



# NZR ANNUAL

# REPORT 2020



# DIRECTORY

As at 31 December 2020

## New Zealand Rugby Life Members

Richie Guy  
 Andy Leslie  
 Rob Fisher  
 Sir Graham Henry  
 John Sturgeon  
 Dick Littlejohn  
 Mike Eagle

## New Zealand Representatives to World Rugby

Mark Robinson  
 Bart Campbell

Dr Deborah Robinson

## New Zealand Representatives to SANZAAR

Mark Robinson  
 Brent Impey

## New Zealand Representative to Oceania Rugby

Steve Lancaster

## Appeal Council

Rob Fisher  
 Pamela Andrews  
 John Pringle  
 Sir Bryan Williams  
 Michael Heron QC

## Citing Commissioners

Sarah Persico  
 Erin Rush  
 Amal Prasad  
 John Wootton  
 Tony Duffin  
 David Gray  
 Mike O'Leary  
 Martin Harris

Ian Dallas  
 Keith Brown

## Judicial Officers

Aminiasi Kefu

Robin Bates

Michael Heron

Nigel Hampton, QC

Roger Drummond

Chris Morris

Helen Morgan

Mike Mika

Judge Phil Recordon

## Auditors

Deloitte, Wellington

## Solicitors

Simpson Grierson, Wellington  
 AJ Park, Wellington

## New Zealand Māori Rugby Board

Dr Farah Palmer (Chair)

Rick Steedman

Andre Baker

Andre Thompson

Doug Jones

Cushla Tangaere-Manuel

Richie Milner

Merewaakana Kingi

Arran Pene

## 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)

# PARTNERS

Principal Partner of  
 New Zealand Rugby and  
 Principal Sponsor of the All Blacks



Major Global Partner



Official Broadcasting  
 Partner of New Zealand Rugby



## Global Partners



## Regional Partners



## All Blacks Competition Partners



## Women's Rugby Partners

## Other Competition Partners



## Supporters



## Official Charity



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# THE TEAM BEHIND OUR TEAMS

Last year didn't turn out like any of us planned and it was exceptionally hard on our people, who have a genuine love for our game and what it means to New Zealand. Early on, it became clear that we needed to make some hard decisions and farewell some incredible people to ensure our sport could get through the financial disruption the COVID-19 pandemic brought. While there are now fewer of us, we remain committed to ensuring that our national game is run smoothly and effectively at all levels, across New Zealand.

## Our Vision

Our vision to Inspire and Unify through rugby continues to put us in good stead to administer our sport in New Zealand. As we review our ways of working and look to the changes we can make to strengthen and future proof rugby, our vision keeps us focused and connected.

## Culture and Wellbeing

We're very protective over our culture and wellbeing at NZR. The programmes and policies that we have in place support our people to perform at their best, as well as providing a safe and welcoming environment for them to bring their whole selves to work.

The biggest test for our culture and wellbeing programmes was seen during the COVID-19 Alert Level lockdowns in 2020. We supported our people as they worked from home through a range of resources, the Mauri Ora programme and activities like mindfulness training to help them build resilience through uncertainty.

While we have supported flexible working arrangements for some time now, the COVID-19 pandemic and the instant requirement to move our whole business onto remote structures during Alert Level changes gave us the opportunity to reflect on creating an environment that allowed even more individualisation in our working arrangements. Our Flexible Working Policy has been updated to reflect this and our people have been able to produce their best work in a way that suits them, while still maintaining a strong office-based culture.

Last year we also released our Harm Prevention Framework, which gives our people who have witnessed, experienced or are currently experiencing harassment, sexual harm, discrimination or bullying at work the tools and support they need to address the behaviour, through either a formal or an informal process.

Building on our Diversity and Inclusion programme, the NZR Board approved a project to design and deliver a full Diversity and Inclusion Strategy and plan. This work will help guide and support our work to be a more diverse and inclusive organisation into the future. We were also proud to maintain our Rainbow Tick accreditation.

Within NZR, we are mindful of our strong Pasifika and Māori links and are committed to ensuring we are respectful in building our cultural competence across rugby. Alongside the 2019 appointment of Luke Crawford as our Māori Cultural Advisor - Kaihautu Māori, last year we appointed Eroni Clarke into a newly created Pasifika Engagement Manager role. The Pasifika Engagement Manager role is responsible for supporting NZR to further engage with Pasifika people in our game and ensure there is a Pasifika voice in our strategic planning.

# THE RUGBY WAY

**BE WELCOMING**

TE POU MAIOHA

**BE OUR BEST**

TE POU HIRANGA

**BE PASSIONATE**

TE POU IHIIHI

**PLAY FAIR**

TE POU TIKA

**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**

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

# THE BOARD

Our Board is charged with setting the strategy, direction and policy for NZR, and is ultimately responsible for the decisions and actions of management and staff.

For more information about the Board, go to [newzealand.rugby/about-nzr/governance/our-board/](https://newzealand.rugby/about-nzr/governance/our-board/)



**Brent Impey**  
Chair  
NZR Board member since 2012.



**Bart Campbell**  
Appointed Board Member  
NZR Board member since 2020.



**Jennifer Kerr**  
Nominated Board Member  
NZR Board member since 2020.



**Bailey Mackey**  
Elected Board Member  
NZR Board member since 2020.



**Stewart Mitchell**  
Nominated Board Member  
NZR Board member since 2014.



**Richard Dellabarca**  
Appointed Board Member  
NZR Board member since 2015.



**Sir Michael Jones**  
Elected Board Member  
NZR Board member since 2018.



**Shaun Nixon**  
Elected Board Member  
NZR Board member since 2019.



**Dr Farah Palmer**  
Nominated Board Member  
(Māori Representative)  
NZR Board member since 2016.

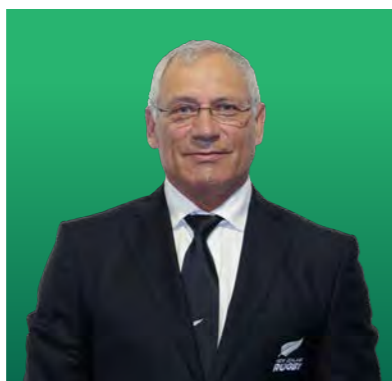


**Nicola O'Rourke**  
Emerging Director  
Appointed in 2020.

## President and Vice President

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

These positions are elected for two year terms, with Bill Osborne becoming President and Max Spence being elected Vice President in 2019. However, a postal ballot vote held in 2020 moved to extend the current President and Vice President term for one more year until 2022 due to the disruption of COVID-19.



**Bill Osborne**  
President



**Max Spence**  
Vice President

## 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. Sir Brian Lochore was Patron until his passing in August 2019, and Ian Kirkpatrick, was elected as his successor at the NZR Annual General Meeting in 2020.



**Ian Kirkpatrick**  
Patron

# THE EXECUTIVE

NZR is made up of seven teams: Professional Rugby and Performance, Community Rugby, Commercial, Technology, People, Safety and Wellbeing, Corporate Services and All Blacks and is headed by a Chief Executive Officer (CEO), who is supported by an Executive Team (known as 'The Exec'), Leadership Team and other management.

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



**Mark Robinson**  
Chief Executive Officer (CEO)



**Richard Gilhooly**  
General Manager People, Safety & Wellbeing



**Steve Lancaster**  
General Manager Community Rugby



**Chris Lendrum**  
General Manager Professional Rugby & Performance



**Angela Nash**  
Chief Information Officer (CIO)



**Nicki Nicol**  
Chief Transformation Officer/  
Chief Financial Officer (CFO)



**Darren Shand**  
All Blacks Manager –  
Business & Operations



**Richard Thomas**  
Chief Commercial Officer (CCO)

# FROM THE CHAIR AND CEO

**We are so proud to present this year's Annual Report. Looking back on 2020, it's impossible to find something that wasn't impacted by the COVID-19 pandemic. It is a surreal experience when people from all corners of the world are impacted by the exact same event.**

Everyday life and the importance of our whanau, friends and health was brought into perspective. But it also showed that once we had the virus under control, rugby played a huge leadership role in bringing everyone back together (literally in the form of live crowds) for a common interest. We saw Super Rugby Aotearoa bring back joy and entertainment, while club and grassroots activity grew back in popularity. We were proud to see New Zealanders showing their strength and resilience, with rugby at the centre.

When the pandemic began, the year looked bleak for rugby, with our worst-case financial estimates predicting a revenue collapse of over 60%. We are pleased to report that as the year continued and our people showed huge dedication and innovation to make sure we could enjoy some rugby in exceptionally challenging circumstances, we reached the end of the year with an operating loss of \$18.7 million. Despite the drop in revenue of over \$40 million, this bottom-line result is approximately \$5 million worse than budget – a great result. However, we continue to spend more than we earn, and while we are in a more fortunate position than others to be able to absorb this loss in the short term, it is crucial we work together to find efficiencies and ensure we are administering our sport responsibly through a future-focused lens.

## A changing rugby calendar

For rugby to survive through the disruption, it became clear early on that we were going to have to make some hard decisions in a short amount of time. Tournaments, programmes and competitions that we had put so much time and work into were instantly cancelled, and reviews into our spending identified areas of potential savings. However, the largest impact fell on our people and we were sad to farewell many of our incredibly talented and dedicated staff both within our NZR offices, and across the country in our provincial unions and Super Rugby clubs.

Our Heartland unions made a big sacrifice in the cancellation of the Championship for 2020. However, this sacrifice has also put the Championship in the best position for Heartland rugby in New Zealand in the future and we look forward to seeing those teams run back out onto the field in 2021.

## Onfield results

It seems like a lifetime since the Black Ferns Sevens and All Blacks Sevens both lifted the tournament trophies in Hamilton for the New Zealand leg of the HSBC World Sevens Series. While it was disappointing to not be able to continue with the Series as the pandemic worsened around the world, it was great to see many of these players get stuck into 15s rugby for their provincial unions.

The Mitre 10 Cup and Farah Palmer Cup was incredibly exciting for fans this year. Congratulations to Tasman for their back-to-back Mitre 10 Cup Premiership victory as well as Hawke's Bay for taking out the Championship and locking away the Ranfurly Shield for the summer with three successful defences. Congratulations also to

Canterbury for their fourth consecutive Farah Palmer Cup title.

The Black Ferns continued their preparation for the upcoming Rugby World Cup with the Possibles v Probables match giving players the opportunity to state their claim on a black jersey, before a two-match Series against the New Zealand Barbarians. While we know the future is still uncertain, we are looking forward to watching the team compete for another World Cup title on home soil.

