

SOUTH AFRICAN RUGBY UNION ANNUAL REPORT 2021







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SOUTH AFRICAN RUGBY UNION ANNUAL REPORT 2021

SA RUGBY PARTNERS IN 2021

PRINCIPAL PARTNERS



ASSOCIATE PARTNERS



OFFICIAL SUPPLIERS



TOURNAMENT PARTNERS



Siya Kolisi was named the SA Rugby Player of the Year for 2021, becoming the first Springbok captain since Jean de Villiers in 2013 to win the top award.





SOUTH AFRICAN RUGBY UNION ANNUAL REPORT 2021

PRESIDENTIAL REPORT

2021 did not turn out as expected for South Africa or even the world at large. The pandemic continued to take a heavy toll on sport, and our members were hard hit by it in every way, but particularly financially. Extremely tough decisions had to be made to ensure that rugby across the spectrum and throughout the country continued as successfully as possible.

ALL SPORT, TOGETHER with the entertainment and the hospitality sectors, were deeply impacted by the Covid pandemic, and closer to home, our member unions and clubs confronted the huge challenge of lockdowns.

South African Rugby has been tested to the limits over the past two years, and I can only sum up what we have learnt in this period with a single word – survival. We know we are stronger than ever, and we are better equipped to continue to stabilise and thrive. But it is not without cost. South African rugby has experienced too much human loss and suffering as a result of the pandemic.

When we reflect on the past two years, we acknowledge those who carried us through this pandemic as heroes of our game. From the

players who sacrificed their home lives to join bubbles, who diligently followed the published regulations to return to play, to the supporters themselves who returned to stadiums in their limited numbers. Together everyone has played their part to enable us to reach this stage.

The opening up of stadiums to fans in 2021 was a welcome development – but the reality is that the pandemic brought too much fundamental change to how we do things to enable us to revert to the way things were before the pandemic, and at the consumer level, we are looking at significant change in the long-term.

This brings us to the key factor that we need to stay focused on to ensure the ongoing growth and sustainability of rugby in South Africa – our consumers. The ever-changing



digital landscape is a potent indicator of that. The ways of connecting with fans in the past are over – our supporters and fans are engaged in digital platforms where they are establishing communities and connecting with their teams.

While our supporters are more remote through digitalisation than they were a few years ago, they are essentially more engaged, and often more knowledgeable and responsive.

Attendance at sporting events dipped in the past two years, but supporters are connecting, watching, sharing, and communicating. This is where we as SA Rugby must engage with them.

FINANCIAL AND OPERATIONAL

We believe we managed our way through the endless challenges of last year adequately, both financially and operationally, and we have emerged in a place where we can now move forward without devastating long-term effects. We are not unique in managing this situation in this way, but I do believe that we have done so adeptly, as have the unions throughout our rugby landscape. Equally, our



The Castle Lager Lions Series delivered some of the toughest Test rugby seen in South Africa in a long time.

members' partners have also managed themselves through these times with considerable diligence.

SA Rugby is grateful for the support shown by our current partners and those who recently joined our commercial programme.

A quick review of our financial position over the past three years is a clear indicator of the effects of the pandemic on SA Rugby's financial position, and the steps that were taken to manage it.

Broadcasting revenue in 2019 was R751m. This was R411m in Covid-hit 2020 following successful negotiations with Sanzaar and broadcasting partners, which enabled us to continue participation in revenue share even though the Springboks did not play any test matches and Super Rugby ended prematurely. The 2020 budget was R749m.

Sponsorships delivered R334m in 2019, which reduced to R257m in 2020 with sponsors providing some Covid relief support. Sponsorship in 2021



brought in R218m, which was almost on budget as we had anticipated that local sponsors would reduce value where they still had to purchase rights for the British and Irish Lions (BIL) tour separately.

Non-British and Irish Lions broadcasting revenue in 2021 was R649m against a budget of R690m as the overall market was down and Sanzaar broadcasters, in particular European, opted for one-year deals.

Other challenges to our financial position included the cancellation of the Cape Town Sevens for two years in a row, which lost us an important opportunity to generate much-needed profits; and the fact that our exposure to foreign commitments to participate in URC required us to secure forward exchange contracts against a weakening Rand.

2021 HIGHLIGHTS

Overall, SA Rugby closed the year with much to celebrate.

- › The Springboks and the Blitzboks, our Springbok Sevens, closed the year retaining their number one spot in the World Rugby rankings.
- › The Springboks won the BIL series and eight out

of 13 tests in the 2021 rugby season.

- › The RWC plan is in place and awaiting approval from France for 2023.
- › The Springbok Sevens won six tournaments in a row, including the 2020-21 HSBC Sevens Series, Rugby Town Sevens held in Glendale Colorado, the 2020-2021 HSBC Sevens legs in Vancouver and Edmonton, and two 2021-2022 HSBC Sevens Series legs in Dubai.
- › Junior Springboks were unbeaten during the Junior International Under 20 Tournament.
- › BIL 2021 delivered a major financial impact with just over R100m in profit on the tour. Without this, we would have posted significant losses. The tour was at risk and any match that was cancelled would have meant a reduction in revenue – which would have been catastrophic for SA Rugby.
- › We were able to share The Rugby Championship matchdays cost for our participation with our

The Vodacom Bulls successfully defended their Carling Currie Cup crown against the Cell C Sharks in Pretoria in September 2021.





Fans celebrate with the Blitzboks after they won the HSBC Spain Sevens tournament in Sevilla.

Sanzaar partners. This was crucial as the two tests played in South Africa were without crowds, but the matches played in Australia were well attended.

- › In a difficult market we were able to secure Vodacom as sponsor for URC, and add both Switch and Betway to the Springbok family of sponsors.

Over the year we found a way to host both national and international fixtures. My congratulations and thanks go to those individuals and teams who managed the events so responsibly, showing resilience, commitment and care for all involved. Overall, we closed the year with much to celebrate.

COMPETITIONS

My congratulations go to the coaches, management and the players in all our national teams for their performances in 2021. They had to work in an extremely challenging environment and usually off a low base of preparation after at least 19 months of competitive inactivity.

The Springboks maintained their high standards and retained their status as the top-ranked team in the world despite having to prepare in a bio-bubble for most of the year. The fact that they managed to conclude four months of lockdown rugby with a win over New Zealand on the Australian Gold Coast in the Castle Lager Rugby Championship was exceptional.

Similarly, the Sevens team came out of

hibernation to win the truncated HSBC World Sevens Series with back-to-back wins in Canada and ended the year by repeating the feat at the start of the new series with a double win in Dubai.

Just as exciting was the re-emergence of the Springbok Women, who won a home series against Kenya and then completed the year with matches in France, Wales, and England. To see them appear at Twickenham against the Barbarians in their final match of the year was a landmark moment in their progress. Although results went against them, we have embarked on a transformational journey that is enormously exciting for our sport.

The extraordinary nature of the 'Covid calendar' meant that the Carling Currie Cup final was contested twice in the year (in January and September), and congratulations go to the Vodacom Blue Bulls who beat the Cell C Sharks on both occasions to claim a title that had eluded them since 2009.

The Carling Currie Cup First Division title was taken by the Leopards as the competition revived after 2020's Covid cancellation and all the teams in the competition deserve praise for kick-starting their activities after the most challenging of times.

Border Women won the Inter-Provincial



Championship against Western Province at Newlands while the Mastercard Golden Lions took the First Division title and will compete in the Premier Division in 2022. The Golden Lions also won the Under-20 Cup, defeating Western Province.

Congratulations to all the winners and to all our member provinces for their perseverance and dedication to complete the fixture programme in the face of considerable challenges, which included the need to cancel some matches as a result of infection within squads.

BRITISH AND IRISH LIONS TOUR 2021

If 2019 was defined by only one competition, the Rugby World Cup, then 2021 was defined by the visit of the British and Irish Lions, who tour South Africa once every 12 years.

The fact that the tour happened is a rugby miracle. Recognition for this must go to the hard work put in by Jurie Roux, SA Rugby's CEO, and Rian Oberholzer, SA Rugby's tour consultant, together with their respective teams.

The Springbok series win can be credited to Rassie Erasmus, Jacques Nienaber, management, and captain Siya Kolisi and his brave warriors.

It was a momentous series win for the

Springboks, particularly given the obstacles, and they made every South African proud. Many of the players had been infected with Covid just a fortnight before the first Test.

On the rugby field, this was a series like few others in the history of the game, and the fact that the series win was decided in the 79th minute of the third and final Test reflects the intensity of the series. Both the Springboks and Lions deserve a standing ovation.

The Springboks have now won consecutive series against the famed Lions, which means that when the Lions arrive in South Africa in 2033, their last series win in South Africa would have been in 1997.

I do regret that none of the Lion's eight matches were experienced by capacity crowds. The Covid pandemic health regulations did not allow for any crowds, but it remains a great SA Rugby triumph that the tour even took place.

Speaking on behalf of every member of the SARU executive team, we are immensely grateful

Cheslin Kolbe evades two British & Irish Lions defenders on his way to scoring a crucial try in the third Test in Cape Town.



On the rugby field, this was a series like few others in the history of the game, and the fact that the series win was decided in the 79th minute of the third and final Test reflects the intensity of the series. Both the Springboks and Lions deserve a standing ovation.



to every individual who made the BIL tour to South Africa in 2021 possible.

As an example, the Sharks played the Lions twice in one week with two different squads to ensure that the tour broadcast commitments would be guaranteed. It was this level of sacrifice and commitment within South African rugby that showcased how unified our game is.

While we do have intense and healthy provincial and regional rivalries, when it comes to the Springboks, in my experience, the provincial and regional collective becomes a single national cause. For that I want to thank the provinces and regions. You too made us proud.

UNITY AND EQUALITY

Our successes in the face of the enormous challenges brought on primarily by the pandemic are significant, but they are fragile. Much attention must be paid to our foundational purpose and values as an organisation representing a leading sporting code in South Africa to ensure we can continue to achieve world-class wins.

In the words of Oliver Tambo, “It is our responsibility to break down barriers of division and create a country where there will be neither whites nor blacks, just South Africans, free and united in diversity.” This is enshrined in the Bill of Rights in our national Constitution and reiterated in SA Rugby’s constitution.

When we apply this throughout our organisation, we recognise the tremendous strength and value of choosing diversity and inclusion as the hallmark of our sporting body. We understand the need to reject polarisation.

As a diverse and inclusive sporting body we need to reflect the demographics of our country – and this will steer us on a path of success and sustainability.

I have taken every opportunity in the year under review to emphasise the need to strengthen our teamwork



to make sure that throughout every franchise, we acknowledge the great value that every member adds to the sport. We need to continue efforts to remove barriers to growth and development across the board, and put a stop to pockets of negativity and divisiveness that can derail our progress.

The bottom line is that SA Rugby's 14 members are of equal importance in the delivery of our mandate. Regardless of the size of the members, each one plays an important role in the continued development of rugby, and in ensuring a strong pipeline of players through the ranks to the



The Leopards lifted the Carling Currie Cup First Division trophy for the first time since 2015 when they beat the Down Touch Griffons in a tense final in Potchefstroom in August.

national team.

Budgets are no indicator of the overall value of respective members to the rugby community as they are simply one of the tools we use to achieve our strategic goals.

Our schools, universities, colleges, clubs, and smaller unions are striving for survival, but they know that the professional game needs to be a success for us to improve our chances of long-term sustainability for all. Our collective contribution to the game makes us stronger as an organisation, and is foundational to our overarching message of Stronger Together.

We did not achieve number one status in world rankings through just one or two of the major franchises. We will always only be as strong as our nursery – and we need to have equal respect for every contributor at every level of rugby in the country.

South Africa's economy is relatively small compared with other major rugby nations. This means we are naturally limited by the size and number of sponsors we can attract. However, by working together, by remaining cognisant of the value of every club, tournament, each franchise, and of the power behind the passion for our game, we will thrive. We will be in a far stronger position to hold onto our lead in world rankings.

Successful national teams and franchise rugby give us capacity and access to commercial revenue through sponsorships and partnership revenue that is invested in the game at all levels. We are embracing our responsibility to facilitate and manage this effectively.

EQUITY PARTICIPATION

With ongoing improvement and sustainability as our goal, SA Rugby has invested in consultation with various stakeholders and relevant outside agencies. We have learnt that to continue and thrive we will need to:

1. Grow and optimise our commercial revenue streams by broadening our commercial base both nationally and internationally. We must aim to outperform commercial market growth rates in our local market, maximising the game, event, and rugby programme activity to drive commercial growth.

2. Harness innovation to develop a commercial digital strategy. We must identify opportunities to leverage a strong digital footprint of rugby from a commercial perspective, enhancing a new fan engagement strategy and building on our understanding of our fans through market research and CRM tools. We need to engage fans through compelling content and continue exploring ways to monetise our fan base.
3. Associate our brands with the best brands in the world, bundling our products together to maximise revenue streams in the best rugby markets internationally by commercial collaboration in rugby through associated investments.

CONCLUSION

Yes, this has been an extraordinary year due primarily to Covid, and though the threat to rugby has not diminished, we remain hopeful that the national vaccination programme will allow society and our sport to gradually return to normal.

While we cannot yet take anything for granted, we will continue to work towards the return to vibrant grassroots activity on and off the pitches in our schools and clubs, and for the return of spectators in the professional game, which will secure the financial underpinning of rugby.

My thanks go to the structures at all levels of the game for their efforts in ensuring that rugby survives the Covid pandemic. In particular I want to thank Jurie Roux, CEO, his management team, the provincial presidents and CEOs, as well as the provincial staff for their commitment and loyalty over what has been a most difficult period.

Lastly, my gratitude and appreciation are extended to the Executive Council and sub-committees for their dedication and commitment over the past year.

Thank you

Mark Alexander

President

South African Rugby Union

"Judging a person does not define who they are. It defines who you are."

WAYNE DYER



SOUTH AFRICAN RUGBY UNION ANNUAL REPORT 2021

CEO'S REPORT

The second year of the COVID-19 pandemic proved no less challenging than the first; although this time round it was negotiating the return to activity that was the focus rather than managing the implications of 2020's lockdown.

THE FIRST SIGNS of normalising activity were felt by the end of the year, following the government's decision to allow 2 000 vaccinated spectators to return to venues, but it was a small port in a stormy year during which the sport was battered by weekly, sometimes daily, setbacks.

Those setbacks had the potential to bankrupt the sport if the lockdown of 2020 (when the Springboks were unable to appear even once) had been repeated. So, it is with great relief if not exactly satisfaction, that SA Rugby was able to announce a small surplus at the end of the year – even though supporters were again disbarred from attending the major events of the year.

The key to the survival strategy was the delivery of the Castle Lager Lions Series. The forecast of a once-in-a-12-year windfall from the eight-match series against the British & Irish Lions had receded during 2020 with each passing day of the pandemic. The process of putting tickets and hospitality packages on sale went ahead and was enthusiastically met by the general public, but as 2020 tipped over into 2021, the prospect of the Series going ahead at

all began to come into question.

Various scenarios were examined, including relocating the Series to the UK and Ireland, hosting it in Australia or in the Middle East or rescheduling it in the calendar. In the event, it was only in March – a bare three months before the first match kicked off – that SA Rugby and the Lions confirmed the original intention to host the Series in South Africa on the original dates scheduled, although it would now be confined to Gauteng and the Western Cape. The decision was taken to honour the traditions of the Lions – as a touring team – and despite the fact that a Series in the northern hemisphere would have taken place in front of spectators; something that could not be guaranteed in South Africa.

Unfortunately, the hope of admitting spectators to the Series at home foundered on the third wave of the pandemic, which arrived in South Africa at the same time as the Lions and the Georgian national team, who had kindly accepted an invitation to play a two-test Series against the Springboks in preparation for the Series.

What followed was a litany of positive COVID samples among players and management with



the Series' Medical Advisory Group (MAG) in daily session to manage the latest challenges. To cut a long and tense story short, the Springboks' second test match against Georgia was cancelled. The Lions played twice against the Cell C Sharks (in Johannesburg and Pretoria) following positive tests among the Vodacom Bulls squad. And the last five matches of the Series all took place at the Cape Town Stadium, in part to manage COVID challenges and in part to avoid the outbreak of looting and civil disobedience that flared up in KZN and Gauteng.

All matches of the Series were played behind closed doors and the greatest achievement of the Series was probably that it took place at all – not which team might have won it. The absence of live spectators made it impossible to realise the commercial result that had been hoped for. It also meant that sponsorship agreements had to be modified but retaining broadcast and some sponsorship revenues was critical to SA Rugby's survival.

Following their Series victory, we were able



Despite numerous challenges, the Castle Lager Lions Series was successfully hosted, with the Springboks taking the honours after three very hard Test matches.

to host two of the Springboks' six Castle Lager Rugby Championship matches in South Africa (against Argentina in Gqeberha) before continuing to travel in their rolling "bio-secure environment" to conclude the Series with four matches in the Queensland state of Australia. The year concluded for the flagship team with the November tour as scheduled in front of full houses. It writ large what we had been missing at home.

Other events were not so fortunate. The HSBC Cape Town Sevens event was cancelled for a second successive season in consultation with World Rugby as were the national Youth Week tournaments. Senior professional rugby continued to stagger on through the pandemic, but matches were either postponed or, more often, cancelled because of infection in one or other team camp, which came to a head in October when a new coronavirus variant, christened Omicron, was first identified in South Africa. The precipitous reaction



of the UK government – immediately closing its air borders to South Africa – meant that the Welsh and Irish teams in South Africa for the newly unveiled Vodacom United Rugby Championship (URC) were left scrambling to exit the country within 24 hours.

It was ironic that while parts of the world were closing their borders to SA, the country itself was edging away from restrictions. In October – the same month as Omicron’s appearance – it was announced that crowds to a maximum of 2 000 (vaccinated) spectators would be permitted at outdoor sports venues. It was too late for the majority of the season, but the new Vodacom URC took its tentative steps, although the fact that its schedule had to be adjusted to provide only for SA derby matches after our teams’ return from Europe was another disappointment.

The third wave in mid-year had accounted for club and schools rugby once again – after return to play protocols and a staged recovery had been announced in February. But by August grassroots rugby was being played again – subject to the same restrictions as the professional game – although what long-term damage has been done to those roots will only become clear with time.

Off the field our operations continued to be run remotely. SARU House was closed throughout 2021, although occasional meetings took place while some individuals opted to work from the office from time-to-time.

Against the “business unusual” background, other signs of normality appeared. There was a spate of renewals and new partner signings in mid-year (details in the commercial report) while the move into the orbit of northern hemisphere rugby – through the Vodacom URC and via the interest in SA from private equity companies – also occupied much time off-field.

It led to one fundamental change with the senior professional season moving to the northern hemisphere playing year (September to June) by default, from South Africa’s traditional calendar year orientation. Henceforth the off-season for senior players will be July and August (rather than December and January), although as the Springbok season remains that of a southern hemisphere nation, the alignment is incomplete.

The impact of the decision was that the 2022 Carling Currie Cup kicked off in January – running concurrently with the Vodacom URC although never on the same day – as another unexpected consequence of the virus that held the world to ransom.

The South African business of rugby that ended 2021 was a different entity to the one that had begun it as COVID-19 continued to wreak its havoc. That the sport survived was thanks to many agencies and even more individuals who went above and beyond the call of duty during the year. To all of them my personal thanks for enduring this journey. Hopefully the corner has been turned.

Jurie Roux

CEO

South African Rugby Union

The first Carling Champions Match, between a composite side selected by fans and Kenya, was hosted in Pretoria in November.







INTEGRATED REPORT

PREAMBLE:

SARU is an incorporated association of persons with perpetual succession and juristic personality and the national controlling body and custodian of rugby in South Africa. SARU's governance structure is set out in its Constitution.

GOVERNANCE

The relevant extracts from Section 8 of the SARU Constitution provide as follows:

- 8.1** Subject to this constitution, SARU's business and activities will be overseen by the general meeting, which shall have the ultimate authority in respect of, and responsibility for, its affairs.
- 8.4** Subject to the constitution, all of SARU's affairs shall be governed by the executive council, which may exercise all such powers and perform all such functions which are not required by this constitution to be exercised or performed by the general meeting. Provided that the general meeting retains the authority to exercise such powers and perform such functions if the executive council is, for what ever reason, unwilling or unable to do so.
- 8.5** Without derogating from the generality of the foregoing, the Executive Council shall determine a policy framework for and oversee SARU's governance and exercise the powers and perform the functions necessary to achieve and promote the main and ancillary objects.
- 8.7** The provisions in the Act and the rules of the common law which define the nature and extent of the powers and functions of members of the board of directors of a public company, govern the exercise of powers and performance of their functions; govern the relationship between such directors and such company, whether fiduciary or otherwise, as well as the personal liability, criminal or delictual, of such members flowing from fraudulent or negligent acts or omissions in relation to such members' aforesaid powers and functions, apply *mutatis mutandis*, and to the extent that it is consistent with SARU's status, to the members of the executive council as if SARU were a public company.
- 8.8** The principles and the best practice recommendations set out in the Code of Governance Principles for South Africa - 2009 King IV, as augmented and amended from time to time, shall apply as a guideline to the governance of SARU.

Jaden Hendrikse goes over for a try on his Springbok debut against Argentina in Nelson Mandela Bay.





