’) and its subsidiaries (the ‘Group’) comprises the summary consolidated financial statements on pages 76 to 81 and the summary consolidated statement of service performance on pages 56 to 75. The complete set of summary consolidated financial statements comprises the summary consolidated balance sheet as at 31 December 2024, 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 for the year then ended, and related notes. The summary consolidated performance report is derived from the audited consolidated financial statements of the Group for the year ended 31 December 2024.</p> <p>In our opinion, the accompanying summary consolidated performance report, on pages 56 to 81, is consistent, in all material respects, with the audited consolidated performance report, in accordance with PBE FRS 43: <i>Summary Financial Statements</i> issued by the New Zealand Accounting Standards Board.</p>
Summary consolidated performance report	<p>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.</p>
The audited consolidated performance report and our report thereon	<p>We expressed an unmodified audit opinion on the audited consolidated performance report in our report dated 10 April 2025.</p>
Directors’ responsibilities for the summary consolidated performance report	<p>The Directors are responsible on behalf of the Group for the preparation of the summary consolidated performance report in accordance with PBE FRS 43: <i>Summary Financial Statements</i>.</p>
Auditor’s responsibilities	<p>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): <i>Engagements to Report on Summary Financial Statements</i>.</p> <p>Other than in our capacity as auditor, we have no relationship with or interests in the Group or any of its subsidiaries, except that partners and employees of our firm deal with the Group and its subsidiaries on normal terms within the ordinary course of trading activities of the business of the Group and its subsidiaries.</p>
Restriction on use	<p>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.</p>

*Deloitte Limited*

Wellington, New Zealand  
17 April 2025

This audit report relates to the summary consolidated performance report of New Zealand Rugby Union (‘NZ Rugby’) and its subsidiaries (the ‘Group’) for the year ended 31 December 2024 included on the NZ Rugby’s website. The Board of Directors is responsible for the maintenance and integrity of the Entity’s website. We have not been engaged to report on the integrity of the Entity’s website. We accept no responsibility for any changes that may have occurred to the summary performance report since they were 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 the 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 summary consolidated performance report and related audit report dated 17 April 2025 to confirm the information included in the summary consolidated performance report presented on this website.

DIRECTORY

As at 31 December 2024

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
- Mike O’Leary
- Ian Dallas
- Keith Brown

Judicial Officers

- Aminiasi Kefu
- Robin Bates
- Michael Heron, KC
- Nigel Hampton, KC
- Roger Drummond
- Helen Morgan
- Judge Mike Mika
- Tania Sharkey
- Chris Smith
- Catherine Ure
- Giuliana Petronelli
- Keith Binnie

Auditors

- Deloitte, Wellington

Solicitors

- Simpson Grierson, 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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