Finishing the season with what was a vastly different rugby calendar than what the All Blacks were preparing for in 2020, the team did an incredible job of securing both the Bledisloe Cup and the Tri-Nations Cup.

We also witnessed a historic match between the Māori All Blacks and a Moana Pasifika side in Hamilton.

## The future of rugby

There are many lessons we can take from the year, and we now look towards building rugby back to be more efficient and resilient for all involved. Our review into rugby, Ngā Miro, focuses on creating great environments through the Rugby Way, while resetting our cost bases and increasing investment into the community game. You can read more information about the Ngā Miro project on page 13.

Our longstanding relationship within SANZAAR and the Super Rugby competition has faced challenges in recent years. We remain committed to an international competition that focuses on local, regional, and Trans-Tasman ties and are working closely with our international partner unions to deliver this for our players and fans.

We are well placed to make the most of the opportunities that lie ahead. Rugby is fortunate to be full of passionate people who have an incredible interest in the game and know what they want to achieve. Planning is already underway to help us respond to changing environments more quickly. We know that with change comes great uncertainty, and we are committed to full transparency as we step back as a collective group, away from individual interests to look at the big picture.

We also must accept that before the pandemic took hold, our model was unsustainable, hence the Optimisation Review. While the steps taken in the last year have stabilised NZR's position, unless fundamental change is implemented, then rugby remains in a critical financial position. Ngā Miro and our Aratipu Report into Super Rugby are both important components.

We are exploring new opportunities such as the introduction of private equity to drive our commercial revenues to enable investment to be made into the areas of most need; the community game; the participation challenges particularly at 12-13 and 17-18 age groups; women's rugby; and the financial viability of our provincial unions. Moreover, there is the opportunity with technology investments for NZR to create better and more engaging experiences for fans. It is our view that NZR must make the most of opportunities outside of traditional structures to deliver for our rugby communities at all levels of the game.

### Acknowledgements

NZR is also grateful for the support of our commercial partners, especially adidas, AIG and SKY Television whose support is vital for the funding, promotion and strengthening of the game. We thank the New Zealand Government; Sport New Zealand; High Performance Sport New Zealand, especially for their support through COVID-19; the many regional and local Councils who maintain grounds and infrastructure at a local level for rugby in New Zealand; and our key partner ACC, as well as the media for their coverage of the game.

Finally, we would like to recognise and thank our fellow Board Members as well as give a special thank you to the dedicated people at New Zealand Rugby – your ongoing hard work throughout an incredibly trying year is much appreciated.



**Brent Impey**  
Chair



**Mark Robinson**  
CEO



A sold out Eden Park crowd watches on as Investec Super Rugby Aotearoa gets underway in June.



**INSIDE NEW ZEALAND RUGBY**

# TIMELINE OF 2020

Despite facing continual disruption never before seen on a global scale, we continued to walk towards our challenges and rapidly innovate to ensure New Zealanders could enjoy rugby again as soon as possible. Our people adjusted to new ways of working to deliver a phenomenal amount of work, highlighting the calibre of those working within our sport.

**25 JANUARY**

The HSBC World Sevens Series kicks off its New Zealand leg, with the two-day tournament taking place at FMG Stadium Waikato in front of a full crowd. The All Blacks Sevens and Black Ferns Sevens both win their respective tournaments.

**31 JANUARY**

Investec Super Rugby kicks off with a Blues v Chiefs derby match in Auckland.

**16 MARCH**

Investec Super Rugby is postponed indefinitely due to the increasing concern over COVID-19 around the world. All New Zealand Super Rugby teams return home.

**25 MARCH**

At 11.59pm, New Zealand enters Alert Level 4 and all New Zealanders are locked down at home to help flatten the curve against COVID-19. Organised sport at all levels around the country is cancelled indefinitely.

**7 MAY**

Just two months after Investec Super Rugby was cancelled, a new local competition, Super Rugby Aotearoa, is given the green light by government to go ahead during Alert Level 2.

**13 MAY**

New Zealand moves to Alert Level 2 and around the country community rugby can continue their return to play protocols and train under strict hygiene protocols.

**13 JUNE**

Super Rugby Aotearoa kicks off with the Highlanders welcoming the Chiefs to Forsyth Barr in Dunedin.

**20 JUNE**

Community rugby kicks off without restrictions.

**12 AUGUST**

Auckland returns to Alert Level 3 with the rest of country at Level 2, resulting in rugby in the region once again being postponed and the much anticipated North v South match being moved to Wellington. Under travel restrictions, all Auckland-based players cannot leave the region, risking their inclusion in the upcoming Steinlager North v South match. The final Super Rugby Aotearoa match between the Blues v Crusaders is cancelled and the Highlanders v Hurricanes match is played without crowds.

**5 SEPTEMBER**

After an eight year hiatus, the Steinlager North v South rugby match is brought back to Wellington under Alert Level 2 restrictions, resulting in the match being played to an empty stadium.

**11 SEPTEMBER**

The Mitre 10 Cup kicks off around New Zealand, with Tasman eventually crowned Premiership champions for the second year in a row.

**11 OCTOBER**

The All Blacks take on the Wallabies in their first Bledisloe Cup Test in Wellington, with the match resulting in a 16-all draw. They will go on to win the second Test match 27-7 at Eden Park a week later.

**25 OCTOBER**

The All Blacks travel to Australia to clinch the third deciding Bledisloe Cup Test and eventually win the truncated Tri-Nations against Australia and Argentina.

**7 NOVEMBER**

The Black Ferns trial match – Possibles v Probables, takes place in North Harbour, followed by two Black Ferns matches against NZ Barbarians. This was the first time the team took to the field in 15 months.

**20 NOVEMBER**

The Rugby World Cup 2021 pools are announced in an event attended by Prime Minister Jacinda Ardern in Auckland.

**1 DECEMBER**

Following seven years of planning and more than a year of construction, the All Blacks Experience opened in SkyCity Federal Street, Auckland. Fans can now get closer than ever to our teams in black.

**5 DECEMBER**

The Māori All Blacks take part in a historical match against the first ever Moana Pasifika side in Hamilton in front of a passionate crowd. Red Bull Ignite7 kicked off to find the next stars of sevens rugby.

**17 DECEMBER**

The ASB New Zealand Rugby Awards, usually held at SkyCity, Auckland, is presented as a televised broadcast on the Sky Sport 1 for the first time ever.



## KEY STATS FOR 2020

**41,000**  
SELL OUT CROWD FOR  
BLUES v HURRICANES  
AT EDEN PARK

**EDEN  
LIZARDS**  
NAMED INAUGURAL NATIONAL  
CHAMPIONS OF THE NZ  
BARBARIANS U85KG CUP

**53** WOMEN'S TEAMS COMPETED IN  
THE PASIFIKA AOTEAROA 7S CUP  
COMPETITION - THE LARGEST  
PARTICIPATION FOR A WOMEN'S  
SEVENS COMPETITION ANYWHERE  
IN THE WORLD

TASMAN WENT BACK TO  
BACK, WINNING THE  
**MITRE10  
CUP**  
PREMIERSHIP FOR THE  
SECOND YEAR RUNNING

**NORTH  
v SOUTH**  
THE TRADITIONAL MATCH  
WAS PLAYED FOR THE  
FIRST TIME SINCE 2012

**4** CANTERBURY WOMEN'S WIN  
THEIR FOURTH CONSECUTIVE  
FARAH PALMER CUP TITLE  
WHILE THE CRUSADERS WIN  
THEIR FOURTH CONSECUTIVE  
SUPER RUGBY TITLE

**18**  
CONSECUTIVE  
YEARS THAT  
THE ALL BLACKS  
HAVE HELD THE  
BLEDISLOE CUP

## REIMAGINING RUGBY

### Rugby as a business

For many years NZR has been open about how working to our current business model within a constantly changing environment will challenge the sustainability of our sport.

It has been clear that we need to reset our structure for ongoing success that sees us fund the community game sufficiently, support our partners and keep our best players in New Zealand. For rugby to succeed we need to reflect the environment we are working within.

When the COVID-19 pandemic reached New Zealand in March 2020, everything we had been working on faced near immediate cancellation. While this brought great uncertainty around how we could keep the business going without being able to take the field, it also gave us a once in a generation opportunity to look at all areas of our business and make real change.

We found that when faced with our greatest challenge of potentially having no rugby for the rest of the year, the conviction for change and the chance to own our own future became the opportunity.

Across the business, we have recognised that everything has become over-processed as times have changed and rugby has grown. The aim of the 'Ngā Miro' transformation project was to simplify how we do things to strengthen and future proof rugby in our country.

### The meaning behind Ngā Miro

Rugby is in a very fortunate position of having dedicated people within the sport who are here to make a difference. The name Ngā Miro thinks of the many bodies of work across rugby as the many different threads that, when woven together, create a beautiful korowai, blanket or mat. To create the best final product, these threads must pass through the same eye of the needle, in this case, we all must work together to transform the sport and reimagine rugby.

**Kotahi te kohao o te ngira  
E kuhuna ai te miro ma, te miro  
whero me te miro pango  
A muri i a au kia mau ki te ture ki  
te whakapono ki te aroha  
Hei aha te aha! hei aha te aha!**

**There is but one eye of the needle  
through which the white, red and  
black threads must pass.**

**After me hold fast to the "lore"  
the truth and love  
fore sake all else...**

The first Māori King Potatau Te Wherowhero (1858)  
implores unity of people and purpose

### Our strategic priorities

To help simplify our goals, we have identified four areas which will have the biggest impact on rugby:

1. Rugby at the heart of our communities
2. Rugby itself and our brands globally are loved
3. Winning with mana
4. Earn more than we spend.

## OUR STRATEGIC PRIORITIES

### Rugby at the heart of our communities

NZR's vision to inspire and unify through rugby puts us in a great position to make a real difference in our communities. While the number of New Zealanders playing rugby in 2020 was lower when compared to previous years, highlighting the disruptive impact of COVID-19, we still saw strong responses to playing for clubs and schools where COVID-19 Alert Levels permitted. A decrease in women and girls' participation reflected our limited ability to run primary school competitions during the pandemic and our reliance on that age group in our participation approach. In 2021, we will be focused on strengthening overall women and girls' participation, as well as teenage rugby, as we look towards the pinnacle event of the Rugby World Cup to inspire more people to lace up their boots.

Over time, rugby has changed a lot, giving people more ways to play and be involved in our sport in a way that suits them. In 2020, we connected with our rugby communities to explore what rugby means to New Zealanders and to build on our philosophy of putting our participants at the centre of what we do. Our injury prevention and wellbeing programmes, including RugbySmart, Applaud and Headfirst, remain world-leading and bring a holistic approach to caring for our participants and helping them to develop a lifelong love of the game.