GOVERNANCE STRUCTURES

1. MEMBERS OF THE EXECUTIVE COUNCIL (“EXCO”)

NAME	POSITION	DATE OF APPOINTMENT
NON-EXECUTIVE MEMBERS		
Mark Alexander	President	Elected 6 April 2018
Francois Davids	Deputy President	Elected 5 June 2020
Lindsay Mould	Union representative	Elected 6 April 2018
Pat Kuhn	Union representative	Elected 5 June 2020
John Smit	SARPA representative	Appointed January 2018
Sam Ngumeni	Independent Member	Appointed 5 June 2020
Louis von Zeuner	Independent Member	Appointed 5 June 2020
Mary-Anne Musekiwa	Independent Member	Appointed 5 June 2020
Schalk Liebenberg	Independent Member	Appointed 5 June 2020
Jannie Louw	Independent Member	Appointed 5 June 2020
Mimi Tau	Independent Member	Appointed 30 November 2020
Peggy-Sue Khumalo	Independent Member	Appointed 21 September 2021
EXECUTIVE MEMBERS		
Jurie Roux	CEO	Appointed 1 October 2010
Abubakar Saban	CFO	Appointed 1 August 2016
COMPANY SECRETARY		
Vanessa Doble	Company Secretary	Appointed 1 August 2016
INVITED MEMBERS		
Andy Colquhoun	GM: Communications	Appointed April 2008

2. SARU SUB-COMMITTEES

AUDIT & RISK COMMITTEE

NAME	POSITION
Mary-Anne Musekiwa	Chairperson
Louis von Zeuner	Exco Member
Professor Edna van Harte	Independent
Sinoxolo Jodwana	Independent
Raymond Fenner	Independent

INVITED MEMBERS

NAME	POSITION
Jurie Roux	CEO
Abubakar Saban	CFO
Vanessa Doble	Company Secretary
Invited representative	External Auditor – Nexia SAB&T*
Invited representative	External Auditor - Nexia SAB&T
Invited representative	Internal Auditor - KPMG
Invited representative	Internal Auditor - KPMG

HUMAN RESOURCES &

REMUNERATION COMMITTEE

NAME	POSITION
Sam Ngumeni	Chairperson
Evelyn Motsatsing	Independent
Melody Lekota	Independent
Lwanda Jongilanga	Independent

INVITED MEMBERS

NAME	POSITION
Jurie Roux	CEO
Abubakar Saban	CFO
Ingrid Mangcu	GM: HR
Vanessa Doble	Company Secretary

FINANCE COMMITTEE

Louis von Zeuner	Chairperson
Francois Davids	Deputy President
Jannie Louw	Exco Member

INVITED MEMBERS

Mark Alexander	President
Jurie Roux	CEO
Abubakar Saban	CFO
Vanessa Doble	Company Secretary

NATIONAL JUDICIAL COMMITTEE

POSITION	POSITION
Judge Lex Mpati	Chairperson
Peter Ingwersen	Independent
Adv Andre May	Independent member
Deker Govender	Independent
Nozipho Mngomezulu	Independent
Christo Ferreira	Senior: Legal Manager Policy and Regulations (Secretary)
Vanessa Doble	Head of Legal and Compliance

FRANCHISE COMMITTEE

POSITION	POSITION
Mark Alexander	President
Francois Davids	Deputy President
John Smit	SARPA Representative
Jannie Louw	Exco Member
Franchise committee comprising of not fewer than six (6) unions and not more than eight (8) unions	CEOs

INVITED MEMBERS

Jurie Roux	CEO
Rassie Erasmus	Director of Rugby
Charles Wessels	GM: Rugby (Secretary)

NON-FRANCHISE COMMITTEE

POSITION	POSITION
Francois Davids	Deputy President (Chairperson)
Mark Alexander	President
Schalk Liebenberg	Exco Member
Lindsay Mould	Exco Member
Boland Rugby Union (Pty) Ltd	CEOs
Border Rugby Union (BRU)	
Valke Rugby Union (VRU)	
Griffons (Pty) Ltd	
Leopards (Pty) Ltd	
South Western Districts Rugby Football Union (SWDRFU)	

NON-FRANCHISE COMMITTEE

POSITION	POSITION
INVITED MEMBERS	
Jurie Roux	CEO
Ian Schwartz	GM: Strategic Performance (Secretary)

TRANSFORMATION COMMITTEE

POSITION	POSITION
Mimi Tau	Independent Exco Member (Chairperson)
Mark Alexander	President
Francois Davids	Deputy President
Pat Kuhn	Exco Member
Zilungile Ntombela	Independent Member
Siphokazi Njani	Independent Member
Devendra Easthorpe	Independent Member
Gloria Sullivan	Independent Member
All 14 Provincial Union Presidents	Presidents and /or according to the SARU constitution

INVITED MEMBERS

Jurie Roux	CEO
Ian Schwartz	GM: Strategic Performance Management
Samantha McDonald	Strategic Performance Management Administrator (Secretary)
Morne Nortier	Project Manager: Strategic Performance Management

3. SARU AD HOC COMMITTEES

CONSTITUTIONAL COMMITTEE

POSITION	POSITION
Mark Alexander	President (Chairperson)
Francois Davids	Deputy President
Mervyn Taylor	Leopards (Non-Franchise representative)
Hennie Baartman	SWD (Non-Franchise representative)
Willem Strauss	BBRU (Franchise representative)
Neville Jardine	GLRU (Franchise representative)

INVITED MEMBERS

Jurie Roux	CEO
Vanessa Doble	Company Secretary



WOMEN'S RUGBY COMMITTEE

Pat Kuhn
Mark Alexander
Francois Davids
Mimi Tau
Peggy-Sue Khumalo
Mary-Anne Musekiwa
All 14 Union Women's Rugby
Representative

INVITED MEMBERS

Jurie Roux
Charles Wessels
Rassie Erasmus
Ingrid Mangcu
Lynne Cantwell

WOMEN'S ADVISORY COMMITTEE

Pat Kuhn
Mark Alexander
Mimi Tau
Peggy-Sue Khumalo
Jurie Roux
Charles Wessels
Rassie Erasmus
Lynne Cantwell

INVITED MEMBERS

Nico Serfontein
Eduard Coetzee
Veda Manie
Ilhaam Groenewald

Mandisa Williams

Shafeequah Isaacs

NATIONAL TEAMS STEERING COMMITTEE

Mark Alexander
Francois Davids
John Smit
Lindsay Mould
Pat Kuhn

POSITION

Exco Member (Chairperson)
President
Deputy President
Independent Exco Member
Independent Member
Independent Exco Member
Representatives

CEO
GM: Rugby
Director of Rugby
GM: HR
High Performance Manager:
Women's Rugby (Secretary)

POSITION

Exco member (Chairperson)
President
Independent Exco member
Independent Exco member
CEO
GM: Rugby
Director of Rugby
High Performance Manager:
Women's Rugby (Secretary)

Pathways Lead
CEO, Sharks
CEO, SWD
Chief Director
Stellenbosch University
Former Womens SB &
Women's Coordinator –
Border
Branding & Marketing
Manager - DirectAxis

POSITION

President (Chairperson)
Deputy President
SARPA Representative
Exco Member
Exco Member

NATIONAL TEAMS

STEERING COMMITTEE

INVITED MEMBERS

Jurie Roux
Rassie Erasmus
Jacques Nienaber
Samantha McDonald

Charles Wessels

AGENTS COMMITTEE

Nozipho Mngomezulu

Hennie Baartman
Barend van Graan
Mandisi Tshonti
James Adams

INVITED MEMBERS

David de Villiers
Gerrie Swart
Vanessa Doble
Christo Ferreira

AMATEUR COMMITTEE

Lindsay Mould
Mark Alexander
Francois Davids
Schalk Liebenberg
All 14 Union Representatives

INVITED MEMBERS

Jurie Roux
Yusuf Jackson
Ian Schwartz

TRANSFORMATION ADVISORY COMMITTEE

Mary-Anne Musekiwa

Mimi Tau
Evelyn Motsatsing
Judge van der Westhuizen
Ian Schwartz

Samantha McDonald

POSITION

CEO
Director of Rugby
Springbok Coach
Strategic Performance
Management Administrator
GM: Rugby (Secretary)

POSITION

Independent Member
(Chairperson)
SARU Representative
SAREO Representative
SARPA Representative
Player Agent Representative

SARPA Representative
Player Agent Representative
Head of Legal & Compliance
Senior: Legal Manager Policy
and Regulations (Secretary)

POSITION

Exco Member (Chairperson)
President
Deputy President
Exco member
CEOs

CEO
EPD: 4 Community Rugby
GM: Strategic Performance
(Secretary)

POSITION

Independent Exco member
(Chairperson)
Independent Exco member
Independent member

GM: Strategic Performance
& Transformation
Strategic Performance
Management Administrator
(Secretary)

COMPANY SECRETARY & CFO

Ms. Vanessa Doble and Mr. Abubakar Saban continued to occupy their respective positions in 2021.

CERTIFICATE OF THE COMPANY SECRETARY

In my capacity as company secretary I hereby confirm that for the year ended 31 December 2021, all governance structures operated as required by the union's constitution, and that the minutes of all General Meetings, Executive Council and sub-committee meetings have been kept for record purposes.

OUR VISION

SARU's vision is:

To be the leading rugby nation by providing:

- › Well governed, world class, innovative sporting entertainment; and
- › Sustainable high- performance systems, processes and people

SARU comprises nine (9) provincial members made up of 14 constituent unions' members with Limpopo participating as a non-voting member (because of the current absence of an affiliated union). An application to include Limpopo RU as a development union will be considered at the SARU AGM on 29 April 2022. Members designate three persons from their constituent unions to represent them at general meetings of which one member has to be a female. The member having a female representative qualifies for a third vote at General Council. SARU took over administration of the Border Rugby Union and during 2021 also the administration of Western Province Rugby Football Union. The Franchise and Non-Franchise committees created in 2016, continued to focus on key issues of collective sustainability and development within the professional and semi-professional unions respectively and held no meetings in 2021.

The composition of executive council members for the period 2021 – 2025 shall include no less than 3 women.

The Executive council oversaw the organisation's management and business strategies. SARU continued to have strengthened oversight through independent members on the Executive Council. They brought an independent and objective view distinct from that of members and management and acted as a balancing element in governing body discussions. Within the context of a Covid-19 pandemic year, their value and experience in navigating uncertainties was invaluable. Their agility and responsive decision making supported the organisation in navigating through uncharted waters. With significant developments in the SANZAAR landscape and the pursuit of opportunities in Europe, they provided rigorous review of SARU's strategic options. Their continued tenure ensured that there was creativity and flexibility in adjusting the focus areas to ensure the ongoing sustainability of the business. Although various strategic priorities had to be adapted, key focus areas were retained to support management in focusing on the long-term goals. The potential equity partner engagements commenced and finality on this is expected to be achieved in the new financial year.

South African Rugby Events Services Company (Pty) Ltd (SARES), successfully facilitated the operational delivery of the British & Irish Lions tour of South Africa in 2021. Their mandate was extended to include the delivery of the 2022 Rugby World Cup Sevens in Cape Town, to take advantage of the synergies created as a result of the Lions Series delivery and of its resourcing.



The Lions were crowned champions in the SA Rugby Under-20 Cup in 2021.

SARU VALUES

The Executive Council is fully committed to accountability, fairness and business integrity in all its activities. The core values that underpin SARU's behavior and everything we do as an organization are summarized as follows: excellence, inclusivity, innovation, ethics and collaboration.

The compliance department is responsible for legal compliance and governance issues. It supports the business in complying with relevant laws and regulations and internal procedures. The Social and Ethics Committee was integrated into the HR and Remunerations Committee given the overlap in certain oversight areas applicable to the organisation.

The Executive Council members have certified that they did not have any material interest in any transaction of any significance with the union.

SUSTAINABILITY FOCUS

SARU's responsibilities as a national sporting federation cover all aspects of the playing of the game but its financial sustainability is entirely vested in the fact that it has primarily become a business, since the game turned professional in 1996. It sells content – rugby matches and the associated intellectual property of teams, competitions and players – and the focus is on ensuring that that content is of the highest interest to fans, broadcasters and commercial partners. Achievements such as the

winning of the Rugby World Cup in 2019 and winning the BIL tournament boost the attractiveness of the whole rugby proposition and justify the investment in team campaigns.

Similarly, the decision to pursue a northern hemisphere option in the United Rugby Championships, was taken with a long-term view to the financial health of the organisation. SARU successfully bid to host the 2022 Rugby World Sevens. In parallel to the hosting and design of rugby tournaments and events is an “always-on” digital strategy to engage South African rugby supporters on a near 365-day-year basis as part of a longer term commercialisation strategy.

Since COVID-19 caused unprecedented disruptions, SARU's decision making and risk management processes were strengthened to ensure sustainable performance for the organisation. The decision of government during the latter part of 2021 to reduce COVID-19 to level 1 enabled SARU to return to office from 10 January 2022.

EXECUTIVE COUNCIL SUB-COMMITTEES

To enable the Executive Council to discharge its responsibilities and duties as set out in the Constitution, the Executive Council has established sub-committees, which have been delegated various powers. The committees' activities are set out in their respective terms of reference. All committees are accountable to the Executive Council.

TERMS OF REFERENCE FOR AUDIT AND RISK COMMITTEE

Introduction

The Audit and Risk Committee (“the Committee”) is constituted as a committee of the **South African Rugby Union** (“SARU”) and is appointed by the executive council to ensure the integrity of the financial statements and oversee the effectiveness of internal financial controls and external and internal audit functions.

The duties and responsibilities of the members of the Committee as set out in this document.

Purpose of the terms of reference

The purpose of these terms of reference is to set out the Committee’s composition, role, responsibilities, authority, meetings and procedures.

Composition of the Committee

The Committee will comprise of no fewer than four (4) and no more than six (members), as per the SARU constitution.

The Committee shall have a majority of independent members who shall serve for a period of two years.

An “Independent member”, in the context of the Committee is any independent member of a sub-committee of SARU or any of the governing structures of a province of SARU and is independent in character and judgement and has no relationships or circumstances which affects his / her judgement.

The chair will be an independent non-executive member of the executive council as per King -IV guidelines and shall be appointed by the executive council every two years.

Other members of management may be invited to attend and be heard at the committee meetings at the discretion of the chair.

The President of SARU and the CEO is not eligi-

ble for appointment as a member of this Committee but may attend meetings by invitation.

The members of the Committee must collectively have sufficient qualifications and experience to fulfil their duties, including an understanding of the following: financial and sustainability reporting; internal financial controls; external audit process; internal audit process; corporate law; risk management; sustainability issues; information technology governance as it relates to integrated reporting; and governance processes within SARU.

The Committee members must keep up-to-date with developments affecting the required skill-set.

Role

The Committee has an independent role with accountability to both the executive council and the general meeting. The Committee does not assume the functions of management, which remain the responsibility of the chief executive officer and other members of senior management. The Committee has an oversight role over the governance and key compliance issues.

Responsibilities

The Committee has the following specific responsibilities:

1. Integrated reporting

The Committee oversees integrated reporting, and in particular must:

- › Consider the factors and risks that may impact on the integrity of the integrated report;
- › Review the annual financial statements;
- › Comment in the integrated report on the financial statements, the accounting practices and the effectiveness of the internal financial controls;



- › Disclose significant matters that the audit committee has considered in relation to the annual financial statements and how these were addressed by the committee.
- › Recommend the annual financial statements for approval by the executive council
- › Approve the Complaint Policy with respect to accounting practices, content or auditing of the financial statements and internal financial controls.
- › Receive and deal appropriately with any concerns or complaints, whether from within or outside SARU, or on its own initiative, relating to:
 - the accounting practises and internal audit of the organisation
 - the content or auditing of SARU's financial statements
 - the internal financial controls of the company
- › Review of the Reserves Policy
- › Prepare a report to the general meeting at the AGM, to be included in the integrated report:
 - describing how the Committee carried out its functions; and
 - stating whether the Committee is satisfied that the auditor was independent of the company.

2. Combined assurance

The Committee will ensure that a combined assurance model is applied to provide a coordinated approach to all assurance activities, and in particular should:

- › Ensure that the combined assurance received is appropriate to address all the significant risks facing SARU;
- › Oversee the management of the financial and other risks that affect the integrity of external reports issued by SARES (Pty) Ltd;
- › Monitor the relationship between the external assurance providers and SARU.

3. Internal audit

The Committee is responsible for overseeing the outsourced internal audit function, and in particular:

- › Monitoring and reviewing the effectiveness of the outsourced internal audit function in the context of SARU's risk management system;
- › The appointment and performance assessment of the outsourced internal audit service provider;
- › Reviewing and recommending the approval the

internal audit plan and ensuring that the plan is risk based;

- › Reviewing and approving any required changes to internal audit scope
- › Reviewing the co-operation and co-ordination between internal and external audit functions to ensure completeness of coverage;
- › Reviewing the adequacy of management's corrective action taken in response to significant internal audit findings; and
- › Obtaining assurances as and when the Committee determines it appropriate from the outsourced internal auditors on whether the internal audit function is subject to an independent quality review (internally or externally).

4. Risk management

The Committee is an integral component of the risk management process and specifically must oversee:

- › Setting the direction and approving policies on how risk should be approached and addressed with SA Rugby and SARES (Pty) Ltd;
- › Approving the annual update to the Risk Statement contained in the Annual Report;
- › Completeness and appropriateness of the insurance portfolio;
- › Application and approval of the solvency and liquidity test and going concern status;
- › Financial reporting risks;
- › Internal financial controls;
- › Fraud risks as they relate to financial reporting; and
- › IT risks as they relate to the impact on financial reporting.

5. External audit

The Committee is responsible for recommending the appointment of the external auditor and to oversee the external audit process, and in this regard must:

- › Review and approve the annual audit plan;
- › Nominate and recommend the external auditor for appointment by the general meeting;
- › Recommend the approval of the terms of engagement and remuneration for the external auditor;
- › Determine the nature and extent of any non-audit services that an auditor may provide to SARU

or its subsidiaries or that the auditor must not provide to SARU, its subsidiaries or a related company;

- › Pre-approve any proposed agreement with the auditors for the provision of non-audit services to SARU in the event that it exceeds 30% of the statutory audit fee;
- › Monitor and report on the independence and objectivity of the external auditor;
- › Review the quality and effectiveness of the external audit process and report;
- › Consider whether the audit firm and, where appropriate, the individual partner that will be responsible for performing the functions of auditor, are independent;
- › Consider any material problems, reservations and observations, and or potentially contentious accounting treatments or judgements, or significant unusual transactions or going concern issues arising from the external audit and
- › Conduct an annual review of the quality and effectiveness of the external auditors and recommend the necessary actions to be taken if there are concerns regarding the quality and effectiveness of the external audit functions.

6. Governance and Organisational Integrity

6.1 The Committee shall:

(a) consider and if deemed necessary shall be entitled to make recommendations to the executive council regarding initiatives to maintain and enhance organisational integrity and this could include:

- the review of any statements on ethical standards or requirements for SARU and assisting in developing such standards and requirements;
- together with internal and external audit, review developments in corporate governance and best practise and consider their impact and implications for SARU, its processes and structures.

7. Conflicts of Interests

7.1 The Committee shall:

(a) review the process for declarations of interests by members and any office bearers and make recommendations regarding

additional mechanisms, policies or directives to improve the practices and processes in this regard.

AUTHORITY

The Committee has no decision-making authority in regard to its duties and is accountable in this respect to both the executive council and the general meeting.

On all responsibilities delegated to it by the executive council, the Committee makes recommendations for approval by the executive council and / or the General Council (where applicable).

The Committee acts in accordance with its duties and the delegated authority of the executive council as recorded in this terms of reference. It has the power to investigate any activity within the scope of its terms of reference.

The Committee, in the fulfilment of its duties, may call upon the chairperson of the other executive council committees, any of the executive council members, management, and company secretary or assurance providers to provide it with information, subject to an executive council approved process being followed.

The Committee has - access to SARU's records, facilities, employees and any other resources necessary to discharge its duties and responsibilities subject to an executive council approved process being followed.

The Committee may form, and delegate authority to, subcommittees and may delegate authority to one or more designated members of the Committee.

The Committee has the right to obtain independent outside professional advice to assist with the execution of its duties, at SARU's cost, subject to an executive council approved process being followed.

MEETINGS AND PROCEDURES

Frequency

The Committee chairperson should, in consultation with the company secretary, decide the frequency and timing of its meetings. The Committee should meet as frequently as is necessary to perform its functions, but should meet at least twice a year. Reasonable time should be allocated for all audit committee meetings.



Despite Edwill van der Merwe's heroics (and acrobatics) at Loftus Versfeld, DHL Western Province were beaten by the Vodacom Bulls in their Carling Currie Cup semi-final.



Meetings in addition to those scheduled may, with approval of the chairperson, be held at the request of the external auditor, the internal auditor, the chief executive officer, chief financial officer, or at the instance of the executive council.

The Committee should meet at least once a year with the external and internal auditors without management being present. These may be separate meetings or meetings held before or after a scheduled audit committee meeting.

The chairperson of the Committee should be present at SARU's Annual General Meeting to answer questions relating to the Committee's activities within the scope of its responsibilities.

The Committee's chairperson should give at least an oral summary of the Committees' deliberations at the executive council meeting following each Committee meeting. The minutes of the Committee meeting's proceedings should be included in the pack for the executive council's information as soon as they have been approved.

Attendance

The chief executive officer, chief financial officer, representatives from the external auditors, representatives from the outsourced internal audit service provider, other assurance providers, professional advisors and other members of the executive council who are not members of this Committee, may be in attendance at Committee meetings, but by invitation only, without the right to vote.

The Committee members must attend all scheduled meetings of the Committee, including meetings called on an ad hoc-basis for special matters, unless prior apology, with reasons, has been submitted to the chairperson or company secretary.

The company secretary is the secretary to the Committee.

If the incumbent chairperson of the Committee is absent from a meeting, the members present must elect one of the members present to act as chairperson.

Agenda and minutes

The Committee must establish an annual work plan for each year to ensure that all relevant matters are covered by the agendas of the meetings planned for that year.

The annual plan must ensure proper coverage of the matters laid out in the Committee plan: the more critical matters will need to be attended to each year while other matters may be dealt with on a rotation basis over a three-year period.

The number, timing and length of meetings, and the agendas are to be determined in accordance with the annual plan.

A detailed agenda, together with supporting documentation, must be circulated, at least one week prior to each meeting to the members of the Committee and other invitees.

Committee members must be fully prepared for Committee meetings, to provide appropriate and constructive input on matters discussed.

The minutes of Committee meetings must be completed as soon as possible after each meeting and circulated to the chairperson and members of the Committee for review thereof. The minutes must be formally approved by the Committee at its next scheduled meeting.

Committee members shall declare their interest whether of a general nature, or related to specific agenda issues, at meetings of the Committee.

Quorum

A quorum for Committee meetings is a majority of members being present.

Invitees in attendance at Committee meetings may participate in discussions but do not form part of the quorum for Committee meetings.

EVALUATION

The committee must review its own performance and terms of reference to ensure it is operating at maximum effectiveness. The executive council must perform an evaluation of the effectiveness of the Committee every year.

REMUNERATION

» All independent members of the Audit & Risk Committee are eligible to receive such remuneration in respect of their time and contributions to the business of the Audit & Risk Committee as may be determined by formal resolution of the Remuneration Committee of SARU from time to time. Members excluded from being remunerated include Executive Council members and



members of SARU's staff who serve on this committee.

- » The members and attendees may also be reimbursed all travelling, hotel and other expenses properly incurred by them in or about the performance of their activities as members or attendees, including those of travelling to and from meetings of the Audit & Risk Committee, on such basis as the Remuneration Committee of SARU may determine from time to time.

CONFIDENTIALITY AND GOVERNANCE

- » All members of the Audit & Risk Committee, whether or not they are employees of SARU, automatically undertake to be bound in full by the Code of Corporate Practices and Conduct of SARU, its Values and its Code of Ethics ("Unified

Code of Ethics").

- » All members of the Audit & Risk Committee automatically undertake to observe full confidentiality regarding the content of all information which may come to their attention from time to time. No such information may be revealed to persons outside of SARU without the prior authorisation of the CEO of SARU
- » Unless specifically authorised by the CEO of SARU, no member of the Audit & Risk Committee may make statements to the media.

APPROVAL OF THESE TERMS OF REFERENCE

- » These terms of reference were approved by the executive council and the Chairperson of the Committee on 17 October 2018.