Last year we were proud to run the inaugural U85kg National Club Cup. After a wider launch in early March, the COVID-19 pandemic meant it had to be scaled back to include the five Provincial Unions who had existing U85kg grades. Despite this, the National Final was held at Eden Park and screened live on Sky Sport, with the Eden Lizards achieving their first ever senior trophy win in the history of the club.

We also introduced new "Game On" rules that focus on reducing late match cancellations, helping rugby to be a more participant-friendly sport. Under "Game On" rules, a rugby match will still go ahead if a team has fewer than 15 players or doesn't have enough front-rowers. Prior to the match, the two teams agree on adjusted team size, match length, rolling subs and scrum rules to ensure a meaningful game can be played.

Due to the impact of COVID-19, and to ensure the focus for the year was firmly on supporting club and school rugby, NZR and the Heartland Unions made the difficult decision to cancel the Heartland Championship. This was not an easy decision and we acknowledge the Heartland Unions' move

to sacrifice their national competition last year in order to support their local communities' game. The Heartland XV was also not assembled in 2020 due to the pandemic. However, we look forward to resuming a programme for that team in 2021.

Our review into Provincial Union rugby in New Zealand began last year and is ongoing. This review covers how NZR funds Provincial Unions, the cost structure of Provincial Unions, as well as the format of the National Provincial Championships and how we can ensure competitions that are valuable for players and exciting for fans into the future.

2020 was undoubtedly a difficult year for community rugby, however, the strength, resilience, and capability of our players, coaches, referees, administrators, schools, clubs and Provincial Unions ensured that we all made the most of our opportunities to provide the platform for a promising 2021.

### Rugby itself and our brands globally are loved

Between the enthusiasm for community rugby across the country, or our Teams in Black on a global scale, demand for our brand and programmes has continued to grow. It is important to us that we listen to our customers and reimagine how we can strengthen our offering into the future to deliver a great experience for everyone involved in our game, from players and coaches to fans.

Therefore, we've taken the opportunity to review key areas while also looking at where and how we can become more customer centric as an organisation. This includes: our brand architecture and how our programmes fit together; our brand narrative and how we are sharing our story; and our customer journeys to ensure the wide range of people involved in rugby develop an ongoing love for the game.

Continual advancements in the technology sector have given us more ways to connect with our often time poor but digitally savvy audience. By embracing digital and technology right across the community and professional game and developing a clear strategy for our customer data, we will be able to help grow the sport like never before.

Looking forward to 2021, across our teams and programmes there are so many great opportunities to reimagine rugby. With the growth of women's sport around the world, and New Zealand's hosting rights for upcoming Rugby World Cup, we have the chance to develop the Black Ferns' brand to



Eden Lizards on the attack during the NZ Barbarians U85kg Club Cup Final against Auckland University Squids.

grow the team's engagement and support. Although the appeal of the All Blacks is already strong at home and overseas, there is further international demand for the team's strong culture, values and high performance. Sky Super Rugby Aotearoa will be back to entertain fans in New Zealand and across the world once again, while our provincial competitions will continue to inspire local pride and rivalry.

### Winning with mana

We are proud of what our teams and organisation continue to achieve here in New Zealand and around the world. For NZR, winning with mana means so much more than a match result on the scoreboard, and believe that how we grow the game, work and behave off the field is just as important as what we achieve on the field.

2020 brought unique challenges for our Teams in Black and they showed incredible resilience, flexibility and adaptability as their calendars continued to change. It was great to see the All Blacks bring home the Bledisloe Cup and Tri-Nations Trophy despite six weeks away from home in Australia and the uncertainty of a changing draw.

While the Tokyo Olympics were postponed until 2021, our All Blacks Sevens and Black Ferns Sevens continue to prepare and plan for this incredible pinnacle event. We are committed to giving the team strong performance preparation opportunities in the build-up to the Games – as exemplified by the highly successful Red Bull Reignite tournament held in December - and we are appreciative of the great support from High Performance Sport New Zealand.

We also began our review into our professional club competition and how we can redesign it for 2022 onwards to deliver for our players, clubs and fans. We are working closely with Moana Pasifika and Fijian Drua as preferred partners to bring a stronger Pasifika element to the future competition, and together with Rugby Australia we are exploring the potential structure and management of a new competition.

At the time of publishing the 2020 Annual Report, World Rugby confirmed the postponement of the Rugby World Cup until 2022 due to COVID-19 uncertainty. We are excited to deliver the tournament and are focused on supercharging the women's game. We also remain committed to providing the Black Ferns with meaningful preparation to maintain their strong high performance record and growth of the women's game.

### Earn more than we spend

Throughout 2020, more than ever before, we had to explore new ways to try and 'Earn more than we spend'. We reviewed a wide range of business activities from identifying areas where we could make savings to optimise and reduce our costs, new ways to enable our partners to gain real value from working with us, to designing new competitions and partnership assets.

Last year, as always, our people, teams and competitions were all supported by a wide range of partners and we are incredibly grateful to our partners who stood with us even when their own businesses were facing COVID-19 related troubles. The pandemic forced us to think a bit differently and be creative in our sponsor activity. We broke the mould with new opportunities for professional players to attend weekly sessions over zoom with our partners and their customers, as well as exchanging other benefits to suit the environment we were faced with such as ASB helping to stimulate the local economy and promote 100 Small Businesses around New Zealand with our Teams in Black.

While the country was locked down during Alert Level 4 in April, our players committed to three commercial days, with one of those days seeing 28 individual content captures for a range of partners. Our partners were alongside our players as they shared their experiences confined to their home gyms to maintain their training and when lockdown was lifted and rugby returned to the field, together we were able to celebrate and tell the story of New Zealand staving off COVID-19 to see live rugby matches before anyone else in the world.

Despite the ongoing threat of postponement or cancellation of our sport, the enduring appeal and strength of our brands also allowed us to welcome deals with new partners Nura, Healthspan Elite and Hyperice and renewed relationships with ASB, Unilever and Tudor.

However, we have (and not surprisingly through COVID-19 in 2020) continued to spend more than we earn, so increasing our earnings couldn't be our only strategy to help get us through a difficult year and reset the way we deliver rugby in New Zealand. As mentioned in the overview for Ngā Miro, our work towards efficiency in how we invested into the sport and our activities is just as crucial in achieving in this area and will be a key component of our business health and ability to meet our goal to 'earn more than we spend' into the future.



Sam Cane lifts the Bledisloe Cup after the All Blacks' victory against Australia in Sydney.

# INNOVATING THROUGH LOCKDOWN

New ways of delivering value for our partners during COVID-19 Alert Level 4 saw our Teams in Black connect through zoom, home car washes, 'shared breakfasts', home work out challenges and more! Thanks to our commercial partners for getting creative with us through such an uncertain time.



ACKNOWLEDGEMENTS

# RECOGNITION OF BEREAVEMENTS



**Terence Lineen**  
All Black Number **581**  
(1957-1960)  
Monday, 17 February 2020, aged 84



**Alan Sutherland**  
All Black Number **670**  
(1968-1973)  
Monday, 4 May 2020, aged 75



**Henry Maxwell**  
Māori All Black  
(1986)  
Sunday, 10 May 2020, aged 59



**Lindsay Townsend**  
All Black Number **567**  
(1955)  
Tuesday, 2 June 2020, aged 86



**Alistair (Ack) Soper**  
All Black Number **590**  
(1957)  
Tuesday, 16 June 2020, aged 83



**Dennis Young**  
All Black Number **579**  
(1956-1964)  
Sunday, 21 June 2020, aged 90



**Michael (Mike) McCool**  
All Black Number **795**  
(1979)  
Tuesday, 23 June 2020, aged 68



**Raymond 'Rocky' Parr**  
Māori All Black  
(1955)  
Wednesday, 15 July 2020, aged 89



**Bruce McPhail**  
All Black Number **597**  
(1959)  
Tuesday, 21 July 2020, aged 83



**Andrew (Andy) Haden**  
All Black Number **716**  
(1972-1985)  
Wednesday, 29 July 2020, aged 69



**David Johnston**  
NZR President  
(1998)  
Sunday, 6 September 2020, aged 85



**John Tanner**  
All Black Number **521**  
(1950-1954)  
Monday, 5 October 2020, aged 93

ACKNOWLEDGEMENTS

# IN MEMORIAM



**Edward (Eddie) Tonks**  
*Former NZR Chair and Life Member*  
Sunday, 18 October 2020, aged 85

This year we also sadly farewelled Eddie Tonks, whose contribution to rugby was immeasurable. Tonks started on what was then the NZRFU Council in 1986, and played a key role in the organisation of the 1987 Rugby World Cup, which of course was a huge success. He went on to become Chair of New Zealand Rugby from 1990-1995, during a transformative time of rugby in New Zealand as it moved towards the professional era. Tonks was part of a drive to have more business experience on the national

board, largely as the result of changing requirements in the administration of the game. He was also a Chair of the International Rugby Board (now World Rugby) and in 2004, was named a life member of New Zealand Rugby.

Our condolences go to his wife Claire, children Murray and Carolyn, three grandchildren and three great grandchildren, he is greatly missed.