TERMS OF REFERENCE OF THE HUMAN RESOURCES & REMUNERATION COMMITTEE ("THE COMMITTEE")

1. INTRODUCTION

- 1.1. SARU's Executive -Council ("Exco") has resolved, in terms of the SARU Constitution to establish a Human Resources and Remuneration Committee ("Committee"), whose duties are listed below.
- 1.2. The deliberations of the Committee do not reduce the individual and collective responsibilities of the Executive Council in regard to their fiduciary duties and responsibilities, and they must continue to exercise due care and diligence in accordance with their statutory obligations.
- 1.3. These terms of reference are subject to the Constitution of the South African Rugby Union ("SARU"), any relevant law or regulatory provision and best practices in corporate governance.

2. ROLE AND RESPONSIBILITY OF THE COMMITTEE

- 2.1. The Committee shall have an independent role, to assist the Exco in the discharge of its responsibilities of oversight and management relative to the remuneration and conditions of service of executive, non-executive persons and elected members of the Exco and make recommendations to the General Council of SARU.

- 2.2. To consider and make recommendations to the Executive Council on specific remuneration packages for other members of management put to the Committee.
- 2.3. To consider and make recommendations on specific policies including and relating to Recruitment and Remuneration, Performance Management, Employment Equity and Transformation, Training and Development, Succession Planning, Strategic Transformation Plan, Broad Based Black Economic Empowerment and make recommendations on these issues to the Exco after consulting the appropriate executives and management.
- 2.4. To consider and make recommendations to Exco as it deems appropriate on any matter within its purview, where action or improvement is needed.
- 2.5. The Committee shall have access to all information necessary to execute its responsibilities.

3. COMPOSITION

- 3.1. The Committee will comprise of no fewer than four (4) and no more than six (6) members as per the SARU constitution.
- 3.2. The Committee should preferably comprise independent members and should have a majority of non-executive

directors. The majority of the non-executive directors serving on this committee should be independent.

3.3. The Chairperson. The Chairperson of the Committee shall be an independent non-executive director as per King IV guidelines and appointed by the Exco and shall serve for such period as determined by the Exco.

3.4. An “Independent member”, in the context of the Committee is any member who is not a current member of the executive council or any of the governing structures of a province of SARU.

3.5. The Following Executives shall attend by invitation:

3.5.1. The Chief Executive Officer of SARU

3.5.2. The General Manager: Human Resources

3.5.3. The Chief Financial Officer

3.6. If necessary, independent experts or specialists may be co-opted to the Committee as attendees by the Chairperson of the Committee.

4. FUNCTIONING AND REPORTING

4.1. The Committee shall meet, adjourn or otherwise regulate its meetings as it deems fit, but it shall meet at least three times per annum.

4.2. A meeting secretary shall be the company secretary and appointed to keep full and proper minutes of all meetings of the Committee.

4.3. The business of the Committee may, on an exceptional basis, be conducted through a written resolution, post consultation with the Chairperson. The written resolution must be received by all members and approved by 75% of the members of





the Committee.

- 4.4. A decision in writing signed by 75% of the members shall be effective as a decision passed at a meeting of the Committee.
- 4.5. A quorum of the Committee shall be a majority of members present throughout the meeting. A decision of the Committee shall be passed by majority vote of members present and voting at the meeting.
- 4.6. Invitees present at a meeting of the Committee may participate in discussions of the Committee but do not form part of the quorum of the Committee.
- 4.7. The chairperson of the Committee shall report to Exco on any material matters emanating from its proceedings and provide feedback to the Committee.
- 4.8. The Committee shall oversee the preparation and recommendation to the Executive Council the Remuneration and Social and Ethics report to be included in the Annual report.

5. CONFIDENTIALITY AND GOVERNANCE

- 5.1. All members of the Committee, whether or not they are employees of SARU, automatically undertake to be bound in full by the Code of Corporate Practices and Conduct of SARU, its Values and its Code of Ethics (“Unified Code of Ethics”).
- 5.2. All members of the Committee automatically undertake to observe full confidentiality re the content of all information which may come to their attention from time to time. No such information may be revealed to persons outside of SARU without the prior authorisation of the Chairperson of the Executive Council.
- 5.3. Committee members must disclose any conflict or potential conflict of interest on any matter to be discussed at the meeting, and this shall be reflected in the minutes. If there are no conflicts or potential conflicts, this must also be reflected in the minutes. Where a member of the Committee has declared a conflict of interest, he/she shall be recused from taking a decision on the matter if the potential conflict is deemed

material. The recusal shall be minuted.

- 5.4. Unless specifically authorised by the Chairperson of the Executive Council, no member of the Committee may make statements to the media.
- 5.5. In order to perform their responsibilities, the Committee will appoint specialist advisors, as they deem appropriate from time to time to assist with matters that fall beyond the expertise of the members of the committee.

6. REMUNERATION

- 6.1. All independent members of the Committee, as well as such other independent professionals as may be requested to assist or consult to the Committee on occasion, are eligible to receive such remuneration in respect of their time and contributions to the business of the Committee as may be determined.
- 6.2. The members and attendees may also be reimbursed all travelling, hotel and other expenses properly incurred by them in or about the performance of their activities as members or attendees, including those of travelling to and from meetings of the Committee, on such basis as the Committee may determine from time to time.

7. COMMITTEE EVALUATION

- 7.1. The effectiveness of the Committee shall be evaluated through an external process annually. The evaluation process shall be conducted, in consultation with the Chairperson of the Executive Council.
- 7.2. The evaluations shall be facilitated through the Office of the Company Secretary in consultation with the Chairperson of the Executive Council.

8. REVIEW AND APPROVAL

The Committee shall review its terms of reference annually (unless an urgent review is required) and make recommendations in respect of any amendments to Exco for approval.

TERMS OF REFERENCE OF THE SOCIAL AND ETHICS COMMITTEE

1 INTRODUCTION

SARU's Executive Committee ("Exco") has resolved, in terms of Companies Act 71 of 2008 Section 72 (4) ("the Act") as well the SARU Constitution Section 15.9, to establish a Social and Ethics Committee ("Committee"), whose duties are listed below, in this document.

2 PURPOSE OF THE COMMITTEE

The Committee is established to assist Exco with an oversight of social and ethical matters and in ensuring that SARU is and remains a committed socially responsible corporate citizen. To this end, the Committee shall assist the Exco in monitoring the application of the rules and processes set out in SARU's Code of Conduct, SARU policies and South Africa's relevant legislation.

3 FUNCTIONS AND SCOPE

As stipulated in the Act, and by way of commitment by SARU, the Committee shall provide advice and guidance in respect of:

- 3.1. Transformation including SARU's standing in respect of goals and purposes of:
 - 3.1.1. *the ten principles set out in the United Nations Global Compact Principles*
 - 3.1.2. *the Organisation for Economic Co-operation and Development (OECD) recommendations regarding corruption;*
 - 3.1.3. *Employment Equity Act;*
 - 3.1.4. *Broad-based Black Economic Empowerment Act.*

- 3.2. Consumer Relationships including the SARU's advertising, public relations and compliance with consumer protection laws;
- 3.3. Environment, health and public safety including the impact of SARU's activities;
- 3.4. Good corporate citizenship, including SARU's
 - 3.4.1. *promotion of equality, prevention of unfair discrimination, and reduction of corruption;*
 - 3.4.2. *contribution to development of the communities in which SARU's activities are predominantly marketed; and*
 - 3.4.3. *record of sponsorship, donations and charitable giving;*
- 3.5. Labour and Employment, including –
 - 3.5.1. *SARU's standing in terms of the International Labour Organisation Protocol on decent work and working conditions; and*
 - 3.5.2. *SARU's employment relationships and its contribution toward the educational development of its employees;*

4 POWERS

The Committee is authorised by Exco to:

- 4.1. Investigate any activities within the provision of its Terms of Reference;
- 4.2. Seek outside legal or other independent professional advice at SARU's expense in line with SARU's developed procedure for such purpose;



Blitzbok captain Siviwe Soyizwapi is tackled by a player from Uganda during a practice match in Stellenbosch.



- 4.3. Secure the attendance of outsiders with the relevant experience and expertise where necessary at SARU's expense in line with SARU's developed procedure for such purpose;
- 4.4. Seek any information it requires from any employee, to enable the Committee to carry out its responsibility and duties in accordance with the Terms of Reference and all employees are required to cooperate with any reasonable requests made by the Committee;
- 4.5. Delegate duties to SARU management.

5 COMPOSITION OF THE COMMITTEE

- 5.1. The Committee will comprise of no fewer than four (4) and no more than six (members) as per SARU constitution.
- 5.2. The Committee should comprise of members of the non-executive directors the majority of whom must be independent non-executive directors.
- 5.3. The Chairperson shall always be a non-executive director
- 5.4. An "Independent member", in the context of the Committee is any member who is not a current member of Exco or any of the governing structures of a Province of SARU.

6 FUNCTIONING

- 6.1. The Committee shall meet at least once every quarter;
- 6.2. In cases of emergency, a meeting may be held through a teleconference;
- 6.3. The Company Secretary shall be the standing secretary of all meetings, alternatively in their absence, the Chairperson in consultation with the Chief Executive Officer will assign a meeting secretary
- 6.4. A copy of minutes will be sent to the members of the Committee and Exco;
- 6.5. In order to perform their responsibilities, the Committee may call upon an expert to assist the Committee where assistance is required from time to time.

7 CONFIDENTIALITY AND GOVERNANCE

- 7.1. All members of the Committee, whether or not they are employees of SARU, automatically undertake to be bound in full by the SARU's Code of Conduct and its Values.
- 7.2. All members of the Committee automatically undertake to observe full confidentiality about the content of all information which may come to their attention from time to time. No such information may be revealed to persons outside of SARU without the prior authorisation of the Exco Chairperson.
- 7.3. Unless specifically authorised by the Exco Chairperson, no member of the Committee may make statements to the media.

8 REMUNERATION

- 8.1. All independent members of the Committee who are not independent non-executive directors, as well as such other independent professionals as may be requested to assist or consult to the Committee on occasion, are eligible to receive such remuneration in respect of their time and contributions to the business of the Committee as may be determined by formal resolution of the Committee from time to time.
- 8.2. The members and attendees may also be reimbursed all travelling, hotel and other expenses properly incurred by them in or about the performance of their activities as members or attendees, including those travelling to and from meetings of the Committee, on such basis as the Committee may determine from time to time.

9 ANNUAL ASSESSMENT OF TERMS OF REFERENCE

The Committee shall review and assess the adequacy of these Terms of Reference annually or more frequently if necessary and recommend changes as needed to Exco.





TERMS OF REFERENCE FOR JUDICIAL COMMITTEE

1. MEMBERSHIP

- 1.1 The Committee shall comprise of not fewer than three (3) members and not more than six (6) members, appointed bi-annually by the Executive Council at the first meeting of the Executive Committee after the relevant Annual General Meeting. The Chairperson shall be appointed by the Executive Committee.
- 1.2 The Chairperson and at least two of the members shall have had experience as a judge, practising advocate or practising attorney for at least 10 years and the majority of the members shall have had appropriate experience in rugby.
- 1.3 The majority of the members should be independent of SARU. An “Independent member” is any member of a sub-committee of SARU who is not a current member of the executive council or any of the governing structures of a province of SARU.

2. ROLE OF THE COMMITTEE

The role of the Committee will be:

- 2.1 to act as legal advisers of the Executive Council and otherwise in terms of the Constitution, Regulations and Rules of the Union and/or as mandated or required by the Executive Council, the Chief Executive Officer or the Manager: Legal from time to time; and
- 2.2 to act as the delegated committee referred to in clause 15.9.1.3 of the Constitution of the Union and for which purpose the Executive Council hereby delegates its disciplinary powers in terms of clause

15.11 of the Constitution, and otherwise, to the Committee, with the right to further delegate such powers to disciplinary committees or judicial officers.

3. TERMS OF REFERENCE

The functions of the Committee will be to:

- 3.1 advise the Executive Council, the Chief Executive Officer or the Manager: Legal on all legal or quasi-legal matters as required from time to time;
- 3.2 In terms of clause 15.11 of the Constitution the executive council may delegate its disciplinary powers to the national judicial committee or an ad hoc committee, either of which shall have the right, notwithstanding the provisions of this constitution, to further delegate such powers, and may for this purpose issue rules regarding –
 - 3.2.1 *Any matter which shall or may be prescribed in terms of the SARU constitution, including the right to further delegate such powers to disciplinary committees of judicial officers;*
 - 3.2.2 *Procedures to be observed in the conduct of hearings;*
 - 3.2.3 *Prescribed sanctions;*
 - 3.2.4 *The right of appeal to an appeal committee;*
 - 3.2.5 *The constitution of such appeal committee; and*
 - 3.2.6 *In general, any other matter which it deems necessary or expedient to prescribe in order to achieve or promote the objects of this clause.*



The Springbok Women win a lineout in one of their Tests against Kenya in 2021.

3.3 The Committee shall have the power to take such steps as it may deem fit against any rugby body or person, as defined in the Constitution, failing to comply with or contravening –

- 3.3.1** *the Constitution or any of SARU's rules or regulations;*
- 3.3.2** *the constitution or any of the by-laws, rules and regulations of World Rugby, or any body of persons or organisation to which SARU is affiliated or associated with in terms of a joint venture agreement or other agreement, including, but not limited to, SANZAAR and CAR;*
- 3.3.3** *any decisions taken, resolutions adopted or rulings made by the general meeting, the executive council, the IRB or any body of persons or organisation to which SARU is affiliated or associated with in terms of a joint venture agreement or other agreement, including, but not limited to, SANZAAR and CAR;*
- 3.3.4** *any contract entered into by or on behalf of SARU; and*

3.3.5 *the laws of the game;*

- 3.4** act in terms of the provisions of or stipulated by the Regulations and Rules of the Union or any resolutions or decisions taken by the Executive Council of the Union;
- 3.5** prepare and recommend amendments and/or additions to the Constitution, Regulations or Rules or prepare and recommend new regulations, rules or documents that may be required from time to time;
- 3.6** interpret any of the provisions of the Constitution, Regulations or Rules of the Union; and
- 3.7** in general to act as mandated or required by the Executive Council, the Chief Executive Officer or the Manager: Legal from time to time.

4. MEETINGS

Meetings of the Committee will be held at such time and at such venue as the Chairperson deems appropriate.

5. DELEGATION OF POWERS

The Committee shall have the right to delegate its powers and functions to any other committee or person.

6. CONFIDENTIALITY AND GOVERNANCE

- 6.1** All members of the Committee, whether or not they are employees of SARU, automatically undertake to be bound in full by the Code of Conduct of SARU.
- 6.2** All members of the Committee automatically undertake to observe full confidentiality re the content of all information which may come to their attention from time to time. No such information may be revealed to persons outside of SARU without the prior authorisation of the Chairperson of the Executive Council.
- 6.3** Unless specifically authorised by the Chairperson of the Executive Council or in terms of the Regulations or Rules of SARU, SANZAAR or World Rugby, no member of the Committee may make statements to the media.



TERMS OF REFERENCE FOR THE FINANCE COMMITTEE

1. STATUS OF THE COMMITTEE

- 1.1. SARU's constitution provides for the establishment and operation of a Finance Committee, as a sub-committee of the Executive Council, whose members shall be members of the Executive Council.
- 1.2. The committee's Chairperson should give at least an oral summary of the committee's deliberations at the Executive Council meeting following the committee meeting. The minutes of the committee meeting's proceedings should be included in the board pack for the Executive Council's information as soon as they have been approved.

2. ROLE, COMPOSITION AND TERM OF THE COMMITTEE

The role of the committee is to assist the Executive Council in fulfilling its responsibility for overseeing SARU's financial affairs in terms of clause 16.12.3.4 of its constitution.

The committee shall comprise of no fewer than four (4) members and no more than six (6) members, all of whom shall be members of the Executive Council.

The committee shall serve for a period of two years.

3. ROLE OF THE CHIEF FINANCIAL OFFICER

The Chief Financial Officer is the executive responsible for SARU's financial affairs on a day-to-day basis, subject always to the directions of the Chief Executive Officer.

4. RESPONSIBILITIES

The Committee has the following specific responsibilities subject to its mandate from the Executive Council:

4.1 Internal monthly financial reporting

The Committee reviews internal monthly financial reporting, including that of the provincial unions and their commercial arms

4.2 Management of revenue streams

(including Commercial Properties, Sponsorships and Broadcasting Rights)

The Committee has immediate oversight in matters related to major revenue streams (including Commercial Properties, Sponsorships and Broadcasting Rights) and must review and recommend to the Executive Council the signing off of Sponsorships and Broadcasting Rights contracts with a monetary value in excess of R10 million. This amount may be increased as deemed necessary by the Committee.

4.3 Financial Policies

The Committee has immediate oversight in matters related to financial policies.

4.4 Financial results, budgets, cash flow management and financial planning

The Committee has immediate oversight in matters related to financial results, both operating and capital expenditure budgets, cash flow management and financial planning.

4.5 Ad-hoc matters which have a financial or commercial impact

The Committee has immediate oversight in matters which have a financial or commercial impact, i.e.:

- » Ensuring the build-up of adequate reserves
- » Liaise with other committees on expenses they oversee, i.e. salary increases, etc.



Respect between opponents after the Junior Springboks beat Argentina in the final of the Under-20 International Series.

4.6 Financial Support

The committee will evaluate application from a union for financial support – set criteria will be determined to evaluate such applications. Should financial support be approved SARU and the relevant Union will enter into a formal agreement which will contain the conditions of approval. Punitive measures will be applied where there is a breach to the agreement.

4.7 Delegation of Authority

The Committee will approve the authority.

5. AUTHORITY

The Committee acts in accordance with its delegated authority from the Executive Council as recorded in these terms of reference (as listed above). It has the power to investigate any activity within the scope of its terms of reference.

The Committee, in the fulfilment of its duties, may call upon the Chairperson of the other Sub Committees, any of the Chief Executive Officer, Company Officers, and Company Secretary or assurance providers to provide it with information subject to Executive Council approved processes.

The Committee must have reasonable access to

SARU's records, facilities and any other resources necessary to discharge its duties and responsibilities subject to following Executive Council approved process.

The Committee may form, and delegate authority to, subcommittees and may delegate authority to one or more designated members of the Committee.

The Committee has the right to obtain independent outside professional advice to assist with the execution of its duties, at the Company's cost, subject to an Executive Council approved process being followed.

The Committee has no decision-making authority in regard to its duties and is accountable in this respect to the Executive Council. The Chairperson of the Committee must be present at all annual general meetings.

On all responsibilities delegated to it by the Executive Council, the Committee makes recommendations for approval by the Executive Council.

Where there is a perceived overlap of responsibilities between the Committee and the Audit & Risk Committee, the respective Committee Chairmen shall have the discretion to agree the most appropriate Committee to fulfil any obligation.



6. MEETINGS AND PROCEDURES

6.1 Frequency

The Committee should hold sufficient scheduled meetings to discharge all its duties as set out in these terms of reference but subject to a minimum of three (3) meetings per year. These meetings should be held prior to the Executive Council meetings.

Meetings in addition to those scheduled may be held at the request of the Committee Chairperson, Chief Executive Officer, Chief Financial Officer, Company Secretary or at the instance of the Executive Council.

6.2 Attendance

Committee members must attend all scheduled meetings of the Committee, including meetings called on an ad hoc basis for special matters, unless prior apology, with reasons, has been submitted to the Chairperson or Chief Executive. A quorum will comprise any two independent director Committee members.

The Company secretary is the secretary to this Committee.

If the nominated Chairperson of the Committee is absent from a meeting, the members present must elect one of the members present to act as Chairperson.

7. CONFIDENTIALITY AND GOVERNANCE

- » All members of the Finance Committee, whether or not they are employees of SARU, automatically undertake to be bound in full by the Code of Corporate Practices and Conduct of SARU, its Values and its Code of Ethics (“Unified Code of Ethics”).
- » All members of the Finance Committee automatically undertake to observe full confidentiality regarding the content of all information which may come to their attention from time to time. No such information may be revealed to persons outside of SARU without the prior authorisation of the CEO of SARU
- » Unless specifically authorised by the CEO of SARU, no member of the Finance Committee may make statements to the media.

TERMS OF REFERENCE OF THE FRANCHISE COMMITTEE (“THE COMMITTEE”)

1. STATUS OF THE COMMITTEE

SARU’s Constitution provides for the establishment and operation of a Franchise Committee (the “Committee”), as a sub-Committee of the Executive Council (“EXCO”), whose members shall comprise CEOs of the Franchise Unions (the Franchise Members) as stipulated in the approved SARU Constitution.

- 1.1. The Committee has all the formal delegated authority and mandate from the Executive Council as necessary to perform its role and responsibilities.

2. ROLE OF THE COMMITTEE

The role of the Committee will be to:

- 2.1. manage the strategic direction of Professional and High-Performance Rugby to ensure the best possible

rugby

experience.

- 2.2. in conjunction with management, determine the competition structures, participation agreements, formats, rules and regulations for professional rugby, international and SARU domestic rugby tournaments.
- 2.3. develop the competition schedules in conjunction with the needs of broadcasters, sponsors and World Rugby competitions.
- 2.4. determine the player movement regulations.
- 2.5. determine player agent regulations.
- 2.6. develop and manage player welfare principles and policies.
- 2.7. determine the appropriate criteria and parameters to establish a sustainable financial model that provides for secure growth.
- 2.8. ensure that the franchise is appropriately aligned to the South African Rugby high performance pathway for the development of players, coaches, referees and other officials.
- 2.9. ensure that the franchise provides an appropriate opportunity for players, coaches, referees and officials to be developed and perform to their full potential at national and international level.
- 2.10. ensure alignment to and support to all strategic imperatives of South African rugby with specific reference to the Strategic Transformation Development Plan 2030 and Annexures to it.
- 2.11. perform any other activity as may be specifically requested by the Executive Council from time to time, and.
- 2.12. support training and development in amateur rugby structures.

3. COMPOSITION OF THE COMMITTEE

- 3.1. The Franchise committee comprising of representatives of not fewer than six (6) unions and not more than eight (8) unions as per the SARU constitution.
- 3.2. Relevant members of the Executive

Council including but not limited to the President, the deputy president and the CEO of SARU.

- 3.3. The Chairperson shall always be the President of SARU and in his absence, the deputy president, or the CEO of SARU, as the case may be.
- 3.4. The franchise members will be entitled to be accompanied by an additional member from their union, however, any associated costs of travel and accommodation for such additional member will be borne by the franchise member.
- 3.5. No business shall be transacted at any meeting unless a quorum is present.
- 3.6. The presence of more than 50% of members eligible to vote for a recommendation to the Executive Council will constitute a quorum.
- 3.7. The Committee may invite any associate members or any other individual (including external advisors) to attend all or any part of any meeting, in whatever capacity and for whatever purpose as deems appropriate. No such person so invited shall be entitled to vote on any matter or count for the purposes of a quorum.
- 3.8. The secretary of the committee shall be appointed by the Executive Council.