## ACKNOWLEDGEMENTS

# 2020 ASB RUGBY AWARDS

### Sky TV Fans Try of the Year

Winner: Jack Jones (Christ's College)  
Nominees: Neria Fomai (Hawke's Bay)  
Bethel Lutele-Malasia (Napier Boys' High School)

### New Zealand Rugby Referee of the Year

Winner: Paul Williams (Taranaki)  
Nominees: Ben O'Keeffe (Horowhenua Kapiti)  
Mike Fraser (Wellington)

### Charles Monro Rugby Volunteer of the Year

Winner: Jane Chamberlain (Horowhenua Kapiti)  
Nominees: Allen Grainger (Waikato)  
Scott Kahle (Bay of Plenty)

### NZRPA Kirk Award

Winner: Andy Ellis

### Steinlager Salver

Winner: Sir Bryan Williams

### Duane Monkley Medal (Mitre 10 Cup Player of the Year)

Winner: Folau Fakatava (Hawke's Bay)  
Nominees: Kaleb Trask (Bay of Plenty)  
Salesi Rayasi (Auckland)

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

Winner: Kendra Cocksedge (Canterbury)  
Nominees: Stacey Fluhler (Waikato)  
Chelsea Alley (Waikato)

### ASB National Coach of the Year

Winner: Scott Robertson (Crusaders)  
Nominees: Andrew Goodman and  
Clarke Dermody (Tasman)  
James Semple (Waikato FPC)  
Mark Ozich (Hawke's Bay)

### ASB New Zealand Coach of the Year

Winners: Allan Bunting and Cory Sweeney  
(Black Ferns Sevens)  
Nominees: Ian Foster (All Blacks)  
Clark Laidlaw (All Blacks Sevens)  
Glenn Moore (Black Ferns)  
Clayton McMillian (Māori All Blacks)

### Investec Super Rugby Player of the Year

Winner: Richie Mo'unga (Canterbury, Crusaders)  
Nominees: Patrick Tuipulotu (Auckland, Blues)  
Jordie Barrett (Taranaki, Hurricanes)  
Aaron Smith (Manawatu, Highlanders)

### Tom French Memorial Māori Player of the Year

Winner: Ash Dixon (Ngāti Tahinga, Hawke's Bay)  
Nominees: Aaron Smith (Ngāti Kahungunu, Manawatu)  
Stacey Fluhler (Tuhoe/Te Arawa, Waikato)

### Richard Crawshaw Memorial All Blacks Sevens Player of the Year

Winner: Scott Curry (Bay of Plenty)  
Nominees: Tim Mikkelsen (Waikato)  
Ngarohi McGarvey-Black (North Harbour)

### Black Ferns Sevens Player of the Year

Winner: Stacey Fluhler (Waikato)  
Nominees: Kelly Brazier (Bay of Plenty)  
Tyla Nathan-Wong (Northland)

### Black Ferns Player of the Year

Winner: Chelsea Alley (Waikato)  
Nominees: Kendra Cocksedge (Canterbury)  
Kennedy Simon (Waikato)

### All Blacks Player of the Year

Winner: Sam Cane (Bay of Plenty)  
Nominees: Dane Coles (Wellington)  
Aaron Smith (Manawatu)

### adidas National Team of the Year

Winner: Tasman  
Nominees: Crusaders  
Hawke's Bay  
Canterbury (FPC)

### adidas New Zealand Team of the Year

Winner: Black Ferns Sevens  
Nominees: All Blacks  
All Blacks Sevens  
Black Ferns  
Māori All Blacks

### Kelvin R Tremain Memorial Player of the Year

Winner: Sam Cane



Tom French Memorial Māori Player of the Year winner Ash Dixon receives his trophy on set.

## ACKNOWLEDGEMENTS

# OTHER RECOGNITION

### 2020 World Rugby Awards

Men's 15s Player of the Decade in association with Tudor:  
Richie McCaw (All Blacks)

Women's Sevens Player of the Decade in association with HSBC:  
Portia Woodman (Black Ferns Sevens)

Women's 15s Try of the Decade in association with International Rugby Players:  
Portia Woodman (Black Ferns)

Women's 15s Team of the Decade in association with Mastercard:

Fiao'o Faamausili (Black Ferns)  
Eloise Blackwell (Black Ferns)  
Linda Itunu (Black Ferns)  
Kendra Cocksedge (Black Ferns)  
Portia Woodman (Black Ferns)  
Kelly Brazier (Black Ferns)

Men's 15s Team of the Decade in association with Mastercard:

Owen Franks (All Blacks)  
Brodie Retallick (All Blacks)  
Sam Whitelock (All Blacks)  
Richie McCaw (All Blacks)  
Dan Carter (All Blacks)  
Ma'a Nonu (All Blacks)  
Ben Smith (All Blacks)

### 2020 57th Halberg Awards

Hall of Fame inductee: Sid Going

### Queen's Birthday Honours 2020

Officer of the New Zealand Order of Merit:  
Mr Kieran James Read, of Christchurch. For services to rugby.

### New Year Honours 2020

Knight Companion of the New Zealand Order of Merit:  
Mr Stephen William Hansen, of Christchurch.  
For services to rugby.

Officer of the New Zealand Order of Merit:  
Mr Stephen John Tew, of Wellington. For services to rugby  
and sports administration.

*Note: Due to the COVID-19 pandemic cancelling or postponing many sporting events throughout 2020, some awards ceremonies were cancelled or took the opportunity to reflect over the past decade.*



Portia Woodman busts through the defence during what was awarded the World Rugby Women's 15s Try of the Decade.

# ALL BLACKS



**Bledisloe Cup**  
 All Blacks 16-16 Australia  
 11 October, Wellington  
 All Blacks 27-7 Australia  
 18 October, Auckland

**Tri Nations/Bledisloe Cup**  
 All Blacks 43-5 Australia  
 31 October, Sydney  
 All Blacks 22-24 Australia  
 7 November, Brisbane

**Tri Nations**  
 All Blacks 15-25 Argentina  
 14 November, Sydney  
 All Blacks 38-0 Argentina  
 28 November, Newcastle

- Asafo Aumua - 1163**  
Wellington, Hurricanes
- Beauden Barrett - 1115**  
Taranaki, Blues
- Jordie Barrett - 1159**  
Taranaki, Hurricanes
- Scott Barrett - 1155**  
Taranaki, Crusaders
- George Bridge - 1178**  
Canterbury, Crusaders
- Sam Cane - 1113**  
Bay of Plenty, Chiefs
- Caleb Clarke - 1187**  
Auckland, Blues
- Dane Coles - 1117**  
Wellington, Hurricanes
- Shannon Frizell - 1172**  
Tasman, Highlanders
- Jack Goodhue - 1165**  
Northland, Crusaders
- Cullen Grace - 1192**  
Canterbury, Crusaders
- Alex Hodgman - 1190**  
Auckland, Blues
- Akira Ioane - 1166**  
Auckland, Blues
- Rieko Ioane - 1156**  
Auckland, Blues
- Will Jordan - 1191**  
Tasman, Crusaders
- Nepo Laulala - 1139**  
Counties Manukau, Chiefs
- Ngani Laumape - 1160**  
Wellington, Hurricanes
- Anton Lienert-Brown - 1153**  
Waikato, Chiefs
- Tyrel Lomax - 1180**  
Tasman, Hurricanes
- Damian McKenzie - 1154**  
Waikato, Chiefs
- Joe Moody - 1134**  
Canterbury, Crusaders
- Richie Mo'unga - 1167**  
Canterbury, Crusaders

- Dalton Papali'i - 1176**  
Auckland, Blues
- TJ Perenara - 1132**  
Wellington, Hurricanes
- Sevu Reece - 1182**  
Tasman, Crusaders
- Ardie Savea - 1147**  
Wellington, Hurricanes
- Aaron Smith - 1112**  
Manawatu, Highlanders
- Hoskins Sotutu - 1186**  
Auckland, Blues
- Codie Taylor - 1143**  
Canterbury, Crusaders
- Karl Tu'inukuafe - 1171**  
North Harbour, Blues
- Patrick Tuipuloutu - 1133**  
Auckland, Blues
- Ofa Tuungafasi - 1150**  
Auckland, Blues
- Peter Umaga-Jensen - 1189**  
Wellington, Hurricanes
- Tupou Vaa'i - 1188**  
Taranaki, Chiefs
- Brad Weber - 1140**  
Hawke's Bay, Chiefs
- Samuel Whitelock - 1104**  
Canterbury, Crusaders

- HEAD COACH AND SELECTOR**  
Ian Foster
- ASSISTANT COACH AND SELECTOR - FORWARDS**  
John Plumtree
- ASSISTANT COACH - BACKS**  
Brad Mooar
- ASSISTANT COACH - DEFENCE**  
Scott McLeod
- ASSISTANT COACH - SCRUM**  
Greg Feek
- MANAGER - BUSINESS AND OPERATIONS**  
Darren Shand
- MANAGER - LEADERSHIP**  
Gilbert Enoka



Sam Cane leads the All Blacks in haka before a Test match.



TEAMS AND RESULTS

# BLACK FERNS



**Black Ferns v NZ Barbarians**  
Black Ferns 34-15 NZ Barbarians  
14 November, Auckland  
Black Ferns 19-17 NZ Barbarians  
21 November, Nelson

- Chelsea Alley - 173**  
Waikato
- Eloise Blackwell - 161**  
Auckland
- Chelsea Bremner - 218**  
Canterbury
- Grace Brooker - 214**  
Canterbury
- Kendra Cocksedge - 142**  
Canterbury
- Luka Connor - 207**  
Bay of Plenty
- Ruahei Demant - 196**  
Auckland
- Amy Du Plessis - 219**  
Otago
- Renee Holmes - 221**  
Waikato
- Aldora Itunu - 186**  
Auckland
- Tanya Kalounivale**  
Waikato
- Phillipa Love - 179**  
Canterbury
- Charmaine McMenamin - 174**  
Auckland
- Arihiana Marino-Tauhinu - 208**  
Counties Manukau
- Ilisapeti Molia**  
Counties Manukau
- Natahlia Moors - 174**  
Auckland
- Toka Natua - 181**  
Waikato
- Aleisha-Pearl Nelson - 169**  
Auckland

- Te Kura Ngata-Aerengamate - 178**  
Northland
- Kendra Reynolds - 220**  
Bay of Plenty
- Cheyelle Robins-Reti - 215**  
Waikato
- Aroha Savage - 159**  
Northland
- Kennedy Simon - 210**  
Waikato
- Grace Steinmetz - 222**  
Canterbury
- Pia Tapsell - 205**  
Bay of Plenty
- Cristo Tofa - 200**  
Auckland
- Hazel Tubic - 163**  
Counties Manukau
- Lanulangi Veainu - 216**  
Counties Manukau
- Kelsie Wills - 217**  
Bay of Plenty
- Selica Winiata - 152**  
Manawatu

**COACH**  
Glenn Moore

**ASSISTANT COACHES**  
Wesley Clarke  
John Haggart

**MANAGER**  
Lauren Cournane



Black Ferns back Grace Steinmetz tries to break through the New Zealand Barbarians defence in Nelson.

TEAMS AND RESULTS

# ALL BLACKS SEVENS



**HSBC New Zealand Sevens**  
**25-26 January, Hamilton**

All Blacks Sevens 47-0 Wales  
All Blacks Sevens 26-5 USA  
All Blacks Sevens 38-12 Scotland  
All Blacks Sevens 17-14 Australia  
(Cup semi-final)  
All Blacks Sevens 27-5 France  
(Cup Final)

**HSBC Australia Sevens**  
**1-2 February, Sydney**

All Blacks Sevens 54-5 Wales  
All Blacks Sevens 5-26 Fiji  
All Blacks Sevens 19-5 Kenya  
All Blacks Sevens 24-7 Australia  
(For 5th place)

**HSBC USA Sevens**  
**29 February-1 March, L.A**

All Blacks Sevens 42-7 Wales  
All Blacks Sevens 21-7 Spain  
All Blacks Sevens 21-17 England  
All Blacks Sevens 29-14 France  
(Cup quarterfinal)  
All Blacks Sevens 0-17 South Africa  
(Cup semi-final)  
All Blacks Sevens 21-19 Australia  
(For 3rd place)

**HSBC Canada Sevens**  
**7-8 March, Vancouver**

All Blacks Sevens 29-0 Kenya  
All Blacks Sevens 31-0 Spain  
All Blacks Sevens 33-24 Ireland  
All Blacks Sevens 17-5 Fiji  
(Cup quarterfinal)  
All Blacks Sevens 27-15 South Africa  
(Cup semi-final)  
All Blacks Sevens 17-14 Australia  
(Cup Final)

**Kurt Baker**  
Taranaki

**Caleb Clarke**  
Auckland

**Dylan Collier**  
Waikato

**Scott Curry**  
Bay of Plenty

**Sam Dickson**  
Canterbury

**Andrew Knewstubb**  
Horowhenua Kapiti

**Vilimoni Koroi**  
Otago

**Ngarohi McGarvey-Black**  
Bay of Plenty

**Tim Mikkelson**  
Waikato

**Sione Molia**  
Counties Manukau

**Etene Nanai-Seturo**  
Counties Manukau

**Tone Ng Shiu**  
Tasman

**Amanaki Nicole**  
Canterbury

**Joe Ravouvou**  
Bay of Plenty

**Salesi Rayasi**  
Auckland

**Akuila Rokolisoa**  
Counties Manukau

**William Warbrick**  
Bay of Plenty

**Regan Ware**  
Bay of Plenty

**Joe Webber**  
Bay of Plenty

**COACH**

Clark Laidlaw

**ASSISTANT COACHES**

Tomasi Cama  
Liam Barry

**MANAGER**

Ross Everiss



Regan Ware makes a break for the All Blacks Sevens against Australia at the 2020 HSBC Sydney Sevens.

TEAMS AND RESULTS

# BLACK FERNS SEVENS



**HSBC New Zealand Sevens**  
**26-27 January, Hamilton**

Black Ferns Sevens 40-7 China  
Black Ferns Sevens 40-7 England  
Black Ferns Sevens 38-21 Fiji  
Black Ferns Sevens 19-7 France  
(Cup semi-final)  
Black Ferns Sevens 24-7 Canada  
(Cup Final)

**HSBC Australia Sevens**  
**1-2 February, Sydney**

Black Ferns Sevens 28-0 Japan  
Black Ferns Sevens 22-12 Russia  
Black Ferns Sevens 26-12 England  
Black Ferns Sevens 24-7 France  
(Cup semi-final)  
Black Ferns Sevens 33-7 Canada  
(Cup Final)

**Michaela Blyde**  
Bay of Plenty

**Kelly Brazier**  
Bay of Plenty

**Gayle Broughton**  
Taranaki

**Theresa Fitzpatrick**  
Auckland

**Stacey Fluhler**  
Waikato

**Sarah Hirini**  
Manawatu

**Jazmin Hotham**  
Waikato

**Shiray Kaka**  
Waikato

**Tyla Nathan-Wong**  
Auckland

**Mahina Paul**  
Bay of Plenty

**Risi Pouri-Lane**  
Tasman

**Alena Saili**  
Southland

**Ruby Tui**  
Bay of Plenty

**Niall Williams**  
Auckland

**Tenika Willison**  
Waikato

**COACHES**

Allan Bunting  
Cory Sweeney

**ASSISTANT COACH**

Stu Ross

**MANAGER**

Toni Young



Stacey Fluhler scores a try for the Black Ferns Sevens during the Cup Final match against Canada at the 2020 HSBC Hamilton Sevens.

TEAMS AND RESULTS

# MĀORI ALL BLACKS



**Māori All Blacks  
v Moana Pasifika**  
  
Māori All Blacks  
28-21 Moana Pasifika  
5 December, Hamilton

- Kaleb Trask**  
Chiefs, Bay of Plenty  
Ngāpuhi
- Shaun Stevenson**  
Chiefs, North Harbour  
Ngāpuhi
- Billy Proctor**  
Hurricanes, Wellington  
Ngai Te Rangī/Ngāpuhi
- Quinn Tupaea**  
Chiefs, Waikato  
Waikato, Tainui
- Sean Wainui**  
Chiefs, Taranaki  
Ngāi Tuhoe, Te Āitanga a Māhaki,  
Ngā Arikaiaputahi, Ngāti Porou
- Otere Black**  
Blues, Bay of Plenty  
Ngāi Tuhoe, Te Whānau ā Apanui,  
Ngāti Tūwharetoa
- Bryn Hall**  
Crusaders, North Harbour  
Ngāti Ranginui
- Liam Messam**  
Waikato  
Ngāi Tuhoe
- Billy Harmon**  
Crusaders, Canterbury  
Ngāi Tahu
- Whetukamokamo Douglas**  
Crusaders, Canterbury  
Ngāti Porou/ Ngāti Whakaue
- Manaaki Selby-Rickit**  
Highlanders, Southland  
Ngāti Raukawa
- Isaia Walker-Leawere**  
Hurricanes, Hawke's Bay  
Ngāti Porou
- Jonah Lowe**  
Hurricanes, Hawke's Bay  
Ngāti Pīkiao
- Josh Hohneck**  
Otago  
Ngāti Manuhiri, Ngāti Whātua
- Ash Dixon**  
Highlanders, Hawke's Bay  
Ngāti Tahinga

- Pouri Rakete-Stones**  
Hurricanes, Hawke's Bay  
Ngāpuhi
- Kurt Eklund**  
Blues, Bay of Plenty  
Ngāpuhi
- Ross Wright**  
Northland, Blues  
Ngāti Whātua, Ngāti Porou
- Tamaiti Williams**  
Canterbury  
Ngāpuhi
- Reed Prinsep**  
Hurricanes, Canterbury  
Te Rārawa
- Ethan Roots**  
Crusaders, North Harbour  
Ngāti Kahungunu
- Mitchell Karpik**  
Chiefs, Bay of Plenty  
Rongomaiwahine, Ngāti Kahungunu
- Te Toiroa Tahuriorangi**  
Chiefs, Bay of Plenty  
Ngāti Pīkiao
- Rameka Poihipi**  
Canterbury  
Ngāti Whakaue
- Mathew Skipwith-Garland**  
Bay of Plenty  
Tūhourangi, Ngāti Wāhiao, Ngāpuhi
- Marcel Renata**  
Blues, Auckland  
Ngāti Whānaunga, Ngāi Takoto

- HEAD COACH AND SELECTOR**  
Clayton McMillan
- ASSISTANT COACHES**  
Tony Brown  
Roger Randle
- MANAGER**  
Tony Ward
- KAUMATUA**  
Luke Crawford



Otere Black of the Māori All Blacks makes a kick during the historical match against Moana Pasifika.

# NEW ZEALAND REFEREES



- Farah Palmer Cup**  
4 September – 30 October 2020
- Mitre 10 Cup**  
11 September – 28 November 2020
- HSBC World Sevens Series**  
25 January – 8 March 2020\*
- Investec Super Rugby**  
31 January – 15 March 2020\*
- Investec Super Rugby Aotearoa**  
13 June – 15 August 2020\*\*
- Six Nations**  
1 February – 31 October 2020
- Tri Nations**  
31 October – 5 December 2020
- World Rugby Pacific Challenge**  
6 March – 14 March 2020
- Rugby World Cup 2021 Qualifier**  
14 November 2020

\* Series/Competition cancelled partway through due to COVID-19

\*\* Final game between Blues and Crusaders cancelled due to COVID-19

**Brittany Andrew**  
Manawatu

**Jono Bredin**  
Otago

**Nick Briant**  
Bay of Plenty

**Maggie Cogger-Orr**  
Auckland

**Larissa Collingwood**  
Waikato

**Tipene Cottrell**  
Hawke's Bay

**Stu Curran**  
Otago

**James Doleman**  
Auckland

**Mike Fraser**  
Wellington

**George Haswell**  
Canterbury

**Nick Hogan**  
Hawke's Bay

**Lauren Jenner**  
Counties Manukau

**Richard Kelly**  
Taranaki

**Angus Mabey**  
Auckland

**Rebecca Mahoney**  
Wairarapa Bush

**Daniel Moore**  
Canterbury

**James Munro**  
Canterbury

**Tiana Ngawati**  
Bay of Plenty

**Ben O'Keeffe**  
Horowhenua-Kapiti

**Chris Paul**  
South Canterbury

**Brendon Pickerill**  
North Harbour

**Marcus Playle**  
Auckland

**Hugh Reed**  
Hawke's Bay

**Cameron Stone**  
Taranaki

**Dan Waenga**  
Hawke's Bay

**Paul Williams**  
Taranaki

**Selica Winiata**  
Manawatu

**Michael Winter**  
Waikato



Referee Paul Williams in control of the Bledisloe Cup match between the All Blacks and Australia in Wellington.

TEAMS AND RESULTS

# NORTH v SOUTH



**North v South**  
North 35-38 South  
5 September 2020, Wellington

### North Squad

- Asafo Aumua**  
Wellington
- Beauden Barrett**  
Taranaki
- Lachlan Boshier**  
Taranaki
- Caleb Clarke**  
Auckland
- Ash Dixon**  
Hawke's Bay
- Kurt Eklund**  
Auckland
- Alex Fidow**  
Wellington
- Mitchell Hunt**  
Auckland
- Akira Ioane**  
Auckland
- Rieko Ioane**  
Auckland
- Ayden Johnstone**  
Waikato
- Anton Lienert-Brown**  
Waikato
- Damian McKenzie**  
Waikato
- Dalton Papalii**  
Auckland
- TJ Perenara**  
Wellington
- Sevu Reece**  
Waikato
- Ardie Savea**  
Wellington

**Scott Scafton**  
Auckland

**Hoskins Sotutu**  
Auckland

**Aaron Smith**  
Manawatu

**Angus Ta'avao**  
Auckland

**Mark Telea**  
North Harbour

**Karl Tu'inukuafe**  
North Harbour

**Te Toiroa Tahuriorangi**  
Taranaki

**Patrick Tuipulotu – CAPTAIN**  
Auckland

**Ofa Tuungafasi**  
Auckland

**Peter Umaga-Jensen**  
Wellington

**Tupou Vaa'i**  
Taranaki

### South Squad

**Jordie Barrett**  
Canterbury

**George Bower**  
Otago

**George Bridge**  
Canterbury

**Finlay Christie**  
Tasman

**Tom Christie**  
Canterbury

**Liam Coltman**  
Otago

**Mitchell Drummond**  
Canterbury

**Mitchell Dunshea**  
Canterbury

**Braydon Ennor**  
Canterbury

**Leicester Faingaanuku**  
Tasman

**Shannon Frizell**  
Tasman

**Jack Goodhue**  
Canterbury

**Dillon Hunt**  
Otago

**Josh Ioane**  
Otago

**Will Jordan**  
Tasman

**Nepo Laulala**  
Canterbury

**Daniel Lienert-Brown**  
Canterbury

**Tyrel Lomax**  
Tasman

**Andrew Makalio**  
Tasman

**Joe Moody**  
Canterbury

**Richie Mo'unga**  
Canterbury

**Reed Prinsep**  
Canterbury

**Tom Sanders**  
Canterbury

**Manaaki Selby-Rickit**  
Southland

**Codie Taylor**  
Canterbury

**Sio Tomkinson**  
Otago

**Brad Weber**  
Otago

**Samuel Whitelock - CAPTAIN**  
Canterbury



North player Aaron Smith makes a break during the North v South match in Wellington.