4. FUNCTIONING

- 4.1. The Committee shall meet via virtual application platforms at least two times a year or more frequently if the Committee agrees that is necessary in order to discharge its duties effectively. In-person meetings can take place when required subject to budget and Executive Council approval. One of the meetings could be in the form of a workshop.
- 4.2. A copy of the agenda of the meeting including the minutes of the previous meeting shall be sent to the members of the Committee no less than 5 (five) days before the meeting.
- 4.3. Special meetings may be called by more than 50% of the franchise members or



when deemed necessary by the SARU President and/or CEO. A secretary shall be appointed by the Executive Council to keep full and proper minutes of all meetings of the Committee and ensuring that the Office of the Company Secretary has proper records of all meetings and activities.

- 4.4. In order to perform their responsibilities, the Committee may obtain independent professional advice to assist the Committee from time to time.
- 4.5. On all matters delegated to the Committee by the Executive Council, the Committee makes recommendations for approval by the Executive Council. The Committee shall have no decision-making power in regard to its duties and is accountable to the Executive Council.
- 4.6. The Committee will seek at all times to make decisions by consensus, however, should this not be possible, a decision supported by 75% of the Committee members present will stand as the Committee's decision.

5. CONFIDENTIALITY AND GOVERNANCE

- 5.1. All members of the Committee, whether or not they are employees of SARU, automatically undertake to be bound in full by the SARU's Code of Conduct and its Values.
- 5.2. All members of the Committee acknowledge that they will be discussing confidential and commercially sensitive and strategic information and that disclosure of such information to third parties may cause significant commercial, financial and reputational harm to SARU. Members therefore undertake to exercise full confidentiality in relation to all information which may come to their attention from time to time. No such information may be revealed to any persons outside of SARU without the prior authorisation of the Chairperson.

- 5.3. Unless specifically authorised by the President and the CEO of SARU, no member of the Committee may make statements to the media.

6. REMUNERATION

- 6.1. Remuneration will be determined from time to time by the EXCO and communicated to Committee members.
- 6.2. Only independent members of the Committee who are not independent non-executive directors, as well as such other independent professionals as may be requested to assist or consult to the Committee on occasion, are eligible to receive such remuneration in respect of their time and contributions to the business of the Committee as may be determined by formal resolution of the Committee from time to time.
- 6.3. The approved SARU funding model caters for the members from unions to cover their own costs for all travelling, hotel and other expenses properly incurred by them in or about the performance of their activities as members or attendees.

7. REPORTING TO THE EXECUTIVE COUNCIL

- 7.1. The Committee shall submit a work plan of Committee activities for the year to the Executive Council after the Committee's first meeting for the year.
- 7.2. The Committee shall review and assess the adequacy of these Terms of Reference annually or more frequently if necessary and recommend changes as needed to Executive Council.
- 7.3. The Committee shall ensure that the members of the Committee undergo a review annually.

TERMS OF REFERENCE OF THE NON-FRANCHISE COMMITTEE ("THE COMMITTEE")

1. STATUS OF THE COMMITTEE

- 1.1. SARU's Constitution provides for the establishment and operation of a Non-Franchise Committee (the "Committee"), as a sub-Committee of the Executive Council ("EXCO"), whose members shall comprise the CEOs of the specific unions as set in the SARU Constitution.
- 1.2. The Committee has all the formal delegated authority and mandate from the EXCO as necessary to perform its role and responsibilities.

2. ROLE OF THE COMMITTEE

The role of the Committee will be to:

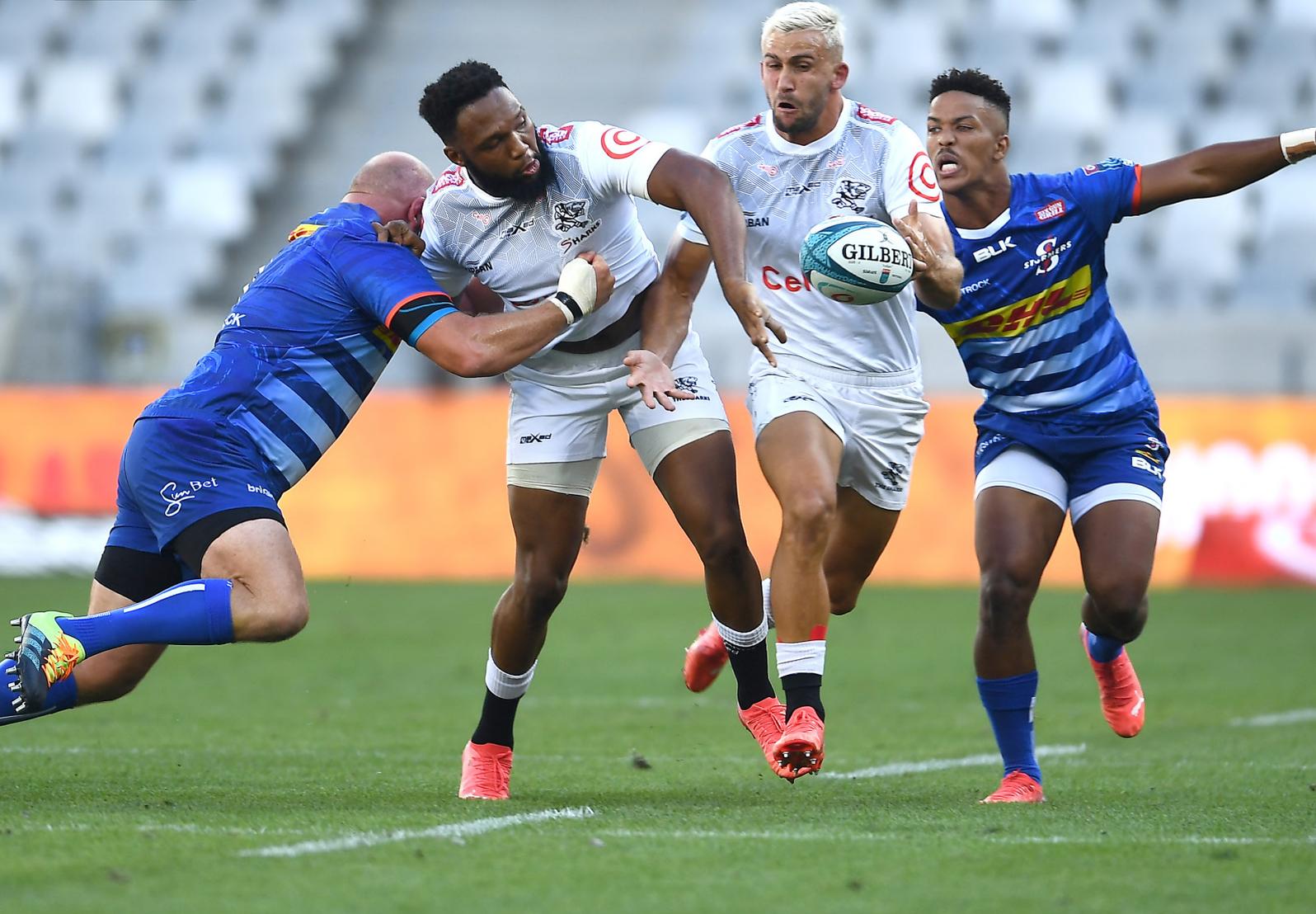
- 2.1. manage the strategic direction of professional and semi-professional rugby to ensure the best possible rugby experience.
- 2.2. where applicable, determine the competition structures, participation agreements, formats, rules and regulations for semi-professional and professional SARU domestic rugby tournaments.
- 2.3. develop the competition schedules in conjunction with the needs of SuperSport, sponsors and SARU competitions.
- 2.4. determine the player movement regulations.
- 2.5. determine player agent regulations.
- 2.6. develop and manage player welfare principles and policies.
- 2.7. determine the appropriate criteria and parameters to establish a sustainable financial model that provides for secure

growth.

- 2.8. ensure that the Non-Franchises are appropriately aligned to the South African Rugby high-performance pathway for the development of Non-franchise players, coaches and other officials.
- 2.9. ensure that the non-Franchises provides an appropriate opportunity for players, coaches and officials to be developed and perform to their full potential at national and international level.
- 2.10. ensure alignment to and support to all strategic imperatives of South African rugby with specific reference to the Strategic Transformation Development Plan 2030 and Annexures to it.
- 2.11. support training and development in amateur rugby structures.
- 2.12. Perform any other activity as may be specifically requested by the EXCO from time to time.

3. COMPOSITION OF THE COMMITTEE

- 3.1. The Non-Franchise committee comprising of not fewer than six (6) unions and not more than eight (8) unions as stipulated in the SARU Constitution.
- 3.2. Relevant members of the EXCO including but not limited to the President, the Deputy President and the CEO of SARU.
- 3.3. The Chairperson shall be the deputy president of SARU and in his absence the next Executive Council member nominated



- by the committee that forms part of this committee.
- 3.4. The union CEO/GM will be entitled to be accompanied by a maximum of one representative from their union, however, any associated costs of travel and accommodation for such additional member will be borne by the respective union.
 - 3.5. No business shall be transacted at any meeting unless a quorum is present
 - 3.6. The presence of more than 50% of members eligible to vote for a recommendation to the Executive Council will constitute a quorum.
 - 3.7. The Committee may invite any Associate members or any other individual

(including external advisors) to attend all or any part of any meeting, in whatever capacity and for whatever purpose as deems appropriate. No such person so invited shall be entitled to vote on any matter or count for the purposes of a quorum.

- 3.8. The secretary of the committee shall be appointed by the Executive Council.

4. FUNCTIONING

- 4.1. The Committee shall meet via virtual application platforms at least two times a year or more frequently if the Committee agrees that is necessary in order to discharge its duties effectively. In-person



Lukhanyo Am and Jeremy Ward combine for the Cell C Sharks in a Vodacom United Rugby Championship game against the DHL Stormers.

meetings can take place when required subject to budget and Executive Council approval. One of the meetings could be in the form of a workshop.

- 4.2. A copy of the agenda of the meeting including the minutes of the previous meeting shall be sent to the members of the Committee no less than 5 (five) days before the meeting.
- 4.3. Special meetings may be called with the support of more than 50% of the members or when deemed necessary by the SARU President and/or CEO.
- 4.4. In order to perform their responsibilities, the Committee may obtain independent professional advice to assist the Committee from time to time.
- 4.5. On all matters delegated to the Committee by the EXCO, the Committee makes recommendations for approval by the EXCO. The Committee shall have no decision-making power with regard to its duties and is accountable to the EXCO.
- 4.6. The Committee will seek at all times to make a recommendation to the Executive Council by consensus, however, should this not be possible, a decision supported by 75% of the committee members present will stand as the Committee's recommendation. Each Union will have one vote.
- 4.7. The secretary will keep full and proper minutes of all meetings of the Committee and ensuring that the Office of the Company Secretary has proper records of all meetings and activities.

5. CONFIDENTIALITY AND GOVERNANCE

- 5.1. All members of the Committee, whether or not they are employees of SARU, automatically undertake to be bound in full by the SARU's Code of Conduct and its Values.
- 5.2. All members of the Committee acknowledge that they will be discussing confidential and commercially sensitive and strategic information and that disclosure of such information to third parties may cause significant commercial, financial and reputational harm to SARU. Members,

therefore, undertake to exercise full confidentiality in relation to all information that may come to their attention from time to time. No such information may be revealed to any persons outside of SARU without the prior authorisation of the President and the CEO of SARU.

- 5.3. Unless specifically authorised by the President and the CEO of SARU, no member of the Committee may make statements to the media.

6. REMUNERATION

- 6.1. Remuneration will be determined from time to time by the EXCO and communicated to Committee members.
- 6.2. Only independent members of the Committee who are not independent non-executive directors, as well as such other independent professionals as may be requested to assist or consult to the Committee on occasion, are eligible to receive such remuneration in respect of their time and contributions to the business of the Committee as may be determined by formal resolution of the Committee from time to time.
- 6.3. The approved SARU funding model caters for the members from unions to cover their own costs for all travelling, hotel and other expenses properly incurred by them in or about the performance of their activities as members or attendees.

7. REPORTING TO THE EXCO

- 7.1. The Committee shall submit a work plan of Committee activities for the year to the EXCO after the Committee's first meeting for the year.
- 7.2. The Committee shall review and assess the adequacy of these Terms of Reference annually or more frequently if necessary and recommend changes as needed to EXCO.
- 7.3. The Committee shall ensure that the members of the Committee undergo a review annually.



TERMS OF REFERENCE OF THE TRANSFORMATION COMMITTEE

1. STATUS OF THE COMMITTEE

- 1.1. SARU's Constitution provides for the establishment and operation of a SARU Transformation Committee (the "Committee"), as a sub-Committee of the Executive Council ("EXCO"), whose members shall comprise of all the Presidents of the members, the President, Deputy President, CEO of SARU and an independent non-executive member of the Executive Council.
- 1.2. The Committee has all the formal delegated authority and mandate from the Executive Council as necessary to perform its role and responsibilities.
- 1.3. For the purposes of the Terms of Reference, the word "members" means SARU's provincial unions and their commercial companies.

2. DIFFERENTIATION: TRANSFORMATION COMMITTEE AND THE TRANSFORMATION ADVISORY PANEL

A) TRANSFORMATION COMMITTEE

- 2.1. The Transformation Committee is governed by the SARU Constitution and has been established to monitor, evaluate and report on transformation progress and to provide leadership and expertise to achieve the strategic goals, as outlined in the SARU Strategic Transformation Development Plan 2030 (STDP 2030).
- 2.2. The Committee will scrutinise and deliberate on the National Transformation Audit reports as well as the continuous trans-

formation updates pertaining to the key focus areas and the strategic objectives of SARU's STDP 2030 and its annexures and ensuring compliance to the Memorandum of Agreements (MOAs) entered into between SARU and its members.

B) TRANSFORMATION ADVISORY PANEL

- 2.3. The Executive Council and the General Council approved the formation of a Transformation Advisory Panel to ensure compliance in regards to all transformation related matters, including, policies, agreements, contracts and strategies. The Panel is responsible for conducting investigations, imposing incentives and punitive measures and report and making recommendations to EXCO to support SARU and its members with its ultimate drive and goal of delivering on the strategic focus areas and objectives relating to transformation, B-BBEE, diversity, equality and inclusion.

3. FOCUS AREAS AND OBJECTIVES OF THE COMMITTEE

- 3.1. The key focus areas are:
 - 3.1.1. *Access to the game*
 - 3.1.2. *Skills and Capacity Development*
 - 3.1.3. *Demographic Representation*
 - 3.1.4. *Performance*
 - 3.1.5. *Community Development and Social Responsibility*
 - 3.1.6. *Corporate Governance*
- 3.2. The objectives of the STDP 2030 are:
 - 3.2.1. Ensure rugby is accessible to all

who wish to participate, including women, disabled persons and people in rural areas.

- 3.2.2. *Create development pathways for players, coaches, referees and administrators to improve productivity and performance levels.*
 - 3.2.3. *To ensure the demographic profile at the provincial and national level on and off the field of play is non-racial and equitable.*
 - 3.2.4. *To ensure the male playing demographic profile at a provincial level is non-racial and equitable.*
 - 3.2.5. *To ensure the male playing demographic profile at a national level is non-racial and equitable.*
 - 3.2.6. *To ensure the female playing demographic profile at a provincial level is aligned, non-racial and equitable.*
 - 3.2.7. *To ensure the female playing demographic profile at a national level is non-racial and equitable.*
 - 3.2.8. *To ensure that the off-field demographic profile at a national and provincial level is non-racial and equitable.*
- 3.3. The Committee must, among other things, be updated in regards to the following annexures of SARU's STDP 2030:
- 3.3.1. *The Eminent Persons' Group (EPG) National Barometer*
 - 3.3.2. *The National Transformation Performance Agreement (National Targets set with Government)*
 - 3.3.3. *Provincial Transformation Barometre*
 - 3.3.4. *The Provincial Transformation Performance Agreement (Self-determined targets)*
 - 3.3.5. *The SARU Incentive Policy*
 - 3.3.6. *The National and Provincial EPG Datasheets*

4. ROLES OF THE COMMITTEE

The roles of the Committee will be to:

- 4.1. To debate, question and challenge the on and off the field transformation agenda, in SARU as well as its members with regards

to the key focus areas, listed in paragraph 3 supra.

- 4.2. To ensure ongoing and improved results, the Committee must **scrutinise the Transformation National Audit Report** and make recommendations and propose interventions to the Executive Council pertaining to the observations, risk areas and shortcomings highlighted as well as identifying policy, system and practice areas of improvement.
- 4.3. Recommend interventions to the Executive Council, where necessary, to **accelerate transformation** in SARU as well as its members based on the principle of broad-based empowerment to promote equality, including but not limited to gender equality and racial equality amongst others.
- 4.4. Recommend to the Transformation Advisory Panel to **consider actions** where transformation targets are not being met.
- 4.5. Discuss, develop, amend and constantly review and **expand the performance management system** (Provincial Barometer and the Provincial Performance Agreement) for all members.
- 4.6. Propose and **recommend amendments** to the STDP 2030 to take into account the latest trends, observations, risk areas and shortcomings identified in the EPG status report, the National Transformation Audit Report report and the National Barometer (Performance Scorecard).
- 4.7. **Recommend and propose additional or amended transformation goals and objectives to the Executive Council** that will ensure the long term future of the game.
- 4.8. Refer the failure of a member to **satisfactorily deliver 60% of its self-determined targets**, via the Executive Council to the Transformation Advisory Panel (TAP) to act in accordance with their terms of reference.
- 4.9. Refer the failure of a member to **satisfactorily deliver the B-BBEE requirements**, via the Executive Council to the Transformation Advisory Panel (TAP) to act in accordance with their terms of reference.



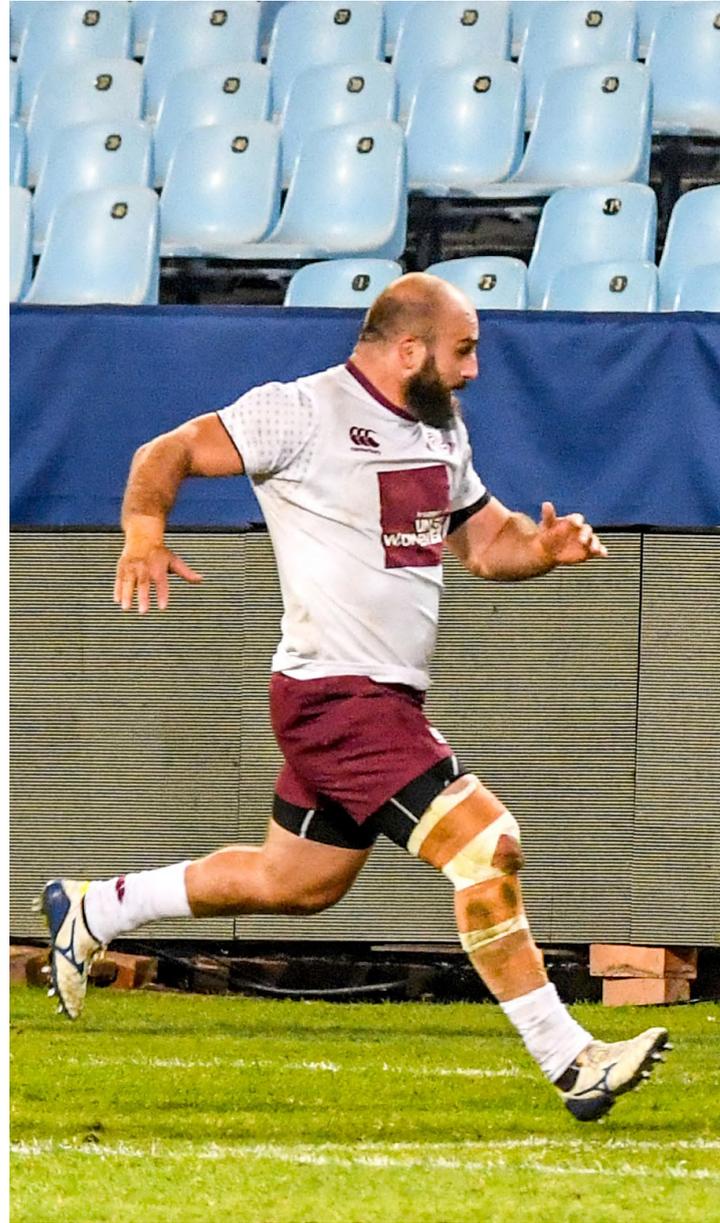
Aphelele Fassi made his Springbok debut against Georgia in Pretoria, and scored the Boks' first try of the Test.



- 4.10. Agree and make recommendations to the Executive Council on **reasonable percentages of contracted professional and development players to be met by members** guaranteeing diversity and inclusion and improved performances and, in the process, increasing participation of professional generic Black and black African players at a provincial and international level.
- 4.11. Refer the failure of a member to **field a transformed on-field team**, via the Executive Council to the Transformation Advisory Panel (TAP) to act in accordance with their terms of reference.
- 4.12. As part of the annual work plan of the Transformation Committee recommend conducting transformation forums, training, and workshops at all levels, **to ensure a consistent understanding of SARU and its member's commitment to diversity and inclusion.**
- 4.13. Recommend any matter not already covered above as well as any diversity and inclusion complaints that needs to be considered and investigated via the Executive Council to the Transformation Advisory Panel (TAP) to act in accordance with their terms of reference.

5. COMPOSITION OF THE COMMITTEE

- 5.1. The Committee must comprise the Presidents of the members, the President, Deputy President, CEO of SARU and an independent non-executive member of the Executive Council;
- 5.2. In addition to paragraph 5.1 supra, the CEOs of the members who are responsible for professional rugby form part of the Committee. No such person shall be entitled to vote on any matter or count for the purposes of a quorum, however, when attending the meeting on behalf of the President such member will be entitled to vote and count for the purposes of a quorum.
- 5.3. In addition to paragraph 5.2 supra, the Presidents of the members will be entitled



to nominate the General Manager or another member of their Union who is responsible for amateur rugby to attend the meeting on their behalf or to be accompanied by such a member. When accompanying such a member, no such person shall be entitled to vote on any matter or count for the purposes of a quorum, however, when attending the meeting on behalf of the President such member will be entitled to vote and count for the purposes of a quorum.

- 5.4. An additional four independent members, appointed by the Executive Council, will form part of the Committee.
- 5.5. An independent board member appointed by the Executive Council as outlined by the SARU constitution will chair the Trans-



formation Committee and in absence of the chairperson, another independent committee member nominated by the committee.

- 5.6. The Committee may invite any Associate members or any other individual (including external advisors) to attend all or any part of a meeting, in whatever capacity and for whatever purpose as deemed appropriate. No such person invited, shall be entitled to vote on any matter or count for the purposes of a quorum.
- 5.7. No business shall be transacted at any meeting unless a quorum is present.
- 5.8. The secretary of the committee shall be appointed by the Executive Council.

6. FUNCTIONING

- 6.1. The Committee shall meet via virtual

application platforms at least twice a year or more frequently if the Committee agrees that it is necessary in order to discharge its duties effectively. In-person meetings can take place when required subject to budget and Executive Council approval. Meetings may take the form of a workshop.

- 6.2. A copy of the agenda of the meeting including the minutes of the previous meeting shall be sent to the members of the Committee no less than 5 (five) days before the meeting.
- 6.3. Special meetings may be called by more than 50% of the committee members or when deemed necessary by the Chairperson.
- 6.4. The secretary shall keep full and proper minutes of all meetings of the Commit-



tee and ensure that the Office of the Company Secretary has proper records of all meetings and activities.

- 6.5. In order to perform their responsibilities, the Committee may obtain independent professional advice to assist the Committee from time to time.
- 6.6. On all matters delegated to the Committee by the Executive Council, the Committee makes recommendations for approval by the Executive Council. The Committee shall have no decision-making power with regard to its duties and is accountable to the Executive Council.
- 6.7. The Committee will always seek to make recommendations by consensus, however, should this not be possible, a decision supported by 75% of the Committee members present will stand as the Committee's decision.
- 6.8. The presence of more than 50% of members eligible to vote for a recommendation to the Executive Council will constitute a quorum.
- 6.9. Invitees in attendance at Committee meetings may participate in discussions but do not form part of the quorum for Committee meetings and have no voting rights.
- 6.10. The Committee has a responsibility to submit written reports, based on all meetings held, for discussion and approval at Executive Council meetings, including additional reports when required.

7. CONFIDENTIALITY AND GOVERNANCE

- 7.1. All members of the Committee, whether or not they are employees of SARU, automatically undertake to be bound in full by SARU's Code of Conduct and its values.
- 7.2. All members of the Committee acknowledge that they will be discussing confidential and commercially sensitive and strategic information and that disclosure of such information to third parties may cause significant commercial, financial and reputational harm to SARU. Members, therefore, undertake to exercise full confi-

dentiality in relation to all information that may come to their attention from time to time. No such information may be revealed to any persons outside of SARU without the prior authorisation of the Chairperson. Any breach would be regarded as a disciplinary offence subject to investigation and sanction.

- 7.3. Unless specifically authorised by the CEO or the President, no member of the Committee may make statements to the media.

8. REMUNERATION

- 8.1. Remuneration will be determined from time to time by the EXCO and communicated to Committee members.
- 8.2. Only independent members of the Committee who are not independent non-executive directors, as well as such other independent professionals as may be requested to assist or consult to the Committee on occasion, are eligible to receive such remuneration in respect of their time and contributions to the business of the Committee as may be determined by formal resolution of the Committee from time to time.
- 8.3. The approved SARU funding model caters for the members from unions to cover their own costs for all travelling, hotel and other expenses properly incurred by them in or about the performance of their activities as members or attendees.

9. REPORTING TO THE EXECUTIVE COUNCIL

- 9.1. The Committee must submit a work plan of Committee activities for the year to the Executive Council after the Committee's first meeting for the year.
- 9.2. The Committee must review and assess the adequacy of these Terms of Reference annually or more frequently if necessary and recommend changes as needed to Executive Council.
- 9.3. The Committee must ensure that the members of the Committee undergo a review annually.

TERMS OF REFERENCE: TRANSFORMATION ADVISORY PANEL (“THE PANEL”)

1. CONTEXT

- 1.1. The Constitution of the South African Rugby Union (SARU) provides for the establishment and operation of the Transformation Committee (Committee) as a sub-committee of the Executive Committee (EXCO).
- 1.2. The Committee’s mandate is described in the relevant SARU documents. It monitors, evaluates and reports on transformation progress and provides leadership and expertise to achieve the strategic goals, as outlined in the STDP 2030. It, inter alia, scrutinises and deliberates on the National Transformation Audit reports, as well as the continuous transformation updates pertaining to the key focus areas and the strategic objectives of SARU’s STDP 2030 and its annexures and ensuring compliance to the Memorandum of Agreements (MOAs) entered into between SARU and its members.
- 1.3. In order to ensure compliance in regards to all transformation related matters, including, policies, agreements, contracts and strategies, EXCO and the General Council approved the formation of a Transformation Advisory Panel (Panel). It supports SARU and its members in their ultimate drive and goal of delivering on the strategic focus areas and objectives relating to transformation, B-BBEE,

diversity, equality and inclusion. (For the purposes of the Terms of Reference, the words “member” and “members” mean SA Rugby’s provincial unions and their commercial companies.)

2. MANDATE

- 2.1. The Panel oversees the performance of the Members. Its supervisors’, monitors compliance, drive and regulate SARU’s transformation agenda. Thus the Panel is a vehicle for transformation in South African Rugby.
- 2.2. The objectives of the Panel include ensuring compliance regarding all transformation related matters, including policies, agreements, contracts and strategies. The Panel is responsible for conducting investigations, imposing incentives and punitive measures as well as reporting and making recommendations to EXCO in order to support SARU and its members with its ultimate drive and goal of delivering on the strategic focus areas and objectives relating to transformation, B-BBEE, diversity, equality and inclusion.
- 2.3. Complaints relating to transformation incidents, disputes and challenges arising from the scope of the Panel’s focus area can be addressed to the Panel. The ultimate longer-term transformation objective and logical conclusion are that of an inclusive, accessible, equitable, sustain-



able, competitive and demographically representative rugby system.

- 2.4. In terms of the Memorandum of Understanding signed with all provincial unions (as well as the incentive policy approved on 27 August 2019 by the General Council), in the event of failure of a provincial union to satisfactorily deliver 60% of its self-determined targets, SARU may, subject to the exhaustion of the processes indicated in the policy, implement the penalties for such failure.
- 2.5. In the event provinces meet or exceed 60% of the national targets, which were agreed with the EPG in the National Transformation Performance Agreement as well as key priority elements, SARU may implement the incentives part of the policy. Team demographics, for both male and female participants, are a priority element and 100% achievement of these categories must be accomplished to qualify for the incentives.
- 2.6. The Panel has all the delegated authority and mandates from the EXCO as necessary to perform its role and responsibilities.

3. OBLIGATIONS; DUTIES; POWERS

- 3.1. The Panel oversees and monitors compliance with key SARU policies, agreements and instruments, namely the -
 - (1) SARU Incentive Policy ;
 - (2) Strategic Transformation Development Plan 2030 (STDP2030);
 - (3) Provincial Transformation Performance Agreement;
 - (4) National Transformation Performance Agreement;
 - (5) Eminent Persons' Group (EPG) National Barometer;
 - (6) Provincial Barometer;
 - (7) National and Provincial EPG Datasheets; and
 - (8) Membership Agreement (in so far as it relates to the STDP2030 and annexures to it.)
- 3.2. In order to fulfil its mandate, the Panel must –

- 3.2.1. *interrogate and review the National and Provincial Transformation Audit Reports;*
- 3.2.2. *review the overall outcome of the respective performances of members and recommend to EXCO the incentives and penalties to be applied, as stipulated in the Incentive Policy;*
- 3.2.3. *oversee the implementation of the provision of the Incentive Policy relevant to the B-BBEE requirements;*
- 3.2.4. *review the overall Provincial Barometer outcome of the respective performances of members;*
- 3.2.5. *recommend to EXCO the penalties for failing to reach the agreed targets, taking into consideration all necessary factors to mitigate possible risks as provided for in the Incentive Policy.*
- 3.2.6. *investigate all matters referred to it by the EXCO about issues relating to transformation, equality, diversity and inclusion;*
- 3.2.7. *drive, monitor, evaluate, advise and make recommendations to EXCO on the interventions and remedial steps to be taken, implemented and executed in order to achieve transformation targets;*
- 3.2.8. *provide insights to shape plans as well as challenge SARU and its members on its progress in delivering on the transformation agenda, which is a core priority;*
- 3.2.9. *advise EXCO on any measures to be taken against members that are not driving transformation satisfactorily;*
- 3.2.10. *recommend incentives and/or punitive measures for non-compliance with SARU's transformation targets; and*
- 3.3. For the same purpose, the Panel may -
 - 3.3.1. *investigate, summon and question members to appear before the*

Panel to justify reasons for non-compliance, reputational damage caused or any other matter relevant to the wider transformation agenda;

- 3.3.2. conduct evidence-gathering exercises when required, from people making allegations, complainants, victims and alleged perpetrators; and*
- 3.3.3. Proactively make proposals and recommendations to EXCO concerning wider transformation issues, including education of players, coaches and administrators at all levels; and community development programs relevant to rugby in South Africa.*

- 3.4. On all matters legitimately dealt with by the Panel, the Panel makes recommendations to EXCO.
- 3.5. As a sub-committee of EXCO, to whom it is accountable, the Panel cannot make decisions and recommendations binding on SARU. However, should EXCO decide not to accept or implement a recommendation by the Panel, reasons for EXCO's decision must be provided.

4. COMPOSITION OF THE PANEL

- 4.1. The Panel comprises of –
 - 4.1.1. *an independent EXCO member, who chairs the Panel;*
 - 4.1.2. *the independent chairperson of SARU's Transformation Committee or a nominated independent member of the Committee;*
 - 4.1.3. *the independent chairperson of SARU's Human Resources, Remuneration & Social Ethics Committee, or a nominated independent member of the Committee; and*
 - 4.1.4. *an independent member with a relevant legal background;*
- 4.2. Non-voting Administrative Support for the Panel consists of -
- 4.3. the General Manager, Strategic Performance Management; and

- 4.4. the Administrator, Strategic Performance Management, who acts as the secretary of the Panel.
- 4.5. Operational members that will be consulted from time to time but who do not actively form part of the Panel are –
 - 4.5.1. *the General Manager, Operations and Finance;*
 - 4.5.2. *the Head of Legal and Compliance; and*
 - 4.5.3. *the General Manager, Human Resources.*

5. MEETINGS

- 5.1. The Panel meets, virtually, at least thrice a year, or more frequently if the members regard it as necessary in order to discharge their functions effectively. In-person meetings can take place when required subject to budget and Executive Council approval.
- 5.2. The agenda of the meeting, including the minutes of the previous meeting, must be sent to all Panel members no less than five days before the scheduled meeting.
- 5.3. Special meetings may be called upon by 50% of the members, or when deemed necessary by the President and /or Chief Executive Officer (CEO) of SARU.
- 5.4. Three of the members referred to in 4.1 above constitute a quorum.
- 5.5. In the absence of the chairperson, a chair must be elected by the members present at the meeting.
- 5.6. The Panel must endeavour to make decisions and make recommendations by consensus. Should this not be possible, a decision or recommendation supported by more than 50% of members present is the Panel's decision or recommendation.
- 5.7. In order to perform their responsibilities, the Panel may obtain independent advice to assist them from time to time.
- 5.8. The Panel may invite any member or any other individual (including external advisors and experts) to attend a meeting. No person so invited is entitled to vote on any matter, or count for the purposes of a quorum.



National panel referee Griffin Colby gets some feedback from the TMO.



- 5.9. The secretary must keep full and proper minutes of all meetings of the Panel and ensure that the Office of the Company Secretary has proper records of all meetings and activities.

6. CONFIDENTIALITY AND GOVERNANCE

- 6.1. All Panel members, whether or not they are employees of SARU, automatically undertake to be bound in full by SARU's Code of Conduct and values.
- 6.2. Panel members acknowledge that they could from time to time discuss confidential and commercially sensitive and strategic information and that disclosure of such information to third parties may cause significant commercial, financial and reputational harm to SARU.
- 6.3. Panel members, therefore, undertake to exercise full confidentiality in relation to all such information and may not reveal such information to any person it is not intended for, including persons outside of SARU, without the prior authorisation of the President and the CEO.
- 6.4. Unless specifically authorised by the President and the CEO, no Panel member may make statements to the media.

7. REMUNERATION

- 7.1. Remuneration must be determined from time to time by the EXCO and communicated to Panel members.
- 7.2. Only independent members of the Panel who are not independent non-executive directors, as well as such other independent professionals as may be requested to assist or consult to the Panel on occasion, are eligible to receive such remuneration in respect of their time and contributions to the business of the Panel as may be determined by formal resolution of the Panel from time to time.

8. DIVERSITY OF MEMBERSHIP

- 8.1. SARU strives to achieve diverse membership on its committees that are reflective of its commitment to equality, diversity



and inclusion and this should be considered in the appointment of Panel members.

- 8.2. SARU must strive for a gender gap split of 50/50 on the Panel.
- 8.3. Equity, diversity and inclusion are concepts explained by actions intended to ensure that SARU (including its members) is reflective of society served, including groups disadvantaged by unfair discrimination and all groups against which discrimination is prohibited in section 9 of the Constitution of the Republic of South Africa.

9. REPORTING; REVIEW

In addition to paragraph 3, the Panel must –

- 9.1. report comprehensively to EXCO following each meeting on its activities and findings, based on factual and objective information and evidence collected or received by the Panel; and recommend measures to prevent future failure or lack of compliance;
- 9.2. review and assess the adequacy of these Terms of Reference annually or more frequently if necessary and recommend amendments as needed to EXCO; and
- 9.3. ensure that the members of the Panel undergo an annual review.

TERMS OF REFERENCE OF THE SARU NATIONAL RUGBY AMATEUR COMMITTEE (“THE COMMITTEE”)

1. STATUS OF THE COMMITTEE

- 1.1. SARU’s Constitution provides for the establishment and operation of a SARU Amateur Committee (the “Committee”), as a sub-Committee of the Executive Council (“EXCO”), whose members shall comprise of representatives of all the unions as set out in the SARU Constitution
- 1.2. The Committee has all the formal delegated authority and mandate from the Executive Council as necessary to perform its role and responsibilities.
- 1.3. The committee has the authority to debate rugby matters on amateur rugby level and to make recommendations.

2. ROLE OF THE COMMITTEE

The role of the Committee shall be restricted to amateur rugby which means the game played, managed, controlled and administered under the laws of the game of rugby football union as framed by World Rugby and under the constitution, by-laws, rules and regulations of World Rugby and this constitution and the rules, regulations and decisions made or deemed to have been made, in terms of this constitution, excluding professional rugby as defined in the SARU Constitution. Specific roles to be attended to are the following:

- 2.1. Growing, promote and develop the participant base on and off the field of

play on a community level and simultaneously transform the game to be accessible for all South Africans. This will include male and female players, coaches, referees, administrators and volunteers;

- 2.2. Produce an attractive and unified community rugby program ensuring access to the game and participation opportunities and in the process allow SARU, provincial unions, service providers, clubs and schools, Government and the Department of Basic Education and other role players to work cohesively;
- 2.3. Identify new opportunities with the potential to grow the game at all community levels through SARU development programmes including grassroots initiatives;
- 2.4. Establish a coordinated national centralised data strategy for participants including clubs, schools, players, referees and coaches, that integrates efficiently and ensures data integrity that will assist in strategic decisions;
- 2.5. Initiate community rugby surveys to establish a baseline for strategic interventions relating to strategies, plans and investments to grow the game;
- 2.6. Identify all external funding opportunities including but not limited to the national and



- provincial lotto, national and provincial Government, the National and Provincial Department of Sport, Arts and Culture (DSAC), SASCOC and World Rugby;
- 2.7. Devise and submit proposals for competition structures, formats, rules and regulations for provinces, clubs, universities, schools and others that are attractive and sustainable;
 - 2.8. Support and align with the future plans of SARU, i.e. Long-term player development (LTPD), Long-term referee development (LTRD) and Long-term coaching development (LTCD), which has the long-term goal to maximise individual potential and involvement in rugby;
 - 2.9. Endorse and support the BokSmart program and initiatives.
 - 2.10. Make proposals to the Player Status, Player Contracts and Player Movement Regulations relating to community players;
 - 2.11. Endorse and support the safeguarding policy and player welfare principles and policies;
 - 2.12. Ensure alignment and support to all strategic imperatives of SARU, including but not limited to the Strategic Transformation Development Plan 2030 (STDP2030); and
 - 2.13. Give effect to resolutions of the Executive Council relating to community rugby.

3. COMPOSITION OF THE COMMITTEE

- 3.1. The Committee will comprise representatives of all the unions as per the SARU constitution.
- 3.2. Relevant members of the Executive Council including but are not limited to the President, the Deputy President, a member of the Executive Council (as applicable) and the CEO of SARU.
- 3.3. The Chairperson shall be a non-independent member of the Executive Council appointed by the Executive Council and in his absence, another non-independent member of the Executive Council nominated by the Executive Council.
- 3.4. The Secretary shall be nominated by the Executive Council of SARU.
- 3.5. Other members will attend on invitation only.
- 3.6. The Committee may invite any Associate members or any other individual (including external advisors) to attend all or any part of any meeting, in whatever capacity and for whatever purpose as deems appropriate. No such person so invited shall be entitled to vote on any matter or count for the purposes of a quorum.
- 3.7. The presence of more than 50% of members eligible to vote for a recommendation to the Executive Council will constitute a quorum.

4. FUNCTIONING

- 4.1. The Committee shall meet in person or via virtual application platforms at least twice a year or more frequently if the Committee agrees that is necessary in order to discharge its duties effectively. One of the meetings could be in the form of a workshop.
- 4.2. A copy of the agenda of the meeting including the minutes of the previous meeting, shall be sent to the members of the Committee no less than 5 (five) days before the scheduled meeting.
- 4.3. Special meetings may be called upon by 50% of the members or when deemed necessary by the SARU President and /or CEO.
- 4.4. In order to perform their responsibilities, the Committee may obtain independent advice to assist the Committee from time to time.
- 4.5. On all matters delegated to the Committee by the Executive Council, the Committee makes recommendations for approval by the Executive Council. The Committee shall have no decision-making power with regards to its duties and is accountable to the Executive Council.
- 4.6. The Committee will endeavour, at all times, to make recommendations by consensus,



however, should this not be possible, a recommendation supported by 75% of the Committee members present will stand as the Committee's decision.

- 4.7. The Executive Council member appointed as Chairperson, stipulated in paragraph 3, will be responsible to provide feedback on related matters to the meeting.
- 4.8. The secretary must keep full and proper minutes of all meetings of the Committee and ensuring that the Office of the Company Secretary has proper records of all meetings and activities.
- 4.8. Long-term administrators' development.

5. CONFIDENTIALITY AND GOVERNANCE

- 5.1. Members of the Committee acknowledge that they could from time to time discuss confidential and commercially sensitive and strategic information and that disclosure of such information to third parties may cause significant commercial, financial and reputational harm to SARU. Members, therefore, undertake to exercise full confidentiality in relation to all such information and shall not reveal such information to any person not intended for, including persons outside of SARU, without the prior authorisation of the Chairperson.
- 5.2. Unless specifically authorised by the President and the CEO of SARU, no member of the Committee may make statements to the media.

6. REMUNERATION

- 6.1. Remuneration will be determined from time to time by the Executive Council and communicated to Committee members.
- 6.2. Only independent members of the Committee who are not independent non-executive directors, as well as such other independent professionals as may be requested to assist or consult to the Committee on occasion, are eligible to receive such remuneration in respect of their time and contributions to the business of the Committee as may be determined by formal resolution of the Committee from time to time.
- 6.3. The approved SARU funding model caters for the members from unions to cover their own costs for all travelling, hotel and other expenses properly incurred by them in or about the performance of their activities as members or attendees.

7. REPORTING TO THE EXECUTIVE COUNCIL (EXCO)

- 7.1. The Committee shall submit a report of its activities to Executive Council after each Committee meeting.
- 7.2. The Committee shall review and assess the adequacy of these Terms of Reference annually or more frequently if necessary and recommend changes as needed to Executive Council.
- 7.3. The Committee shall ensure that the members of the Committee undergo a review annually.



TERMS OF REFERENCE OF THE CONSTITUTIONAL COMMITTEE (“THE COMMITTEE”)

1. ROLE AND COMPOSITION OF THE COMMITTEE

The role of the Committee will be to assist the Executive Council:

- 1.1 To evaluate and make recommendations on proposed rescissions or additions to the SARU constitution received from members upon request from the Executive Council.
- 1.2 Consider and make recommendations to the Executive Council on proposed amendments emanating from the Executive Council

Composition

- 1.4 The Committee will comprise of no fewer than four (4) and no more than six (members) as per SARU constitution.
- 1.5 The Committee should preferably comprise of majority members of the Executive Council.

2. FUNCTIONING

- » The Committee shall meet, when required to so by the Executive Council
- » A meeting secretary shall be appointed to keep full and proper minutes of all meetings of the Committee.

3. CONFIDENTIALITY AND GOVERNANCE

- » All members of the Committee, whether or not they are employees of SARU, automatically undertake to be bound in full by the Code of Corporate Practices and Conduct of SARU, its

Values and its Code of Ethics (“Unified Code of Ethics”).

- » All members of the Committee automatically undertake to observe full confidentiality re the content of all information which may come to their attention from time to time. No such information may be revealed to persons outside of SARU without the prior authorisation of the Chairperson of the Executive Council.
- » Unless specifically authorised by the Chairperson of the Executive Council, no member of the Committee may make statements to the media.



TERMS OF REFERENCE OF THE SARU WOMENS RUGBY- COMMITTEE (“THE COMMITTEE”)

1. STATUS OF THE COMMITTEE

- 1.1. SARU’s Constitution provides for the establishment and operation of a SARU Women’s Rugby Committee (the “Committee”), as a sub-Committee of the Executive Council (“EXCO”), whose members shall comprise of either community CEOs, General Managers or designated personnel of all the unions as set out in the SARU Constitution.
- 1.2. The Committee has all the formal delegated authority and mandate from the EXCO as necessary to perform its role and responsibilities.
- 1.3. The committee has the authority to debate rugby matters on women’s rugby and to make recommendations.

2. ROLE OF THE COMMITTEE

The role of the Committee shall be restricted to;

- 2.1. Advise on SARU’S women’s strategy implementation for womens rugby.
 - 2.1.1. *Provide feedback to EXCO on the progress of the implementation of the women’s strategy.*
 - 2.1.2. *Advocate on behalf of SARU’s work on the Women’s rugby strategy.*
 - 2.1.3. *Report and make recommendations on an ongoing basis to the EXCO with regard to all matters coming under its remit. EXCO will consider recommendations and make a final decision.*
 - 2.1.4. *Identify all internal and external funding opportunities including but not limited to the national and provincial lotto, national and provincial Government, SRSA and World.*
 - 2.1.5. *Advise on key initiatives to develop female leadership in the game. This will include present and past female players, coaches, referees, board members, administrators and volunteers.*
 - 2.1.6. *Grow the visibility of women’s rugby on and off the field of play for young girls to see rugby as an options for them and attract sponsors, broadcaster and commercial engagement.*
 - 2.1.6. *Develop a Long-term player development plan (LTPD), Long-term referee development (LTRD) and Long-term coaching development (LTCD) for the women’s game, which has the long-term goal to maximise individual potential and involvement in rugby.*
 - 2.1.7. *Produce an attractive, safe and accessible pathway through the game that allows girls to play and stay in rugby to achieve their goals. In the process allow SARU, provincial unions, service providers, clubs and schools, Government and the Department of Basic Education*



and other role players to work cohesively.