TEAMS AND RESULTS

# POSSIBLES v PROBABLES



**Black Ferns trial:  
Possibles v Probables**  
Possibles 28-19 Probables  
7 November 2020, North Harbour

### Possibles Squad

- Saphire Abraham**  
Auckland
- Alana Bremner**  
Canterbury
- Chelsea Bremner**  
Canterbury
- Grace Brooker**  
Canterbury
- Kendra Cocksedge (Captain)**  
Canterbury
- Carys Dallinger**  
Manawatu
- Iritana Hohaia**  
Taranaki
- Grace Houpapapa-Barrett**  
Waikato
- Rosie Kelly**  
Otago
- Phillipa Love**  
Canterbury
- Charmaine McMenamain (Vice Captain)**  
Auckland
- Kilisitina Moata'ane**  
Otago
- Natahlia Moors**  
Auckland
- Krystal Murray**  
Northland
- Joanah Ngan-Woo**  
Wellington

### Te Kura Ngata-Aerengamate

- Kendra Reynolds**  
Bay of Plenty
- Cheyelle Robins-Reti**  
Waikato
- Amy Rule**  
Canterbury
- Kennedy Simon**  
Waikato
- Monica Tagoai**  
Wellington
- Pia Tapsell**  
Bay of Plenty
- Hazel Tubic**  
Counties Manukau
- Janna Vaughan**  
Manawatu
- Olivia Ward-Duin**  
North Harbour
- Selica Winiata**  
Manawatu

### Probables Squad

- Chelsea Alley (Vice Captain)**  
Waikato
- Ari Bayler**  
Waikato
- Eloise Blackwell (Captain)**  
Auckland
- Luka Connor**  
Bay of Plenty
- Ruahei Demant**  
Auckland
- Amy Du Plessis**  
Otago
- Lyric Faleafaga**  
Wellington

- Carla Hohepa**  
Waikato
- Renee Holmes**  
Waikato
- Aldora Itunu**  
Auckland
- Martha Lolohea**  
Canterbury
- Patricia Maliepo**  
Auckland
- Arihiana Marino-Tauhinu**  
Counties Manukau
- Lisa Molia**  
Counties Manukau
- Toka Natua**  
Waikato
- Aleisha-Pearl Nelson**  
Auckland
- Kaipo Olsen-Baker**  
Manawatu
- Marcelle Parkes**  
Wellington
- Maia Roos**  
Auckland
- Aroha Savage**  
Northland
- Grace Steinmetz**  
Canterbury
- Jay Jay Taylor**  
North Harbour
- Rebecca Todd**  
Canterbury
- Cristo Tofa**  
Auckland
- Lanulangi Veainu**  
Counties Manukau
- Kelsie Wills**  
Bay of Plenty



Probables wing Langi Veainu on the attack during the Possibles v Probables trial in Albany.

## TEAMS AND RESULTS

# INVESTEC SUPER RUGBY AOTEAROA



Investec Super Rugby didn't escape the disruption of the COVID-19 pandemic, with the competition being suspended after the seventh round in March, followed by its eventual cancellation.

Three months later, we launched Investec Super Rugby Aotearoa, which saw the five New Zealand-based Super Rugby teams face off against each other in exciting local derbies. While a COVID-19 Alert Level Three lockdown resulted in the cancellation of the final match between the Crusaders and the Blues, both teams were awarded two points for a draw.

Team	Played	Win	Draw	Loss	F	A	BP	Points
Crusaders	8	6	1	1	219	148	4	30
Blues	8	5	1	2	176	149	2	24
Hurricanes	8	5	-	3	202	213	1	21
Highlanders	8	3	-	5	197	227	2	14
Chiefs	8	-	-	8	155	212	5	5

## REGIONAL MĀORI RUGBY

### Te Waipounamu Māori rugby Ahurei festival tournament

Senior men's winners – Waitaha Canterbury Māori

Senior women's winners – Waitaha Canterbury Māori

U21 men's winners – Ōtākou Māori Rugby

U17 Boys' winners – Waitaha Canterbury Māori

U17 Girls' winners – Ōtākou Māori Rugby

Unfortunately COVID-19 restrictions resulted in both the Te Hiku O Te Ika, and Te Tini a Maui tournaments being cancelled. Some matches were organised between some local Rohe in the absence of these tournaments.

## RANFURLY SHIELD

### Ranfurlly Shield Results

Canterbury 71-7 North Otago, 28 August, Christchurch

Taranaki 23-22 Canterbury, 19 September, Christchurch

Otago 30-19 Taranaki, 27 September, Inglewood

Hawke's Bay 28-9 Otago, 4 October, Dunedin

Hawke's Bay 33-17 Northland, 16 October, Napier

Hawke's Bay 47-12 Manawatu, 24 October, Napier

Hawke's Bay 34-18 Wellington, 8 November, Napier

## TEAMS AND RESULTS

# MITRE 10 CUP



### Mitre 10 Cup Premiership Final

Tasman 13-12 Auckland, Auckland

### Mitre 10 Cup Premiership Semifinals

Auckland 23-18 Waikato, Auckland

Tasman 19-10 Bay of Plenty, Nelson

### Mitre 10 Cup Premiership Round Robin

Team	Played	Win	Draw	Loss	F	A	BP1	BP2	Points
Auckland	10	7	-	3	299	198	6	2	36
Tasman	10	7	-	3	288	202	5	-	33
Bay of Plenty	10	6	-	4	268	258	5	2	31
Waikato	10	6	-	4	257	230	4	1	29
Canterbury	10	5	-	5	251	224	5	4	29
Wellington	10	5	-	5	289	248	7	2	29
North Harbour	10	5	-	5	276	226	4	3	27

### Mitre 10 Cup Championship Final

Hawke's Bay 36-24 Northland, Napier

### Mitre 10 Cup Championship Semifinals

Northland 32-19 Otago, Dunedin

Hawke's Bay 59-23 Taranaki, Napier

### Mitre 10 Cup Championship Round Robin

Team	Played	Win	Draw	Loss	F	A	BP1	BP2	Points
Hawke's Bay	10	7	-	3	264	209	6	2	36
Otago	10	6	-	4	244	247	5	1	30
Northland	10	5	-	5	221	262	3	1	24
Taranaki	10	4	-	6	263	265	4	4	24
Southland	10	3	-	7	144	193	1	3	16
Counties Manukau	10	3	-	7	208	331	2	-	14
Manawatu	10	1	-	9	198	377	4	1	9



**TEAMS AND RESULTS**

# FARAH PALMER CUP



**Farah Palmer Cup Premiership Final**

Canterbury 8-7 Waikato, Christchurch

**Farah Palmer Cup Premiership Semifinals**

Waikato 31-14 Manawatu, Hamilton

Canterbury 36-21 Auckland, Christchurch

**Farah Palmer Cup North Round Robin**

Team	Played	Win	Draw	Loss	F	A	BP1	BP2	Points
Waikato	6	6	-	-	237	74	4	-	28
Auckland	6	4	-	2	200	103	5	-	21
Northland	6	4	-	2	233	75	4	1	21
Counties Manukau	6	4	-	2	297	104	4	1	21
Bay of Plenty	6	2	-	4	179	126	2	2	12
Taranaki	6	1	-	5	69	400	1	-	5
North Harbour	6	-	-	6	54	387	1	1	2

**Farah Palmer Cup South Round Robin**

Team	Played	Win	Draw	Loss	F	A	BP1	BP2	Points
Canterbury	5	5	-	-	331	47	5	-	25
Manawatu	5	4	-	1	186	90	4	-	20
Wellington	5	3	-	2	196	126	3	1	16
Otago	5	2	-	3	144	184	3	1	12
Hawke's Bay	5	1	-	4	126	202	1	-	5
Tasman	5	-	-	5	29	363	-	1	1



Canterbury forward Alana Bremner is tackled during the Farah Palmer Cup Final against Waikato.

**GOVERNANCE**

# BOARD COMPOSITION AND TENURE

The current Board comprises Board Members with a mix of qualifications, skills and experience appropriate to New Zealand Rugby's operations and strategic direction. Qualifications and experience of individual Board Members can be found on New Zealand Rugby's website at [newzealand.rugby/about-us/our-people/our-board](http://newzealand.rugby/about-us/our-people/our-board)

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

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

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

Name	Originally appointed	Last reappointed /elected
Brent Impey	Appointed	3 February 2012
Stewart Mitchell	Nominated	30 April 2014
Richard Dellabarca	Appointed	23 April 2015
Dr Farah Palmer	Nominated (Māori)	13 December 2016
Sir Michael Jones	Elected	19 April 2018
Shaun Nixon	Elected	17 April 2019
Jennifer Kerr	Nominated	30 April 2020
Bailey Mackey	Elected	30 April 2020
Bart Campbell	Appointed	30 April 2020

Name	Term 1	Term 2	Term 3	Term 4
Brent Impey <sup>1</sup>	█	█	█	█
Stewart Mitchell	█	█	█	█
Richard Dellabarca	█	█	█	█
Dr Farah Palmer <sup>2</sup>	█	█	█	█
Sir Michael Jones	█	█	█	█
Shaun Nixon	█	█	█	█
Jennifer Kerr <sup>3</sup>	█	█	█	█
Bailey Mackey	█	█	█	█
Bart Campbell	█	█	█	█

<sup>1</sup> Brent Impey was appointed as a Board Member replacing Chris Doig who resigned due to ill health midway through his first term.

<sup>2</sup> Dr Farah Palmer was appointed as a Board Member replacing Wayne Peters who resigned due to ill health midway through his second term.

<sup>3</sup> Jennifer Kerr replaced Mark Robinson who resigned after one year to take up the CEO role, and therefore serves the two-year balance of his term.

**GOVERNANCE**

# BOARD COMMITTEES

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

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

*Commercial Committee - updated in 2020 to Commercial and Technology Committee.  
Strategy Committee - disestablished in 2020 and replaced by full Board strategy workshops.*

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.  Current members: • Stewart Mitchell (Chair) • Brent Impey • Sir Michael Jones • Sam Lotu-liga (co-opted) • Shaun Nixon • Farah Palmer • Dr Deborah Robinson (co-opted) • Nicola O'Rourke (Emerging Director) – Observer	At least four times per year.
Commercial and Technology Committee	Commercial, brand and revenue generation matters, as well as Technology current and future optimisation opportunities.	Up to two co-opted members  Current members: • Richard Dellabarca (Chair) • Karl Budge (co-opted) • Bart Campbell • Melissa Davies (co-opted) • Brent Impey • Jennifer Kerr • Bailey Mackey • Nicola O'Rourke (Emerging Director) – Observer	At least four times per year.
Audit, Risk, People and Capability Committee	Assist the Board to meet its audit, risk, and health and safety responsibilities and to review and make recommendations in relation to New Zealand Rugby's remuneration policies and succession planning.	Current members: • Shaun Nixon (Chair) • Richard Dellabarca • Brent Impey • Stewart Mitchell	At least three times per year.

The table below reports attendance of members at Board and Board Committee meetings during the year ended 31 December 2020 and shows the exceptionally high work load due to COVID-19 in 2020.

Name	Board	Rugby Committee	Commercial and Technology Committee	Audit, Risk, People and Capability Committee
<b>Number of meetings</b>	<b>27</b>	<b>4</b>	<b>4</b>	<b>4</b>
Brent Impey	27	4	4	4
Bart Campbell <sup>2</sup>	16	-	3	-
Richard Dellabarca	27	-	4	3
Andrew Golightly <sup>1</sup>	11	-	-	-
Sir Michael Jones	26	4	1	-
Peter Kean <sup>1</sup>	11	1	1	-
Jennifer Kerr <sup>2</sup>	16	-	3	-
Bailey Mackey <sup>2</sup>	16	-	3	-
Stewart Mitchell	26	3	-	4
Shaun Nixon	27	4	1	4
Dr Farah Palmer	27	4	4	-

<sup>1</sup> Andrew Golightly and Peter Kean's terms ended at the 2020 Annual General Meeting

<sup>2</sup> Bailey Mackey, Jennifer Kerr and Bart Campbell's terms commenced at the 2020 Annual General Meeting. Bart Campbell is based in Melbourne and attended meetings by Zoom.

## GOVERNANCE

# BOARD MEMBER REMUNERATION

Remuneration for Board Members was approved at the 2020 Annual General Meeting at \$586,456 in aggregate for the year, consistent with prior year (2019: \$586,456). During 2020, all Board Members agreed to fee reductions, recognising the impact of COVID-19 on New Zealand Rugby.

The table below shows remuneration by Board Member for the year ended 31 December 2020.

Name	Board	Rugby Committee	Commercial Committee	Audit, Risk, People and Capability Committee	New Zealand Māori Rugby Board	Total remuneration
Brent Impey (Chair)	\$123,261	–	–	–	–	\$123,261
Bart Campbell	\$28,782	–	–	–	–	\$28,782
Richard Dellabarca	\$50,872	–	\$5,708	–	–	\$56,580
Andrew Golightly	\$15,465	–	–	–	–	\$15,465
Sir Michael Jones	\$44,247	–	–	–	–	\$44,247
Peter Kean	\$12,888	\$1,663	–	–	–	\$14,551
Jennifer Kerr	\$34,367	–	–	–	–	\$34,367
Bailey Mackey	\$28,782	–	–	–	–	\$28,782
Stewart Mitchell	\$50,872	\$4,045	–	\$1,995	–	\$56,912
Shaun Nixon	\$44,247	–	–	\$3,713	–	\$47,960
Dr Farah Palmer	\$46,672	–	–	–	\$5,708	\$52,380
Nicola O'Rourke	\$11,167	–	–	–	–	\$11,167

### Associates

In September 2018, New Zealand Rugby acquired a 40% shareholding in the Blues Management Limited (Blues) and appointed three Directors to the Blues Board, being Richard Dellabarca, John Hart and Sam Lotu-liga. New Zealand Rugby appointees to the Blues Board are paid \$1,200 per meeting.

Brent Impey served as Chair of the SANZAAR Executive Committee until 31 December 2020, and received \$65,000 from New Zealand Rugby during the year for these services, in line with the 2020 Annual General Meeting approved allocations.

## SUMMARY FINANCIAL STATEMENTS

# SUMMARY INCOME STATEMENT

for the year ended 31 December 2020	GROUP	
	2020 \$000	2019 \$000
<b>Income</b>		
Broadcast rights	51,789	57,454
Sponsorship and licensing	59,347	72,906
Matchday	10,926	16,352
Other income	14,351	27,864
Interest income	828	2,522
Managed funds fair value gains	1,110	1,053
Foreign exchange gains	–	8,987
<b>Total income</b>	<b>138,351</b>	<b>187,138</b>
<b>Expenditure</b>		
Game development	28,345	33,323
Teams in Black	39,187	54,169
Competitions	71,378	92,343
Administration	12,220	14,051
Interest expense	102	448
Foreign exchange losses	5,271	–
Equity accounted loss of associates and joint ventures	584	183
<b>Total expenditure</b>	<b>157,087</b>	<b>194,517</b>
<b>Operating loss before impairment and tax</b>	<b>(18,736)</b>	<b>(7,379)</b>
Impairment of available for sale equity instruments	15,893	–
Income tax	–	–
<b>Net loss after tax</b>	<b>(34,629)</b>	<b>(7,379)</b>
<b>Net loss after tax attributable to:</b>		
Stakeholders of the parent	(34,629)	(7,379)
	<b>(34,629)</b>	<b>(7,379)</b>

# SUMMARY COMPREHENSIVE INCOME STATEMENT

for the year ended 31 December 2020	GROUP	
	2020 \$000	2019 \$000
<b>Net loss after tax</b>	<b>(34,629)</b>	<b>(7,379)</b>
<b>Other comprehensive income</b>		
<i>Items that may be reclassified to profit or loss:</i>		
Net (loss)/gain on cash flow hedges	(4,237)	(5,759)
Net (loss)/gain on equity investments	–	(3,924)
Reclassification of losses on equity instruments to profit or loss	3,924	–
Exchange differences arising from translation of foreign operations	45	(41)
<b>Total comprehensive income, net of tax</b>	<b>(34,897)</b>	<b>(17,103)</b>
<b>Total comprehensive income attributable to:</b>		
Stakeholders of the parent	(34,897)	(17,103)
	<b>(34,897)</b>	<b>(17,103)</b>

## SUMMARY FINANCIAL STATEMENTS

### SUMMARY BALANCE SHEET

as at 31 December 2020	GROUP	
	2020 \$000	2019 \$000
<b>Current assets</b>		
Cash and cash equivalents	32,391	28,160
Term investments	20,000	43,691
Trade and other receivables	66,272	54,080
Prepayments	2,901	3,014
Loans and advances	380	284
Financial instruments	1,873	6,748
<b>Total current assets</b>	<b>123,817</b>	<b>135,977</b>
<b>Non-current assets</b>		
Loans and advances	1,146	1,402
Other investments	26,381	36,482
Property, plant and equipment	1,480	1,905
Intangible assets	6,249	7,934
Investment in other entities	7,251	4,232
Financial instruments	2,107	2,883
<b>Total non-current assets</b>	<b>44,614</b>	<b>54,838</b>
<b>Total assets</b>	<b>168,431</b>	<b>190,815</b>
<b>Current liabilities</b>		
Trade and other payables	17,318	12,855
Income in advance	73,818	48,906
Benevolent and welfare fund	1,795	2,312
Provision for medical costs	797	676
Player payment variation account	3,936	2,276
Financial instruments	14	949
<b>Total current liabilities</b>	<b>97,678</b>	<b>67,974</b>
<b>Non-current liabilities</b>		
Provision for medical costs	3,406	3,572
Player payment variation account	–	12,713
Income in advance	15,523	19,403
Financial instruments	–	432
<b>Total non-current liabilities</b>	<b>18,929</b>	<b>36,120</b>
<b>Total liabilities</b>	<b>116,607</b>	<b>104,094</b>
<b>Net assets</b>	<b>51,824</b>	<b>86,721</b>
<b>Equity</b>		
Cash flow hedge reserve	3,715	7,952
Foreign currency translation reserve	(1)	(46)
Available for sale revaluation reserve	–	(3,924)
Retained earnings	48,110	82,739
<b>Total equity</b>	<b>51,824</b>	<b>86,721</b>

For and on behalf of the Board who authorised the issue of the summary financial statements on 20 April 2021.

  
Brent Impey  
Chair

  
Shaun Nixon  
Chair – Audit, Risk, People and Capability Committee

## SUMMARY FINANCIAL STATEMENTS

### SUMMARY STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2020	GROUP					TOTAL EQUITY \$000
	CASH FLOW HEDGE RESERVE \$000	FOREIGN CURRENCY TRANSLATION RESERVE \$000	AVAILABLE FOR SALE REVALUATION RESERVE \$000	RETAINED EARNINGS \$000	ATTRIBUTABLE TO NON- CONTROLLING INTERESTS \$000	
<b>Balance as at 1 January 2019</b>	13,711	(5)	–	90,118	–	103,824
Net loss for the 2019 year	–	–	–	(7,379)	–	(7,379)
<b>Other comprehensive income</b>						
Movement in cash flow hedges	(5,759)	–	–	–	–	(5,759)
Net (losses)/gains on equity investments	–	–	(3,924)	–	–	(3,924)
Exchange differences from translation of foreign operations	–	(41)	–	–	–	(41)
<b>Total comprehensive income, net of tax</b>	<b>(5,759)</b>	<b>(41)</b>	<b>(3,924)</b>	<b>(7,379)</b>	<b>–</b>	<b>(17,103)</b>
<b>Balance as at 31 December 2019</b>	<b>7,952</b>	<b>(46)</b>	<b>(3,924)</b>	<b>82,739</b>	<b>–</b>	<b>86,721</b>
Net loss for the 2020 year	–	–	–	(34,629)	–	(34,629)
<b>Other comprehensive income</b>						
Movement in cash flow hedges	(4,237)	–	–	–	–	(4,237)
Net (losses)/gains on equity investments	–	–	3,924	–	–	3,924
Exchange differences from translation of foreign operations	–	45	–	–	–	45
<b>Total comprehensive income, net of tax</b>	<b>(4,237)</b>	<b>45</b>	<b>3,924</b>	<b>(34,629)</b>	<b>–</b>	<b>(34,897)</b>
<b>Balance as at 31 December 2020</b>	<b>3,715</b>	<b>(1)</b>	<b>–</b>	<b>48,110</b>	<b>–</b>	<b>51,824</b>