- 2.1.8 Advise on competition needs, formats, regulations for provinces, clubs, universities and schools that encourage participation, drive performance and are sustainable.
- 2.1.9 Identify new opportunities with the potential to grow the game at all community levels through SARU development programmes including grassroots initiatives.
- 2.1.10 Track and monitor the participation and drop out statistics in the age grades, U20s and Senior rugby.
- 2.1.11 Endorse and support the safeguarding policy and player welfare principles and policies.
- 2.1.12 Ensure alignment and support to all strategic imperatives of SARU, including but not limited to the Strategic Transformation Development Plan 2030 (STDP2030)

3. COMPOSITION OF THE COMMITTEE

- 3.1. The Committee will comprise of members of all the provincial unions as per SARU constitution.
- 3.2. The members of the Committee shall comprise of the CEOs, General Managers or designated personnel of all the unions as set out in the SARU Constitution,

relevant members of the EXCO including but not limited to the President, the Deputy President, a member of the Executive Council (as applicable) and the CEO of SARU.

- 3.3. The Chairperson shall always be the President, and if not available, the Deputy President, and if both not available, the member of the Executive.
- 3.4. The High Performance Manager of the Women's game will be Secretariat of the Committee.
- 3.5. Other members will attend on invitation only.
- 3.6. The Committee may invite any Associate members or any other individual (including external advisors) to attend all or any part of any meeting, in whatever capacity and for whatever purpose as deems appropriate. No such person so invited shall be entitled to vote on any matter or count for the purposes of a quorum.
- 3.5. Seven members of the union and two SARU representatives will constitute a quorum.
- 3.6. Committee members shall hold office for a period not exceeding three years after which time the SARU executive board will determine whether the member should serve for a further period.



The Springbok Women's 2021 season concluded with a blockbuster clash against the Barbarians at Twickenham.

4. FUNCTIONING

- 4.1. The Committee shall meet in person or via virtual application platforms at least four times a year or more frequently if the Committee agrees that is necessary in order to discharge its duties effectively.
- 4.2. A copy of the agenda of the meeting including the minutes of the previous meeting, shall be sent to the members of the Committee no less than 10 (ten) days before the scheduled meeting.
- 4.3. Special meetings may be called upon by 50% of the members or when deemed necessary by the SARU President and /or CEO.
- 4.4. In order to perform their responsibilities, the Committee may obtain independent advice to assist the Committee from time to time.
- 4.5. On all matters delegated to the Committee by the EXCO, the Committee makes recommendations for approval by the EXCO. The Committee shall have no decision-making power with regards to its duties and is accountable to the EXCO.
- 4.6. The Committee will endeavour, at all times, to make recommendations by consensus, however, should this not be possible, a recommendation supported by 75% of the Committee members present will stand as the Committee's decision.
- 4.7. The Executive Committee member appointed as stipulated in paragraph 3 will be responsible to provide feedback on related matters to the meeting.
- 4.8. The High Performance Manager for the women's game shall be the secretary for the meeting.

5. CONFIDENTIALITY AND GOVERNANCE

- 5.1. Members of the Committee acknowledge that they could from time to time discuss confidential and commercially sensitive and strategic information and that disclosure of such information to third parties may cause significant commercial, financial and reputational harm to SARU. Members, therefore, undertake to

exercise full confidentiality in relation to all such information and shall not reveal such information to any person not intended for, including persons outside of SARU, without the prior authorisation of the Chairperson.

- 5.2. Unless specifically authorised by the Chairperson of the Committee, no member of the Committee may make statements to the media.
- 5.3. Committee members shall fulfill their duties as members of the Committee with reasonable care, skill and to the best of their ability and will abide by the reasonable directions of the Chairperson of the Committee and/or SARU.

6. REMUNERATION

- 6.1. Only independent members of the Committee who are not independent non-executive directors, as well as such other independent professionals as may be requested to assist or consult to the Committee on occasion, are eligible to receive such remuneration in respect of their time and contributions to the business of the Committee as may be determined by formal resolution of the Executive Committee from time to time.
- 6.2. SARU will reimburse all travel, accommodation and other expenses incurred by members and attendees of the Committee in the performance of their duties as members or attendees of the Committee on such basis as determined by the relevant policy within SARU from time to time.

7. REPORTING TO THE EXECUTIVE COMMITTEE (EXCO)

- 7.1. The Committee shall submit a report of its activities to EXCO after each Committee meeting.
- 7.2. The Committee shall review and assess the adequacy of these Terms of Reference annually or more frequently if necessary and recommend changes as needed to EXCO. The Committee shall ensure that the members of the Committee undergo a review annually.



TERMS OF REFERENCE OF THE SARU WOMENS STRATEGY WORKING GROUP (“THE WORKING GROUP”)

1. STATUS OF THE STRATEGY WORKING GROUP FOR THE WOMEN’S GAME

- 1.1. SARU’s Constitution provides for the establishment and operation of a SARU’S RUGBY STRATEGY WORKING GROUP FOR THE WOMEN’S GAME (the “Rugby Group”), as a working group of the Women’s Advisory Committee which is a sub group of the of the Executive Council (“EXCO”). The members shall comprise of either community CEOs, General Managers or designated personnel of all the unions alongside external independent representatives in the women’s sport community as set out in the SARU Constitution.
- 1.2. The Working Group has all the formal delegated authority and mandate from the EXCO as necessary to perform its role and responsibilities.
- 1.3. The Working Group has the authority to debate rugby matters on women’s rugby and to make recommendations.

2. ROLE OF THE WORKING GROUP

The role of the Committee shall be restricted to;

- 2.1. Advise on SARU’S strategy implementation for women’s rugby.
 - 2.1.1. Provide feedback to EXCO on the progress of the implementation of

the women’s strategy.

- 2.1.2. *Advocate on behalf of SARU’s work on the Women’s rugby strategy.*
- 2.1.3. *Report and make recommendations on an ongoing basis to the EXCO with regard to all matters coming under its remit. EXCO will consider recommendations and make a final decision.*
- 2.1.4. *Identify all internal and external funding opportunities including but not limited to the national and provincial lotto, national and provincial Government, SRSA and World.*
- 2.1.5. *Advise on key initiatives to develop female leadership in the game. This will include present and past female players, coaches, referees, board members, administrators and volunteers.*
- 2.1.6. *Grow the visibility of women’s rugby on and off the field of play for young girls to see rugby as an options for them and attract sponsors, broadcaster and investment partners.*
- 2.1.6. *Develop a Long-term player development plan (LTPD), Long-term referee development (LTRD) and Long-term coaching develop-*

ment (LTCD) for the women's game, which has the long-term goal to maximise individual potential and involvement in rugby.

- 2.1.7 Produce an attractive, safe and accessible pathway through the game that allows girls to play and stay in rugby to achieve their goals. In the process allow SARU, provincial unions, service providers, clubs and schools, Government and the Department of Basic Education and other role players to work cohesively.
- 2.1.8 Advise on competition needs, formats, regulations for provinces, clubs, universities and schools that encourage participation, drive performance and are sustainable.
- 2.1.9 Identify new opportunities with the potential to grow the game at all community levels through SARU development programmes including grassroots initiatives.
- 2.1.13 Track and monitor the participation and drop out statistics in the age grades, U20s and Senior rugby.
- 2.1.14 Endorse and support the safeguarding policy and player welfare principles and policies.
- 2.1.15 Ensure alignment and support to all strategic imperatives of SARU, including but not limited to the Strategic Transformation Development Plan 2030 (STDP2030)

3. COMPOSITION OF THE COMMITTEE

- 3.1. The Working Group will comprise of members of all the provincial unions as per SARU constitution.
- 3.2. The members of the Working Group shall comprise of the CEOs, General Managers or designated personnel of all the unions as set out in the SARU Constitution, relevant members of the EXCO including but not limited to the President, the Deputy President, a member of the Executive Council (as applicable) and the

CEO of SARU.

- 3.3. The Chairperson shall be Pat Khun, and if not available, a member of the Executive.
- 3.4. The High Performance Manager of the Women's game will be Secretariat of the Working Group.
- 3.5. Other members will attend on invitation only.
- 3.6. The Working Group may invite any Associate members or any other individual (including external advisors) to attend all or any part of any meeting, in whatever capacity and for whatever purpose as deems appropriate. No such person so invited shall be entitled to vote on any matter or count for the purposes of a quorum.
- 3.5. Seven members of the union and two SARU representatives will constitute a quorum.
- 3.6. Working Group members shall hold office for a period not exceeding two years after which time the SARU executive board will determine whether the member should serve for a further period.

4. FUNCTIONING

- 4.1. The Working Group shall meet in person or via virtual application platforms at least four times a year or more frequently if the Committee agrees that is necessary in order to discharge its duties effectively.
- 4.2. A copy of the agenda of the meeting including the minutes of the previous meeting, shall be sent to the members of the Working Group no less than 10 (ten) days before the scheduled meeting.
- 4.3. Special meetings may be called upon by 50% of the members or when deemed necessary by the SARU President and /or CEO.
- 4.4. In order to perform their responsibilities, the Working Group may obtain independent advice to assist the Committee from time to time.
- 4.5. On all matters delegated to the Working Group by the EXCO, the Working Group makes recommendations for approval by



Aimee Barrett-Theron was named the OUTsurance Referee of the Year for 2021.



- the EXCO. The Working Group shall have no decision-making power with regards to its duties and is accountable to the EXCO.
- 4.6. The Working Group will endeavour, at all times, to make recommendations by consensus, however, should this not be possible, a recommendation supported by 75% of the Committee members present will stand as the Committee's decision.
 - 4.7. The Executive Committee member appointed as stipulated in paragraph 3 will be responsible to provide feedback on related matters to the meeting.
 - 4.8. The High Performance Manager for the women's game shall be the secretary for the meeting.

5. CONFIDENTIALITY AND GOVERNANCE

- 5.1. Members of the Working Group acknowledge that they could from time to time discuss confidential and commercially sensitive and strategic information and that disclosure of such information to third parties may cause significant commercial, financial and reputational harm to SARU. Members, therefore, undertake to exercise full confidentiality in relation to all such information and shall not reveal such information to any person not intended for, including persons outside of SARU, without the prior authorisation of the Chairperson.
- 5.2. Unless specifically authorised by the Chairperson of the Working Group, no member of the Working Group may make statements to the media.
- 5.3. Working Group members shall fulfill their duties as members of the Working Group with reasonable care, skill and to the best of their ability and will abide by the reasonable directions of the Chairperson of the Committee and/or SARU.

6. REMUNERATION

- 6.1. Only independent members of the Working Group who are not independent non-executive directors, as well as such other independent professionals as may be requested to assist or consult to the



Committee on occasion, are eligible to receive such remuneration in respect of their time and contributions to the business of the Committee as may be determined by formal resolution of the Executive Committee from time to time.

- 6.2. SARU will reimburse all travel, accommodation and other expenses incurred by members and attendees of the Working Group in the performance of their duties as members or attendees of the Committee on such basis as determined by the relevant policy within SARU from time to time.

7. REPORTING TO THE EXECUTIVE COMMITTEE (EXCO)

- 7.1. The Working Group shall submit a report of its activities to EXCO after each meeting.
- 7.2. The Working Group shall review and assess the adequacy of these Terms of Reference annually or more frequently if necessary and recommend changes as needed to EXCO. The Committee shall ensure that the members of the Committee undergo a review annually.

EXECUTIVE COUNCIL REPORT

GENERAL MEETING

In compliance with clause 12.1 of the SARU Constitution the General Meeting assembled for an Ordinary General Meeting in January 2021, Annual General Meeting in May 2021 and one Ordinary General Meeting in December 2021.

As per clause 13.2 of the SARU Constitution, the General Council approved SARU's annual budget for 2022 at the meeting held in December 2021 and a variation to the budget for further distribution to the provinces will be considered for approval at the Annual General Meeting on 29 April 2022.

EXECUTIVE COUNCIL

The Executive Council complied with clause 15.1 of the Constitution by having ten meetings of which six of these were scheduled meetings and four special meetings were held via videoconference.

The attendance by members of the Executive Council was as follows for the period 1 January 2021 until 31 December 2021:

EXCO MEMBER	22/01	17/02	01/03	19/04	29/05	06/07	12/08	11/10	20/10	09/12
M. Alexander	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
F. Davids	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓
P. Kuhn	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓
L. v Zeuner	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗
J. Smit	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
S. Ngumeni	✓	✓	✗	✓	✓	✓	✓	✗	✓	✗
L. Mould	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
J. Roux	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
A. Saban	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
V. Doble	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
A. Colquhoun		✓	✓	✓	✗	✓	✓	✓	✓	✓
M. Musekiwa	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
S. Liebenberg	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
J. Louw		✓	✓	✓	✓	✓	✓	✓	✓	✓
Mimi Tau	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Peggy-Sue Khumalo								✓	✓	✓





A happy and relieved Springbok head coach Jacques Nienaber with the Castle Lager Lions Series trophy.

SUB COMMITTEES AND AD HOC COMMITTEES

Sub- committees and *ad hoc* Committees were established in terms of the SARU Constitution and taking into consideration as far as possible, the principles and the best practice recommendations set out in the Code of Governance Principles for South Africa- 2009 King IV.

The standing sub- committees are:

>> Audit & Risk Committee – had three meetings

Attendance at meetings:

MEMBER	16/04	20/07	08/11
Mary-Anne Musekiwa	✓	✓	✓
L. v Zeuner	✓	✓	✓
R. Fenner	✓	✓	✓
S. Jodwana	✓	✓	✓
Prof v. Harte	✓	✓	✓

>> Human Resources and Remuneration and Social and Ethics Committee – had three scheduled meetings and one special committee meeting

Attendance at meetings:

MEMBER	05/02	26/05	29/07	29/11
S. Ngumeni	✓	✓	✓	✓
M. Lekota	✓	✓	✓	✓
L. Jongilanga	✓	✓	✓	✓
Evelyn Motsatsing	✓	✓	✓	✓

>> Finance Committee – had twelve meetings

Attendance at meetings:

MEMBER	26/01	09/02	26/02	14/04	07/06	26/07	03/08	15/09	11/10	14/10	19/10	30/11
L. v Zeuner	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
F Davids	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
J. Louw	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓



SOUTH AFRICAN RUGBY UNION
ANNUAL REPORT 2021

AUDIT AND RISK COMMITTEE

FOR THE YEAR 31 DECEMBER 2021

The Audit and Risk Committee has pleasure in submitting this Audit and Risk Report for the year under review.

FUNCTIONS OF THE AUDIT AND RISK COMMITTEE

The Audit and Risk Committee has adopted formal terms of reference, delegated to it by the executive council.

The Audit and Risk Committee has discharged the functions in terms of its charter and ascribed as follows:

- › Reviewed the annual financial statements of the South African Rugby Union, culminating in a recommendation to the executive council to recommend to the annual general meeting to adopt them.
- › Reviewed the annual financial statements of SA Rugby Events Services (RF) (Pty) Ltd for the year ended 31 December 2021, culminating in a recommendation to their board of directors for adoption.
- › Reviewed the external audit reports on the annual financial statements;
- › Recommended the appointment of the external auditors;
- › Evaluated the effectiveness of risk management, controls and the information technology governance process and in so doing reviewed the insurance portfolio, the Covid -19 Key Risk Framework and the Covid -19 IT Action Plan and Business Continuity; and
- › Recommended the audit fees, the engagement terms of the external auditor and the audit plan for approval to the executive council.



Experienced Test referee
Jaco Peyper was the man
in the middle when the
Vodacom Bulls hosted the
Cell C Sharks in the Carling
Currie Cup Final.





MEMBERS OF THE AUDIT AND RISK COMMITTEE AND ATTENDANCE AT MEETINGS

The Audit and Risk Committee consists of non-executive independent members which have been listed (refer to governance structures) and meets at least three times a year in accordance with the Audit and Risk Committee terms of reference. During the year under review the following three meetings were held:

Date of meetings	Focus area
16 April 2021	South African Rugby Union Annual Financial Statements
20 July 2021	SA Rugby Events Services (RF) (Pty) Ltd Annual Financial Statements
8 November 2021	External audit plan and engagement letter for external audit

The Audit and Risk Committee is a subcommittee of the executive council and therefore reports to the executive council.

TERMS OF REFERENCE

The Audit and Risk Committee has adopted a formal terms of reference that has been approved by the executive council. The terms of reference have been determined taking into account the statutory responsibilities and the duties assigned to it by the executive council. The committee's terms of reference are regularly updated and reviewed.

As from 2021, the Audit and Risk Committee's mandate had been increased to include oversight of SA Rugby Event Services (RF) (Pty) Ltd, a 100% owned subsidiary of the South African Rugby Union.

ATTENDANCE

The internal and external auditors, in their capacity as auditors to the entity, attended and reported at meetings of the Audit and Risk Committee. The CEO, CFO and relevant senior managers attended meetings by invitation. Due to the Covid-19 pandemic, all meetings for the 2021 financial year were conducted online as was the case during 2020.

ANNUAL FINANCIAL STATEMENTS

The Audit and Risk Committee has discharged the functions in terms of its terms of reference as follows:

- > In the course of its review and recommendation to the annual general meeting to adopt the annual financial statements of the South African Rugby Union for the year ending 31 December 2021 the committee:
 - o took appropriate steps to ensure that the annual financial statements are prepared in accordance with IFRS;
 - o considered, and, where appropriate, made recommendations on internal financial controls; and
 - o dealt with items raised by the external auditors about the accounting policies, the auditing process, the content of the annual financial statements and internal financial controls.
- > In the course of its review of the annual financial statements of SA Rugby Events Services (RF) (Pty) Ltd for the year ended 31 December 2021, culminating in a recommendation to their board of directors for adoption, the committee:
 - o took appropriate steps to ensure that the annual financial statements are prepared in accordance with IFRS;
 - o considered, and, where appropriate, made recommendations on internal financial controls; and
 - o dealt with items raised by the external auditors about the accounting policies, the auditing process, the content of the annual financial statements and internal financial controls.
- > Reviewed the external audit reports on the annual financial statements.

INTERNAL AUDIT

The Audit and Risk Committee fulfils an oversight role regarding SARU's financial statements and the reporting process, including the system of internal financial control. It is responsible for ensuring that the SARU's internal audit function is independent and has the necessary resources, standing and authority within the entity to enable it to discharge its duties.

The Audit and Risk Committee oversees co-operation between the internal and external auditors and serves as a link between the executive council and these functions.

As reported during 2020, the mandate of the internal auditors was further suspended for 2021 in line with on-going cost savings initiatives due to the impact of the Covid-19 pandemic on the organisation.

The combined assurance model allows for assurance providers to be indicated and categorized between management, committees and external service providers such as external and internal auditors. The suspension of the internal audit workplan considered such a combined assurance model over and above the financial constraints and uncertainties brought about by the pandemic. The lack of the internal audit program was mitigated by ensuring that management implemented the relevant controls and provided the oversight function. The relevant mitigation measures were reported to the committee.

The committee further note that the 2022 budget was approved with the required funding for internal audit services made available. An update of the strategic and operational risks will be required before an audit plan can be tabled for approval.

EXTERNAL AUDITOR APPOINTMENT AND INDEPENDENCE

Newly appointed auditors, Nexia SAB&T, replaced PricewaterhouseCoopers Inc. (PWC) as per agreed auditor rotation and were SARU's designated external auditors for the 2021 financial year.

The Audit and Risk Committee has reviewed the independence guidelines applied of Nexia SAB&T and the Independent Regulatory Board of Auditors in respect of independence and conflict of interest. The external auditors provided assurance in the external audit plan and the final external report of their independence to the Audit and Risk Committee.

The Audit and Risk Committee recommended the approval of the terms of engagement and the external audit fees to the executive council

for approval.

The Audit and Risk Committee ensured that the nature and extent of non-audit services provided by the external auditors were in terms of the external auditor independence policy.

The Audit and Risk Committee discussed and evaluated the audit plan submitted by the external auditors and has recommended the audit plan for approval to the executive council.

INFORMATION TECHNOLOGY

In accordance with the terms of reference, the Audit and Risk Committee reviewed the risks relating to Information Technology (IT). The Audit and Risk Committee is of the view that the Information Technology controls are improving and that management had secured a robust architecture that allowed for SARU to operate effectively and securely during the pandemic through remote working with minimal to no business interruption. The return to office in early 2022 is not expected to place unnecessary strain on the existing IT architecture that had proven, although not without risk, to be fit for purpose. Furthermore, the committee noted that during the year the disaster recovery site had been successfully moved to a shared datacentre.

RISK MANAGEMENT

The executive council is ultimately responsible for risk management and the executive council has delegated the specific responsibility to the Audit and Risk Committee.

The Audit and Risk Committee assisted the executive council to discharge its responsibilities by monitoring and assessing the role and effectiveness of the internal audit function in the context of the risk management function. In the absence of executing an internal audit plan, the Audit and Risk Committee evaluated assurances from management and external audit where required as per the combined assurance model.

Risk management has been included on the agenda for all Audit and Risk Committee meetings to consider and discuss new and emerging risks as well as legal and compliance matters that may impact on SARU or its operations.



Experienced Springbok hooker Bismarck du Plessis, in action here against Leinster in the Vodacom United Rugby Championship, returned to South Africa after a stint in Paris and signed to play for the Vodacom Bulls.





OPERATIONS & FINANCE

OPERATING RESULTS

As newly appointed external auditors, Nexia SAB&T had to execute their first year of engagement during a period of COVID-19 uncertainty, the commencement of a new broadcasting cycle as well as a significant migration from southern to northern hemisphere franchise rugby. Although challenging from both auditor and auditee perspective, the net result was the conclusion of a thorough audit with no significant matters requiring attention or intervention.

We continued to work closely with the finance committee to navigate a challenging financial environment and to ensure that sufficient financial resources were made available to fund critical operational requirements whilst always maintaining a position of solvency. In this regard, a profit before taxation of R966 154 is reflected in the union's financial statements compared to the profit of R8.8 million before taxation reported in the previous year.

The ability to deliver a successful British & Irish Lions tour in South Africa, albeit with no crowds, the participation by the Springboks in The Rugby Championships (TRC) and the participation of the international franchises in the inaugural United Rugby Championships (URC) secured a significant percentage of the overall revenue despite the

cancellation of a revenue generating HSBC Cape Town Sevens event.

Group revenues increased to R1.2 billion compared to the COVID-19 impacted R710 million of the previous year. The commercial success of the British & Irish Lions tour to South Africa, hosted in South Africa every twelve years, contributed R395 million to such revenue.

Grant and other income of R56 million (2020 – R104 million) is not reported as revenue but as other operating income as required by International Financial Reporting Standards and was primarily secured from World Rugby.

The reported R2.2 million comprehensive income (after taxation) in the union and R8.9 million in the group includes the success of the British & Irish Lions tour to South Africa which generated a profit of R107 million and a further recorded gain on post-retirement healthcare benefit valuation of R7.7 million. The tour delivery cost of R288 million is included in the union under operating expenses.