### SUMMARY CASH FLOW STATEMENT

for the year ended 31 December 2020	GROUP	
	2020 \$000	2019 \$000
<b>Operating activities</b>		
Receipts from broadcasting, sponsorship and licensing, and matchday	119,350	161,177
Interest income	1,361	3,572
Other income	14,351	27,864
Payments to suppliers and employees	(150,073)	(186,971)
<b>Operating cash flows</b>	<b>(15,011)</b>	<b>5,642</b>
<b>Investing activities</b>		
Maturity/(purchase) of term investments	23,691	26,809
Maturity/(purchase) of managed funds	–	(20,000)
Investment in associates	(3,558)	(1,326)
Repayments/(new loans) of loans and advances	161	(800)
Purchase of property, plant and equipment	(251)	(702)
Purchase of intangible assets	(176)	(1,250)
<b>Investing cash flows</b>	<b>19,867</b>	<b>2,731</b>
<b>Net increase in cash held</b>	<b>4,856</b>	<b>8,374</b>
Effect of exchange rate change on foreign currency balances	(625)	456
Cash and cash equivalents at start of the year	28,160	19,330
<b>Cash and cash equivalents at end of the year</b>	<b>32,391</b>	<b>28,160</b>

## SUMMARY FINANCIAL STATEMENTS

# NOTES TO THE SUMMARY FINANCIAL STATEMENTS

This is a summary of the New Zealand Rugby Union Incorporated's (New Zealand Rugby) audited consolidated financial statements for the year ended 31 December 2020, which were extracted from the full consolidated financial statements authorised for issue by the Board of Directors on 26 March 2021. An unmodified audit report on the full consolidated financial statements was issued on 26 March 2021.

The summary financial statements have been prepared in accordance with PBE FR5-43 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.

## COVID-19 PANDEMIC

On 11 March 2020 the World Health Organisation declared a global pandemic as a result of the outbreak and spread of Novel Coronavirus (COVID-19). Following this, on Wednesday 25 March 2020, the New Zealand Government raised its Alert Level to 4 (nationwide lockdown of non-essential services) for an initial four-week period with New Zealand moving back to Alert Level 3 on 27 April 2020. New Zealand moved back to Alert Level 1 on 8 June 2020, with all restrictions except border controls removed.

During Alert Level 4, New Zealand Rugby's operations were not deemed as essential services and as a result, were unable to continue to

operate. Post Alert Level 4, operating levels have recovered allowing a restricted rugby calendar to proceed with the introduction of Super Rugby Aotearoa and subsequent international matches as part of the Bledisloe Cup and Tri Nations series.

On 12 August 2020 the Government announced a move from Alert Level 1 to Alert Level 3 for Auckland and Alert Level 2 for the rest of the country. This impacted the final round of Super Rugby Aotearoa and resulted in one cancelled game.

The table below provides an assessment of the impact of COVID-19 on New Zealand Rugby's Income Statement and Balance Sheet.

### INCOME STATEMENT

ITEM	COVID-19 ASSESSMENT
<b>Income</b>	COVID-19 has had a material impact on New Zealand Rugby's revenue streams with international travel restrictions and government alert levels resulting in a restricted rugby calendar during 2020. Revenue from broadcast, sponsorship and matchday are reduced due to fewer matches.
Government grants - wage subsidy	As part of the New Zealand Government response to COVID-19, New Zealand Rugby received Government wage subsidy grants of \$5.82m. This relates to two tranches; the 12 week Wage Subsidy and the 8 week Wage Subsidy Extension. This has been included within the 'Other Income' line item on the Income Statement.
Government grants - Sport New Zealand	As part of the New Zealand Government response to COVID-19, New Zealand Rugby received additional Sport New Zealand funding of \$0.70m relating to competitions and partner support. This has been included within the 'Other Income' line item on the Income Statement.
<b>Expenses</b>	To mitigate the impact that COVID-19 has had on revenue, New Zealand Rugby has significantly reduced expenditure in 2020, to critical or contracted activities. New Zealand Rugby employees all took compensation reductions during 2020, in addition to a significant restructure in June 2020. Match and Team related costs have naturally reduced in line with the restricted rugby calendar.
Provincial Union funding	Funding to all Provincial Unions has reduced by \$3.76m in 2020, recognising the impact of COVID-19 on New Zealand Rugby.
Super Rugby Club funding	Super Rugby Club funding includes an additional \$1.25m COVID-19 related funding from Sport New Zealand in 2020 to support these organisations during the 2020 Super Rugby season.
Associate Member funding	To mitigate the impact of COVID-19 on the Group, New Zealand Rugby has either removed or significantly reduced all Associate Member funding paid after March 2020.
Foreign exchange gains/(losses)	Foreign exchange losses include closing out of hedge contracts for cashflow exposures no longer occurring and also reflect significant market fluctuations during the year, as a result of COVID-19.

### BALANCE SHEET

ITEM	COVID-19 ASSESSMENT
Cash and cash equivalents	No impact to the carrying value of cash on hand.  Cash reserves have significantly reduced during the year. Reduced revenue from the restricted rugby calendar has been partially mitigated with a number of initiatives implemented to reduce costs.
Term investments	No impact to the carrying value of term investments.  A lower level of term investments is maintained to provide cash for day-to-day operations. COVID-19 has impacted interest rates, reducing interest income.
Trade and other receivables and prepayments	New Zealand Rugby has monitored and collected trade receivables throughout the year. An assessment was performed for all receivables outstanding at year-end to determine their collectability. The relatively short term nature of debtors, the credit worthiness of the customer base and the fact that receipts are being received on a regular basis has meant that no provision for doubtful debt has been recognised.
Loans and advances	The loans and advances provided to Provincial Unions and Super Rugby clubs are measured at cost less impairment, with a collectability assessment performed at balance date. All loans are expected to be fully recovered.
Other investments	Where investments are accounted for at fair value, the carrying value reflects the fair value at balance date. COVID-19 has increased market volatility, impacting the return on managed funds and the fair value of the equity securities held. Due to the significant decline in Sky Network Television Limited (Sky NZ) share price, an impairment of \$15.89m has been recognised in the Income Statement.
Derivative financial instruments	COVID-19 has impacted interest rates and foreign exchange rates. Derivatives are recorded at fair value with the carrying value reflecting these changes at balance date.
Property, plant and equipment	New Zealand Rugby's assets are held at cost less accumulated depreciation and impairment. The Group has not identified any indicators that these assets are impaired as a result of COVID-19.
Intangible assets	New Zealand Rugby has performed an impairment assessment of all intangible assets, held at cost less accumulated amortisation and impairment. No impairment was recognised following this assessment.
Investment in other entities	New Zealand Rugby's investment in associates and joint ventures have been reflected in the Group financial statements on an equity accounting basis. Impairment reviews have been completed, incorporating the impact of COVID-19 on performance and forecast. No impairment was recognised following this assessment.
Trade and other payables	No impact to the carrying value of trade and other payables.
Income in advance	World Rugby advanced a significant portion of 2023 Rugby World Cup funding to New Zealand Rugby in 2020 to help mitigate the cash impacts of COVID-19.  The \$9.80m advance has been recognised as Income in Advance on the Balance Sheet.
Benevolent and welfare fund	No impact to the carrying value of the Benevolent and Welfare fund.
Provision for medical costs	No impact to the carrying value of the Medical Cost provision.
Player payment variation account	This balance has reduced reflecting payments made from the player payment pool exceeding the players share of revenue in 2020. The players share of revenue was significantly reduced due to COVID-19. Players all took compensation reductions during 2020, recognising the impact of COVID-19.

No other significant measurement impacts were noted on the Income Statement and Balance Sheet. No impact on the going concern status of New Zealand Rugby has been identified as a result of COVID-19.

## SUBSEQUENT EVENTS

The Board and Management have entered into a process prior to balance date to consider private equity investment into the commercial assets of New Zealand Rugby. New Zealand Rugby has received a final offer from one party. This position has not been accepted, with further due diligence and agreement required by parties including New Zealand Rugby members and Board.

No other subsequent events have occurred since balance date that would materially impact the financial statements as at 31 December 2020 (2019: nil).



Independent Auditor's Report  
on the Consolidated Summary Financial Statements

To the Members of New Zealand Rugby Union Incorporated

**Opinion** The summary consolidated financial statements of New Zealand Rugby Union Incorporated ('New Zealand Rugby') and its subsidiaries (the 'Group'), which comprise the summary balance sheet as at 31 December 2020, and the summary income statement, summary comprehensive income statement, summary statement of changes in equity and summary cash flow statement for the year then ended, and related notes, are derived from the audited consolidated financial statements of the Group for the year ended 31 December 2020.

In our opinion, the accompanying summary consolidated financial statements, on pages 49 to 53, are consistent, in all material respects, with the audited consolidated financial statements, in accordance with PBE FRS-43: Summary Financial Statements issued by the New Zealand Accounting Standards Board.

**Summary consolidated financial statements** The summary consolidated financial statements do not contain all the disclosures required by Public Benefit Entity Standards. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial statements and the auditor's report. The summary consolidated financial statements and the audited consolidated financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited consolidated financial statements.

**The audited consolidated financial statements and our report thereon** We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated 26 March 2021.

**Directors' responsibilities for the summary consolidated financial statements** The Directors are responsible on behalf of the Group for the preparation of the summary consolidated financial statements in accordance with PBE FRS-43: *Summary Financial Statements*.

**Auditor's responsibilities** Our responsibility is to express an opinion on whether the summary consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) ('ISA (NZ)') 810 (Revised): Engagements to Report on Summary Financial Statements.

Other than in our capacity as auditor, we have no relationship with or interests in New Zealand Rugby or any of its subsidiaries, except that partners and employees of our firm deal with New Zealand Rugby and its subsidiaries on normal terms within the ordinary activities of the business of New Zealand Rugby and its subsidiaries.

**Restriction on use** This report is made solely to the Members, as a body. Our audit has been undertaken so that we might state to New Zealand Rugby's 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 New Zealand Rugby's Members as a body, for our audit work, for this report, or for the opinions we have formed.

*Deloitte Limited*

Wellington, New Zealand  
20 April 2021

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