Rugby expenditure increased to R280 million (2020 – R172 million) to reflect a return to participation by the Springboks and increases to the player image rights and insurance from R55 million (2020) to R73 million in 2021.

The Commercial department expenditure



includes commitments towards broadcasting and sponsorship rights delivery, participation fees and team travel for the United Rugby Championship as well as Sanzaar head office and travel costs. The increase in such departmental cost from the previous period is as a result of the increased rugby activity during 2021 compared to the COVID-19 impacted 2020.

FINANCIAL POSITION

As previously reported, a material right of-use asset is disclosed under non-current asset as a result of recognition in terms of IFRS16. Such basis being that the right of use of the current office space and corresponding lease liability was calculated on the discounted future payments required under such lease arrangement.

The Group's total equity position improved to R39 million from the R30 million reported in the prior year whilst the union's recorded profit for the year resulted in a R20 million equity position by year end.

Included in total assets in the financial statements is a deferred tax asset balance of R25 million. This can be recognized as an asset if there is a reasonable expectation that there will be future taxable income against which the deferred tax asset can be used. A significant portion of the deferred tax asset arose as a result of income received in advance and as such had resulted in a release of the deferred tax asset over time as the balance of income received in advance is unwound.

The year-end cash balance in the union of R20 million was retained to honour certain statutory commitments due during the first week of January 2022 as well as outstanding foreign supplier commitments. The previously reported COVID-19 relief funding received from World Rugby will be offset against future grant income and is disclosed in the annual financial statements under deferred income with a portion thereof reflected as current liabilities.

Loans to member unions of R97.8 million, partially funded by the above-mentioned World Rugby relief, is included in accounts receivable. A significant percentage of year end trade receivables were collected subsequent to year end with adequate provisions made for possible asset impairments.

Banking facilities were secured during the year

as and when required with no overdraft facilities in place by year end. The year-end accounts reflect a position of factual solvency and after the review of future cashflows, we conclude on the ability of the group to operate as a going concern into the foreseeable future.

PROSPECTS FOR 2022 AND BEYOND

The excitement of the 2022 Rugby World Cup Sevens to be hosted in our backyard and the platform created by our participation in the now expanded Vodacom United Rugby Championship brings with it significant commercial opportunities. Added to this is the prospect of an equity partner investing in the commercial interest of SA Rugby and the return to crowds that will be a significant boost to the long-term sustainability of the rugby industry.

Although we were unable to achieve the required reserves, we continue to focus on revenue efficiency and prudent spending to mitigate against future revenue shortfalls and unanticipated expenditures.

Risk of asset impairments are low as they had been adequately provided for and external valuations are performed for both the Rugby Pension Fund (only 1 defined benefit member) and the post-retirement medical obligation.

New sponsorship agreements with We Buy Cars, Afrisam and McDonalds have been concluded post year end with such revenues not included in the approved 2022 budget.

With a similar approach and rigour and with a lessor COVID-19 impact expected on our business than in 2020 and 2021, the current year should deliver a more favourable operational and financial outlook.

STRUCTURE

The Operations and Finance Department consists of finance and asset care as its core functions, supporting the business at a group level. Areas of procurement, taxation, insurance, inventory warehousing and treasury are embedded within the overall finance function.

Information technology and travel functions are provided by reputable outsourced service providers and reporting into the operations and finance structure.

Springbok lock Franco Mostert soars high in a lineout against the British & Irish Lions.





SOUTH AFRICAN RUGBY UNION

VOLUNTARY ASSOCIATION OF PERSONS

CONSOLIDATED FINANCIAL STATEMENTS
for the year ended 31 December 2021

GENERAL INFORMATION

Country of incorporation and domicile: South Africa

Nature of business and principal activities: the promotion, development and support of all levels of rugby in South Africa

EXECUTIVE COUNCIL

Mark Alexander (President)

Francois Davids (Deputy President)

Jurie Wynand Roux (Chief Executive Officer)

Abubakar Saban (Chief Financial Officer)

Pat Kuhn

Louis von Zeuner

Lindsay Mould

John Smit

Sam Ngumeni

Schalk Liebenberg

Jannie Louw

Mary-Anne Musekiwa

Mimi Tau

Peggy-Sue Khumalo

STATUTORY INFORMATION

Business address SARU House, Tygerberg Park
163 Uys Krige Drive, Platteklouf, 7500
Cape Town

Postal address PO Box 15929, Panorama, 7506
Cape Town

Bankers ABSA Bank Limited

Auditor Nexia SAB&T
Registered Auditors

Level of assurance These consolidated financial statements have been audited.

Preparer The consolidated financial statements were independently compiled under the supervision of the Senior Finance Manager, S Sekhosana

INDEX

The reports and statements set out below comprise the consolidated and separate financial statements presented to the Executive Council:

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EXECUTIVE COUNCIL'S RESPONSIBILITIES AND APPROVAL

The Executive Council is required to maintain adequate accounting records and is responsible for the content and integrity of the consolidated and separate financial statements and related financial information included in this report. It is their responsibility to ensure that the consolidated and separate financial statements fairly present the state of affairs of the Group and Union as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the consolidated and separate financial statements.

The consolidated and separate financial statements are prepared in accordance with International Financial Reporting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The Executive Council acknowledge that they are ultimately responsible for the system of internal financial control established by the Group and Union and place considerable importance on maintaining a strong control environment. To enable the Executive Council to meet these responsibilities, the Executive Council sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Group and all employees are required to maintain the highest ethical standards in ensuring the Group's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Group is on identifying, assessing, managing and monitoring all known forms of risk across the Group. While operating risk cannot be fully eliminated, the Group endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Executive Council is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the consolidated and separate financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Executive Council has reviewed the Group's cash flow forecast for the year to 31 December 2022 and, in light of this review and the current financial position, they are satisfied that the group has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the Group's consolidated and separate financial statements. The consolidated and separate financial statements have been examined by the Group's external auditors and their report is presented on pages 6 to 8.

The external auditors were given unrestricted access to all financial records and related data, including minutes of all meetings of the Executive Council. The Executive Council believes that all representations made to the independent auditors during their audit are valid and appropriate.

The consolidated and separate financial statements set out on pages 9 to 52, which have been prepared on the going concern basis, were approved by the Executive Council on 06 April 2022 and were signed on their behalf by:

Approval of financial statements

Mark Alexander
President

Jurie Wynand Roux
Chief Executive Officer

EXECUTIVE COUNCIL'S REPORT



The Executive Council has pleasure in submitting their report on the consolidated and separate financial statements of The South African Rugby Union and the group for the year ended 31 December 2021.

1. Nature of business

South African Rugby Union is a Union domiciled in South Africa. The address of its registered office and principal place of business is SARU House, Tygerberg Park, 163 Uys Krige Drive, Platteklouf, 7500. Its principal activity is the promotion, development and support of all levels of rugby in South Africa.

There have been no material changes to the nature of the group's business from the prior year.

2. Review of financial results and activities

The operating results and state affairs of the Group are fully set out in the attached consolidated and separate financial statements. The Group financial statements comprise those of the South African Rugby Union, SA Rugby Event Services Proprietary Limited, The Rugby Educational Foundation NPC, associate companies: SANZAR Proprietary Limited, SANZAR Europe S.a.r.l, Lions Tour to South Africa Designated Activity Company and joint operation: SA Rugby Travel.

Net profit/(loss) for the Group for the year was R1 237 833 (2020: Deficit R16 305 702). The figures for the Union for the year were R2 213 749 (2020: R7 911 135).

3. Executive Council

The Executive Council in office at the date of this report are as follows:

Mark Alexander (President)
Francois Davids (Deputy
President)
Jurie Wynand Roux (Chief
Executive Officer)
Abubakar Saban (Chief Financial
Officer)
Pat Kuhn
Louis von Zeuner
Lindsay Mould
John Smit
Sam Ngumeni
Schalk Liebenberg
Jannie Louw
Mary-Anne Musekiwa
Mimi Tau
Peggy-Sue Khumalo

Appointed 21 September 2021

EXECUTIVE COUNCIL'S REPORT (CONTINUED)

4. Subsidiaries, associates, joint operation and Trust

The Union has the following interests:

A 100% shareholding in SA Rugby Event Services Proprietary Limited, whose main objective the organisation of SA Rugby events.

A 33.3% shareholding in SANZAR Proprietary Limited which manages The Super Rugby and The Rugby Championship competitions played in the Southern Hemisphere. The remaining shares are held equally by The Australian Rugby Union and The New Zealand Rugby Union. The company is equity accounted for by the Group. All income from the broadcasting rights agreements relating to these competitions, other than the rights sold to European broadcasters, is derived directly by the Unions. The Union's share of accumulated profits at 31 December 2021 was R5 133 695 (2020: R4 941 495).

A 33.3% shareholding in SANZAR Europe S.a.r.l., a Luxembourg based company which owns and manages the sales of broadcasting rights for the Super Rugby and The Rugby Championship competitions to European broadcasters. The remaining shares are held equally by The Australian Rugby Union and The New Zealand Rugby Union. The company is equity accounted for by the Group. The Union's share of accumulated profits at 31 December 2021 was R1 265 655 (R3 772 072).

A 50% interest in Lions Tour to South Africa Designated Activity Company Cup, an Ireland based company which is established to manage, control, direct and administer the exploitation of the commercial rights in relation to the British and Irish Lions Tour. The Union's share of accumulated profits at 31 December 2021 was R10 493 195 (2020: R2 555 233).

A 50% interest in SA Rugby Travel, a joint operation which creates, markets and sells official travel packages for Springbok rugby events, Rugby World Cups and other related events.

Control of a Non-profit company called The Rugby Educational Foundation NPC. The purpose of this company is to contribute to the economic and social development of South Africans through the provision of academic and recreational bursaries, rugby specific training and life skills programs for unemployed persons, with the purpose of enabling talented sports men and women to obtain employment.

Further details relating to these entities are given in notes 5 and 6 of the consolidated and separate financial statements.

5. Going concern

The consolidated and separate financial statements have been prepared on the basis of accounting policies applicable to a going concern. The basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

6. Events after the reporting period

The Executive Council is not aware of any material event which occurred after the reporting date and up to the date of this report that will have a significant impact on the financial statements.

7. Auditors

Nexia SAB&T was appointed in office as auditors for the Union and its subsidiaries for the 2021 financial year.

8. Membership control

The group is controlled by nine Provincial members made up of fourteen unions. Limpopo is included as a member but has no voting power because it does not have a union. Each Union has the right to designate two persons to represent them at general meetings of members, and each such representative has one vote. The only other person entitled to vote at general meetings of members is the President, who, in the case of an equality of votes, shall be entitled to a second or casting vote, provided that he has used his deliberate vote. The Union's business and activities are overseen by the members in general meeting, which has the ultimate authority in respect of, and responsibility for, its affairs.

INDEPENDENT AUDITOR'S REPORT

To the Members of the South African Rugby Union and its subsidiaries

Opinion

We have audited the consolidated and separate annual financial statements of The South African Rugby Union and its subsidiaries set out on pages 9 to 52 which comprise the statement of financial position as at 31 December 2021, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the consolidated and separate annual financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated and separate annual financial statements present fairly, in all material respects, the financial position of The South African Rugby Union and its subsidiaries as at 31 December 2021, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standard, the requirements of the Constitution of the Union and the Companies Act of South Africa where applicable.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the entity in accordance with the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors* (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The members are responsible for the other information. The other information comprises the Executive Council's report as required by the Union's constitution which we obtained prior to the date of this report. The other information does not include the consolidated and separate financial statements and our auditor's report thereon.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Members for the Financial Statements

The members are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standard, the requirements of the Constitution of the Union and the Companies Act of South Africa where applicable, and for such internal control as the members determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the members are responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the members either intends to liquidate the entity or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the members.
- Conclude on the appropriateness of the members' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

SOUTH AFRICAN RUGBY UNION

Voluntary Association of persons

Nexia SAB&T

S. Kleovoulou

Director

Registered Auditor

29 April 2022

SOUTH AFRICAN RUGBY UNION

Voluntary Association of persons

STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2021

	Note(s)	Group		Union	
		2021 R	2020 R	2021 R	2020 R
Assets					
Non-Current Assets					
Property, plant and equipment	2	9 383 026	9 967 332	8 072 947	8 141 463
Right-of-use assets	3	26 374 841	33 956 782	26 374 841	33 956 782
Intangible assets	4	3 610 606	6 216 744	3 610 606	6 216 744
Investments in subsidiaries	5	-	-	-	51
Investments in associates	6	16 734 613	11 268 800	-	-
Trade and other receivables	7	66 045 268	39 655 354	66 045 268	39 655 354
Deferred tax	8	25 482 295	31 973 901	25 482 295	31 955 701
		147 630 649	133 038 913	129 585 957	119 926 095
Current Assets					
Inventories	9	13 477 497	21 067 226	13 477 497	21 067 226
Trade and other receivables	7	146 876 059	240 011 774	132 779 313	104 680 998
Cash and cash equivalents	10	26 857 638	228 901 060	20 935 451	52 244 583
		187 211 194	489 980 060	167 192 261	177 992 807
Total Assets		334 841 843	623 018 973	296 778 218	297 918 902
Equity and Liabilities					
Equity					
Post Retirement Benefit Actuarial Reserve		17 095 000	9 374 000	17 095 000	9 374 000
Retained income		22 354 286	21 110 021	3 599 544	9 106 731
		39 449 286	30 484 021	20 694 544	18 480 731
Liabilities					
Non-Current Liabilities					
Lease liabilities	3	33 390 040	40 528 157	33 390 040	40 528 157
Retirement benefit obligation	12	17 682 000	22 419 787	17 682 000	22 419 787
Deferred income	11	27 525 801	63 487 800	27 525 801	63 487 800
		78 597 841	126 435 744	78 597 841	126 435 744
Current Liabilities					
Trade and other payables	14	89 443 250	174 513 704	70 134 367	87 937 792
Lease liabilities	3	4 797 306	3 913 750	4 797 306	3 913 750
Retirement benefit obligation	12	600 000	546 213	600 000	546 213
Deferred income	11	121 954 160	61 141 644	121 954 160	60 604 672
Current tax payable		-	6 929	-	-
Ticket sales refundable	13	-	225 976 968	-	-
		216 794 716	466 099 208	197 485 833	153 002 427
Total Liabilities		295 392 557	592 534 952	276 083 674	279 438 171
Total Equity and Liabilities		334 841 843	623 018 973	296 778 218	297 918 902



STATEMENTS OF PROFIT LOSS AND OTHER COMPREHENSIVE INCOME

	Note(s)	Group		Union	
		2021 R	2020 R	2021 R	2020 R
Continuing operations					
Revenue	15	1 283 702 832	710 463 584	1 274 212 979	680 372 211
Other operating income	16	56 910 630	104 654 544	57 620 338	103 566 124
Other operating losses	17	(2 174 259)	(9 927 734)	(2 174 259)	(9 927 734)
Other operating expenses		(1 329 143 767)	(801 235 796)	(1 330 069 177)	(765 408 038)
Operating profit (loss)	18	9 295 436	3 954 598	(410 119)	8 602 563
Investment income	19	7 100 967	5 631 402	6 302 960	5 054 291
Finance costs	20	(14 144 535)	(4 829 248)	(4 926 687)	(4 829 248)
Income from equity accounted investments		5 459 371	1 592 289	-	-
Profit before taxation		7 711 239	6 349 041	966 154	8 827 606
Taxation	21	(6 473 406)	(16 738 744)	(6 473 406)	(16 738 744)
Profit (loss) from continuing operations		1 237 833	(10 389 703)	(5 507 252)	(7 911 138)
Discontinued operations					
Loss of control of subsidiary		-	(6 145 929)	-	-
Profit (loss) for the year		1 237 833	(16 535 632)	(5 507 252)	(7 911 138)
Other comprehensive income:					
Items that will not be reclassified to profit or loss:					
Gain on Post Retirement Healthcare Benefit		7 721 000	-	7 721 000	-
Items that may be reclassified to profit or loss:					
Other comprehensive income from equity accounted investments		-	229 930	-	-
Other comprehensive income for the year net of taxation		7 721 000	229 930	7 721 000	-
Total comprehensive income (loss) for the year		8 958 833	(16 305 702)	2 213 748	(7 911 138)
Profit (loss) attributable to:					
Owners of the parent:					
From continuing operations		1 237 833	(10 051 498)	(5 507 252)	(7 911 138)
From discontinued operations		-	(6 145 929)	-	-
		1 237 833	(16 197 427)	(5 507 252)	(7 911 138)
Total comprehensive income (loss) attributable to:					
Owners of the parent		8 958 833	(15 967 497)	2 213 748	(7 911 138)
Non-controlling interest		-	(338 205)	-	-
		8 958 833	(16 305 702)	2 213 748	(7 911 138)

SOUTH AFRICAN RUGBY UNION

Voluntary Association of persons

STATEMENTS OF CHANGES IN EQUITY

	Post Retirement Benefit Actuarial Reserve R	Retained income R	Total attributable to the Union R	Non-controlling interest R	Total equity R
Group					
Balance at 01 January 2020	9 374 000	37 077 518	46 451 518	(17 771 614)	28 679 904
Loss for the year	-	(16 197 427)	(16 197 427)	(338 205)	(16 535 632)
Total comprehensive Loss for the year	-	(16 197 427)	(16 197 427)	(338 205)	(16 535 632)
Transfer between reserves	-	229 930	229 930	-	229 930
Loss of control in subsidiary (refer to note 28)	-	-	-	18 109 819	18 109 819
Total contributions recognised directly in equity	-	229 930	229 930	18 109 819	18 339 749
Balance at 01 January 2021	9 374 000	21 116 453	30 490 453	-	30 490 453
Profit for the year	-	1 237 833	1 237 833	-	1 237 833
Other comprehensive income	-	-	-	-	-
Total comprehensive income for the year	-	1 237 833	1 237 833	-	1 237 833
Gain on Post Retirement Healthcare Benefits	7 721 000	-	7 721 000	-	7 721 000
Total contributions by and distributions to owners of company recognised directly in equity	7 721 000	-	7 721 000	-	7 721 000
Balance at 31 December 2021	17 095 000	22 354 286	39 449 286	-	39 449 286



	Post Retirement Benefit Actuarial Reserve R	Retained income R	Total attributable to the Union R	Total equity R
Union				
Balance at 01 January 2020	9 374 000	17 017 869	26 391 869	26 391 869
Loss for the year	-	(7 911 138)	(7 911 138)	(7 911 138)
Total comprehensive Loss for the year	-	(7 911 138)	(7 911 138)	(7 911 138)
Balance at 01 January 2021	9 374 000	9 106 796	18 480 796	18 480 796
Loss for the year	-	(5 507 252)	(5 507 252)	(5 507 252)
Other comprehensive income	-	-	-	-
Total comprehensive Loss for the year	-	(5 507 252)	(5 507 252)	(5 507 252)
Gain on Post Retirement Healthcare Benefit	7 721 000	-	7 721 000	7 721 000
Total contributions by and distributions to owners of company recognised directly in equity	7 721 000	-	7 721 000	7 721 000
Balance at 31 December 2021	17 095 000	3 599 544	20 694 544	20 694 544

SOUTH AFRICAN RUGBY UNION

Voluntary Association of persons

STATEMENTS OF CASH FLOW

	Note(s)	Group		Union	
		2021 R	2020 R	2021 R	2020 R
Cash flows from operating activities					
Cash generated from/(used in) operations	23	(186 642 818)	256 867 270	(24 365 296)	62 257 483
Interest income	20	7 100 967	5 631 402	6 302 960	5 054 291
Finance costs	21	(14 144 535)	(4 829 248)	(4 926 687)	(4 829 248)
Tax (paid) received	24	(6 929)	6 929	-	-
Net cash from operating activities		(193 693 315)	257 676 353	(22 989 023)	62 482 526
Cash flows from investing activities					
Purchase of property, plant and equipment	2	(5 233 958)	(1 056 745)	(5 179 652)	(1 042 378)
Proceeds from the sale of property, plant and equipment	2	91 320	6 007	67 012	6 007
Net cash from investing activities		(5 142 638)	(1 050 738)	(5 112 640)	(1 036 371)
Cash flows from financing activities					
Payment on lease liabilities	25	(3 207 469)	(3 175 551)	(3 207 469)	(3 175 551)
Total cash movement for the year		(202 043 422)	253 450 064	(31 309 132)	58 270 604
Cash at the beginning of the year		228 901 060	(24 549 004)	52 244 583	(6 026 021)
Total cash at end of the year	10	26 857 638	228 901 060	20 935 451	52 244 583



1. Significant accounting policies

1.1 Basis of preparation

The consolidated and separate consolidated financial statements have been prepared on the going concern basis in accordance with, and in compliance with, International Financial Reporting Standards ("IFRS") and International Financial Reporting Interpretations Committee ("IFRIC") interpretations issued and effective at the time of preparing these consolidated financial statements.

The consolidated and separate financial statements have been prepared on the historic cost basis, and incorporate the principal accounting policies set out below. They are presented in South African Rand.

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below.

These accounting policies are consistent with the previous period.

1.2 Consolidation

Basis of consolidation

The consolidated and separate financial statements incorporate the financial statements of the Union and all entities controlled by the group.

Control exists when the Union has the power to govern the financial and operating policies of an entity so as to obtain economic benefits from its activities.

The results of subsidiaries are included in the consolidated and separate financial statements from the effective date of acquisition to the effective date of disposal.

Adjustments are made when necessary to the consolidated and separate financial statements of subsidiaries to bring their accounting policies in line with those of the Group.

All inter-company transactions, balances, and unrealised gains on transactions between group companies are eliminated in full on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Non-controlling interests in the net assets of consolidated subsidiaries are identified and recognised separately from the Group's interest therein, and are recognised within equity. Losses of subsidiaries attributable to non-controlling interests are allocated to the non-controlling interest even if this results in a debit balance being recognised for non-controlling interest.

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions and are recognised directly in the Statement of Changes in Equity.

The difference between the fair value of consideration paid or received and the movement in non-controlling interest for such transactions is recognised in equity attributable to the owners of the Union.

Where a subsidiary is disposed of and a non-controlling shareholding is retained, the remaining investment is measured to fair value with the adjustment to fair value recognised in profit or loss as part of the gain or loss on disposal of the controlling interest. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

1.3 Joint arrangements

A joint arrangement is an arrangement of which two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. A joint arrangement is either a joint operation or a joint venture.

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement.

ACCOUNTING POLICIES (CONTINUED)

1.3 Joint arrangements (continued)

Joint ventures

An interest in a joint venture is accounted for using the equity method. Under the equity method, interests in joint ventures are carried in the statement of financial position at cost adjusted for post-acquisition changes in the company's share of net assets of the joint venture, less any impairment losses.

The Group's share of post-acquisition profit or loss is recognised in profit or loss, and its share of movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. Losses in a joint venture in excess of the Group's interest in that joint venture, including any other unsecured receivables, are recognised only to the extent that the Group has incurred a legal or constructive obligation to make payments on behalf of the joint venture.

Any goodwill on acquisition of a joint venture is included in the carrying amount of the investment, however, a gain on acquisition is recognised immediately in profit or loss.

Profits or losses on transactions between the Group and a joint venture are eliminated to the extent of the Group's interest therein. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of joint ventures have been changed where necessary to ensure consistency with the policies adopted by the group.

When the Union loses joint control, the company proportionately reclassifies the related items which were previously accumulated in equity through other comprehensive income to profit or loss as a reclassification adjustment. In such cases, if an investment remains, that investment is measured to fair value, with the fair value adjustment being recognised in profit or loss as part of the gain or loss on disposal.

1.4 Investments in associates

An associate is an entity over which the group has significant influence, and which is neither a subsidiary nor a joint arrangement. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. It generally accompanies a shareholding of between 20% and 50% of the voting rights.

Investments in associates are accounted for using the equity method. Under the equity method, investments in associates are carried in the Statement of Financial Position at cost adjusted for post-acquisition changes in the Group's share of net assets of the associate, less any impairment losses.

The Group's share of post-acquisition profit or loss is recognised in profit or loss, and its share of movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. Losses in an associate in excess of the Group's interest in that associate, including any other unsecured receivables, are recognised only to the extent that the Group has incurred a legal or constructive obligation to make payments on behalf of the associate.

Any goodwill on acquisition of an associate is included in the carrying amount of the investment, however, a gain on acquisition is recognised immediately in profit or loss.

Profits or losses on transactions between the group and an associate are eliminated to the extent of the Group's interest therein. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

When the Group reduces its level of significant influence or loses significant influence, the Group proportionately reclassifies the related items which were previously accumulated in equity through other comprehensive income to profit or loss as a reclassification adjustment. In such cases, if an investment remains, that investment is measured to fair value, with the fair value adjustment being recognised in profit or loss as part of the gain or loss on disposal.

1.5 Significant judgements and sources of estimation uncertainty

The preparation of consolidated and separate financial statements in conformity with IFRS requires management, from time to time, to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Key sources of estimation uncertainty



1.5 Significant judgements and sources of estimation uncertainty (continued)

Estimated of residual values and useful lives of property, plant and equipment and intangible assets

The Group reassesses annually the residual values and remaining useful lives of significant assets. The residual values of these assets have been estimated as the amount that the Group would currently obtain from the disposal of each significant asset, in its location, if the asset was already of the age and in the condition expected at the end of its useful life. The useful life is estimated as the period over which an asset is expected to be available for use by the Group.

Trade receivables

The Union assesses its trade receivables for the impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in profit or loss, the Union makes judgments as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from the financial asset.

The impairment (or loss allowance) for trade receivables is calculated on a portfolio basis, except for individually significant trade receivables which are assessed separately. The impairment test on the portfolio is based on historical loss ratios and other indicators present at the reporting date that correlate with defaults on the portfolio.

Taxes

The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final outcome of these matters is different from the amounts that were initially recorded, such differences will impact the statement of comprehensive income tax provisions in the period which such determination is made.

1.6 Property, plant and equipment

Property, plant and equipment are tangible assets which the Group holds for its own use or for rental to others and which are expected to be used for more than one year.

An item of property, plant and equipment is recognised as an asset when it is probable that future economic benefits associated with the item will flow to the group, and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost. Cost includes all of the expenditure which is directly attributable to the acquisition or construction of the asset, including the capitalisation of borrowing costs on qualifying assets and adjustments in respect of hedge accounting, where appropriate.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the year in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the group. Leased assets are depreciated in a consistent manner over the shorter of their expected useful lives and the lease term. Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount. Depreciation of an asset ceases at the earlier of the date that the asset is classified as held for sale or derecognised.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Motor vehicles	Straight line	3 - 5 years
Office and furniture equipment	Straight line	3 - 8 years
Computer equipment	Straight line	3 years
Leasehold improvements	Straight line	Period of lease

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

ACCOUNTING POLICIES (CONTINUED)

1.6 Property, plant and equipment (continued)

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

1.7 Intangible assets

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed every period-end.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Depreciation method	Average useful life
Trademark	Straight line	20 years
Computer software	Straight line	3 years

1.8 Investments in subsidiaries

Investments in subsidiaries are carried at cost less any accumulated impairment losses. This excludes investments which are held for sale and are consequently accounted for in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations.

1.9 Financial instruments

Financial instruments held by the Group are classified in accordance with the provisions of IFRS 9 Financial Instruments.

Broadly, the classification possibilities, which are adopted by the group, as applicable, are as follows:

Financial assets which are debt instruments:

- Amortised cost. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows)

Derivatives which are not part of a hedging relationship:

- Mandatorily at fair value through profit or loss.

Financial liabilities:

- Amortised cost

Note 29 Financial instruments and risk management presents the financial instruments held by the group based on their specific classifications.

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

The specific accounting policies for the classification, recognition and measurement of each type of financial instrument held by the group are presented below:



1.9 Financial instruments (continued)

Trade and other receivables

Classification

Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost (note 7).

They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the Group's business model is to collect the contractual cash flows on trade and other receivables.

Trade and other receivables also include capitalised costs to obtain contracts with customers.

Recognition and measurement

Trade and other receivables are recognised when the Group becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

Application of the effective interest rate method

For receivables which contain a significant financing component, interest income is calculated using the effective interest method, and is included in profit or loss in finance income (note 19).

The application of the effective interest method to calculate interest income on trade receivables is dependent on the credit risk of the receivable as follows:

- The effective interest rate is applied to the gross carrying amount of the receivable, provided the receivable is not credit impaired. The gross carrying amount is the amortised cost before adjusting for a loss allowance.
- If a receivable is purchased or originated as credit-impaired, then a credit-adjusted effective interest rate is applied to the amortised cost in the determination of interest. This treatment does not change over the life of the receivable, even if it is no longer credit-impaired.
- If a receivable was not purchased or originally credit-impaired, but it has subsequently become credit-impaired, then the effective interest rate is applied to the amortised cost of the receivable in the determination of interest. If, in subsequent periods, the receivable is no longer credit impaired, then the interest calculation reverts to applying the effective interest rate to the gross carrying amount.

Impairment

The Group recognises a loss allowance for expected credit losses on trade and other receivables, excluding VAT and prepayments. The amount of expected credit losses is updated at each reporting date.

ACCOUNTING POLICIES (CONTINUED)

1.9 Financial instruments (continued)

The Group measures the loss allowance for trade and other receivables which do not contain a significant financing component at an amount equal to lifetime expected credit losses (lifetime ECL). The loss allowance for all other trade and other receivables is measured at lifetime ECL when there has been a significant increase in credit risk since initial recognition. If the credit risk on these receivables has not increased significantly since initial recognition, then the loss allowance for those receivables is measured at 12 month expected credit losses (12 month ECL).

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a loan. In contrast, 12 month ECL represents the portion of lifetime ECL that is expected to result from default events on a loan that are possible within 12 months after the reporting date.

In order to assess whether to apply lifetime ECL or 12 month ECL to trade and other receivables which do not have a significant financing component, the Group considers whether there has been a significant increase in the risk of default occurring since initial recognition rather than at evidence of a receivable being credit impaired at the reporting date or of an actual default occurring.

Significant increase in credit risk

In assessing whether the credit risk on a receivable or group of receivables has increased significantly since initial recognition, the Group compares the risk of a default occurring as the reporting date with the risk of a default occurring as at the date of initial recognition.

The Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

Irrespective of the outcome of the above assessment, the credit risk on a receivable is always presumed to have increased significantly since initial recognition if the contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

By contrast, if a receivable is assessed to have a low credit risk at the reporting date, then it is assumed that the credit risk has not increased significantly since initial recognition.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increases in credit risk before the amount becomes past due.

Definition of default

For purpose of internal credit risk management purposes, the Group considers that a default event has occurred if there is either a breach of financial covenants by the counterparty, or if internal or external information indicates that the counterparty is unlikely to pay its creditors in full (without taking collateral into account).

Irrespective of the above analysis, the Group considers that default has occurred when a receivable is more than 90 days past due unless there is reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Measurement and recognition of expected credit losses

The Group measures the loss allowance for trade receivables by applying the simplified approach which is prescribed by IFRS 9. In accordance with this approach, the loss allowance on trade receivables is determined as the lifetime expected credit losses on trade receivables. These lifetime expected credit losses are estimated individually for each specific debtor using past default experience for each debtor and also incorporates forward looking information and general economic conditions of the industry as at the reporting date. The provision is based on historic credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current forecast direction of conditions at the reporting date, including the time value of money, where appropriate.

An impairment gain or loss is recognised in profit or loss with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in other operating expenses in profit or loss as a movement in credit loss allowance (note 18).

Write off policy

The Group writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Receivables written off may still be subject to enforcement activities under the Group recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Credit risk

Details of credit risk are included in the trade and other receivables note (note 7) and the financial instruments and risk management note (note 29).



1.9 Financial instruments (continued)

Trade and other payables

Classification

Trade and other payables (note 14), excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

They are recognised when the Group becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost using the effective interest rate method.

The effective interest rate method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs (note 20).

Trade and other payables expose the Group to liquidity risk and possibly to interest rate risk. Refer to note 29 for details of risk exposure and management thereof.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments with original maturities of 3 months or less and bank overdrafts that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

Bank overdrafts

Bank overdrafts are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised in the income statement over the term of the borrowings using the effective interest rate method.

Derecognition

Financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities

The Group derecognises financial liabilities when, and only when, the Group obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

1.10 Tax

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

ACCOUNTING POLICIES (CONTINUED)

1.10 Tax (continued)

Deferred tax assets and liabilities

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

A deferred tax asset is recognised for the carry forward of unused tax losses to the extent that it is probable that future taxable profit will be available against which the unused tax losses can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Tax expenses

Current and deferred taxes are recognised as income or an expense and included in profit or loss for the period, except to the extent that the tax arises from:

- a transaction or event which is recognised, in the same or a different period, to other comprehensive income, or
- a business combination.

Current tax and deferred taxes are charged or credited to other comprehensive income if the tax relates to items that are credited or charged, in the same or a different period, to other comprehensive income.

Current tax and deferred taxes are charged or credited directly to equity if the tax relates to items that are credited or charged, in the same or a different period, directly in equity.

1.11 Leases

The Group assesses whether a contract is, or contains a lease, at the inception of the contract.

A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

In order to assess whether a contract is, or contains a lease, management determine whether the asset under consideration is "identified", which means that the asset is either explicitly or implicitly specified in the contract and that the supplier does not have a substantial right of substitution throughout the period of use. Once management has concluded that the contract deals with an identified asset, the right to control the use thereof is considered. To this end, control over the use of an identified asset only exists when the Group has the right to substantially all of the economic benefits from the use of the asset as well as the right to direct the use of the asset.

In circumstances where the determination of whether the contract is or contains a lease requires significant judgement, the relevant disclosures are provided in the significant judgments and sources of estimation uncertainty section of these accounting policies.



1.11 Leases (continued)

Group as lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the Group is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense (note 18) on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated to each lease component on the basis of the relative stand-alone prices of the lease components and the aggregate stand-alone price of the non-lease components (where non-lease components exist).

However, as an exception to the preceding paragraph, the Group has elected not to separate the non-lease components for leases of land and buildings.

Details of leasing arrangements where the Group is a lessee are presented in note 3 Leases (group as lessee).

Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the group uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed lease payments, including in-substance fixed payments, less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the group under residual value guarantees;
- the exercise price of purchase options, if the group is reasonably certain to exercise the option;
- lease payments in an optional renewal period if the group is reasonably certain to exercise an extension option; and
- penalties for early termination of a lease, if the lease term reflects the exercise of an option to terminate the lease.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability (or right-of-use asset). The related payments are recognised as an expense in the period incurred and are included in operating expenses (note 3).

The lease liability is presented as a separate line item on the Statement of Financial Position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made. Interest charged on the lease liability is included in finance costs (note 20).

The Group remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) when:

- there has been a change to the lease term, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change in the assessment of whether the Group will exercise a purchase, termination or extension option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change to the lease payments due to a change in an index or a rate, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used);
- there has been a change in expected payment under a residual value guarantee, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate;
- a lease contract has been modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised payments using a revised discount rate.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recognised in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Right-of-use assets

Right-of-use assets are presented as a separate line item on the Statement of Financial Position.

Lease payments included in the measurement of the lease liability comprise the following:

- the initial amount of the corresponding lease liability;
- any lease payments made at or before the commencement date;
- any initial direct costs incurred;
- any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the group incurs an obligation to do so, unless these costs are incurred to produce inventories; and
- less any lease incentives received.

ACCOUNTING POLICIES (CONTINUED)

1.11 Leases (continued)

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. However, if a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. Depreciation starts at the commencement date of a lease.

For right-of-use assets which are depreciated over their useful lives, the useful lives are determined consistently with items of the same class of property, plant and equipment. Refer to the accounting policy for property, plant and equipment for details of useful lives.

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate. Each part of a right-of-use asset with a cost that is significant in relation to the total cost of the asset is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

1.12 Inventories

Inventories are measured at the lower of cost and net realisable value on the first-in-first-out basis.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. Consumables are carried at historical cost unless the items are considered to be obsolete.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

1.13 Impairment of assets

The Group assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the Group estimates the recoverable amount of the asset.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

An entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset other than goodwill attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation other than goodwill is recognised immediately in profit or loss. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.



1.14 Employee benefits

Pension Obligations

The Group's employees are members of the Rugby Pension Fund. The fund is generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The fund has a defined contribution plan and a defined benefit plan.

A defined contribution plan is a pension plan under which the employer and employee pays fixed contributions into the fund. The Group has no legal or constructive obligations to pay further contributions to the fund.

For defined contributions plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expenses once they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or reduction in the future payments is available.

A defined benefit plan is a pension plan under which the employer and employees pays fixed contributions into the fund. Defined benefit plans define the amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and level of remuneration prior to retirement.

The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

The liability recognised in the Statement of Financial Position in respect of defined benefit pension plans in the present value of the defined benefit obligation at the Statement of Financial Position date less the fair value of plan assets, together with adjustments for unrecognised past-service costs.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to profit and loss in the period in which they arise.

Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-lines basis over the vesting period.

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of profit sharing and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to either; terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal; or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value. Defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependant on one or more factors such as age, years of service and compensation.

Defined benefit plans

The Group provides post-retirement healthcare benefits to certain of its retirees employed prior to 1 July 2012. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment using the same accounting methodology as used for defined benefit pension plans. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. These obligations are valued regularly by independent qualified actuaries.

ACCOUNTING POLICIES (CONTINUED)

1.15 Provisions and contingencies

Provisions are recognised when:

- the Group has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

Provisions are not recognised for future operating losses.

If an entity has a contract that is onerous, the present obligation under the contract shall be recognised and measured as a provision.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note .

1.16 Revenue from contracts with customers

The Group recognises revenue from the following major sources:

- Sales of sports goods
- Sponsorship income
- Sales of broadcasting rights
- Interest income
- Royalty income
- Test hosting fee

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer.

Sale of sports goods

Revenue from sale of sports goods is recognised when the Group has transferred to the buyer the significant risks and rewards of ownership of the goods, the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold, the amount of revenue can be measured reliably, is probable that the economic benefits associated with the transaction will flow to the Group, and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Sponsorship income

Long terms sponsorship income is recognised on the basis of either apportionment over time, or apportionment over the number of matches completed if the sponsorship income relates to a specific tournament. Deferred revenue is recognised when the consideration received, is in respect of future periods.

Product sponsorships are also accounted for; Where the product has an economic benefit of some duration, the carrying value is capitalised and amortised over the useful life of an asset. However where the benefit relates only to the current period, the product is expensed (i.e. the net effect on the accounting records is nil).

Sale of broadcasting rights

Proceeds from the sale of broadcasting rights are accounted for on a due and payable basis. Deferred revenue is recognised in respect of broadcasting rights, when the consideration received is in respect of competitions that are to be broadcasted in future financial periods.

Interest income

Interest income is recognised on a time-proportion basis using the effective interest rate method. When a receivable is impaired, the Group reduces the carrying amount to its recoverable amount, being the estimated future cash flow discounted at original effective interest rate of the instrument, and continues unwinding the discount as interest income. Interest income or impaired loans is recognised using the original effective interest rate.

Royalty income

Royalty income is recognised on an accrual basis in accordance with the substance of the relevant agreements.



1.16 Revenue from contracts with customers (continued)

Test hosting fee

Provincial Unions are charged a fee for the right to host Springbok test matches. For away test matches a fee is charged to the host national entity. Revenue is recognised on the day of the event as the fee falls due and payable.

1.17 Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

1.18 Translation of foreign currencies

Functional and presentation currency

Items included in the consolidated financial statements of each of the group entities are measured using the currency of the primary economic environment in which the entity operates (functional currency).

The consolidated financial statements are presented in Rand which is the group functional and presentation currency.

Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Rands, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At the end of the reporting period:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous consolidated financial statements are recognised in profit or loss in the period in which they arise.

When a gain or loss on a non-monetary item is recognised to other comprehensive income and accumulated in equity, any exchange component of that gain or loss is recognised to other comprehensive income and accumulated in equity. When a gain or loss on a non-monetary item is recognised in profit or loss, any exchange component of that gain or loss is recognised in profit or loss.

Cash flows arising from transactions in a foreign currency are recorded in Rands by applying to the foreign currency amount the exchange rate between the Rand and the foreign currency at the date of the cash flow.

SOUTH AFRICAN RUGBY UNION

Voluntary Association of persons

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

	Group		Union	
	2021 R	2020 R	2021 R	2020 R

2. Property, plant and equipment

Group	2021			2020		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Leasehold property	7 520 182	(4 280 029)	3 240 153	8 646 662	(4 237 917)	4 408 745
Office furniture and equipment	12 740 718	(11 197 222)	1 543 496	13 336 834	(10 909 008)	2 427 826
Motor vehicles	991 144	(991 144)	-	991 144	(991 144)	-
Computer equipment	9 455 950	(5 809 066)	3 646 884	16 381 222	(13 250 461)	3 130 761
Computer equipment - under construction	952 493	-	952 493	-	-	-
Total	31 660 487	(22 277 461)	9 383 026	39 355 862	(29 388 530)	9 967 332

Union	2021			2020		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Office furniture and equipment	10 481 578	(10 148 158)	333 420	11 072 909	(10 306 987)	765 922
Motor vehicles	991 144	(991 144)	-	991 144	(991 144)	-
Computer equipment	9 150 729	(5 603 848)	3 546 881	15 993 373	(13 026 577)	2 966 796
Leasehold property	7 520 182	(4 280 029)	3 240 153	8 646 662	(4 237 917)	4 408 745
Computer equipment - under construction	952 493	-	952 493	-	-	-
Total	29 096 126	(21 023 179)	8 072 947	36 704 088	(28 562 625)	8 141 463



2. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - Group - 2021

	Opening balance	Additions	Disposals	Transfers	Depreciation	Total
Leasehold property	4 408 745	-	(832 768)	-	(335 824)	3 240 153
Office furniture and equipment	2 427 826	200 354	(24 308)	-	(1 060 376)	1 543 496
Computer equipment*	3 130 761	4 081 111	-	(1 774 300)	(1 790 688)	3 646 884
Computer equipment - under construction	-	952 493	-	-	-	952 493
	9 967 332	5 233 958	(857 076)	(1 774 300)	(3 186 888)	9 383 026

Reconciliation of property, plant and equipment - Group - 2020

	Opening balance	Additions	Depreciation	Total
Leasehold property	4 759 329	-	(350 584)	4 408 745
Office furniture and equipment	3 831 983	123 128	(1 527 285)	2 427 826
Motor vehicles	7 493	-	(7 493)	-
Computer equipment*	3 808 653	933 617	(1 611 509)	3 130 761
	12 407 458	1 056 745	(3 496 871)	9 967 332

Reconciliation of property, plant and equipment - Union - 2021

	Opening balance	Additions	Disposals	Transfers	Depreciation	Total
Leasehold property	4 408 745	-	(832 768)	-	(335 824)	3 240 153
Office furniture and equipment	765 922	176 046	-	-	(608 548)	333 420
Computer equipment*	2 966 796	4 051 113	-	(1 774 300)	(1 696 728)	3 546 881
Computer equipment - under construction	-	952 493	-	-	-	952 493
	8 141 463	5 179 652	(832 768)	(1 774 300)	(2 641 100)	8 072 947

Reconciliation of property, plant and equipment - Union - 2020

	Opening balance	Additions	Depreciation	Total
Leasehold property	4 759 329	-	(350 584)	4 408 745
Office furniture and equipment	1 515 119	123 127	(872 324)	765 922
Motor vehicles	7 493	-	(7 493)	-
Computer equipment	3 564 607	919 251	(1 517 062)	2 966 796
	9 846 548	1 042 378	(2 747 463)	8 141 463

* - The transfer relates to computer software that were included in the previously acquired computer equipment. In the current financial year under review the carrying value of the computer software was transferred from Property, plant and equipment to intangible assets

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

	Group		Union	
	2021 R	2020 R	2021 R	2020 R
3. Leases (group as lessee)				
The group leases office properties. The average lease term is 5 years (2020: 5 years)				
Details pertaining to leasing arrangements, where the group is lessee are presented below:				
Net carrying amounts of right-of-use assets				
The carrying amounts of right-of-use assets are included in the following line items:				
Office buildings	26 374 841	33 956 782	26 374 841	33 956 782
Depreciation recognised on right-of-use assets				
Depreciation recognised on each class of right-of-use assets, is presented below. It includes depreciation which has been expensed in the total depreciation charge in profit or loss (note 18), as well as depreciation which has been capitalised to the cost of other assets.				
Buildings	5 294 850	5 438 315	5 294 850	5 438 315
Other disclosures				
Interest expense on lease liabilities	3 654 723	4 056 686	3 654 723	4 056 686
Lease liabilities				
The maturity analysis of lease liabilities is as follows:				
Within one year	7 458 639	7 432 997	7 458 639	7 432 997
Two to five years	36 298 218	36 328 626	36 298 218	36 328 626
More than five years	3 924 561	13 929 828	3 924 561	13 929 828
	47 681 418	57 691 451	47 681 418	57 691 451
Less finance charges component	(9 494 072)	(13 249 554)	(9 494 072)	(13 249 544)
	38 187 346	44 441 897	38 187 346	44 441 907
Non-current liabilities	33 390 040	40 528 157	33 390 040	40 528 157
Current liabilities	4 797 306	3 913 750	4 797 306	3 913 750
	38 187 346	44 441 907	38 187 346	44 441 907
Exposure to liquidity risk				
Refer to note 29 Financial instruments and risk management for the details of liquidity risk exposure and management.				



4. Intangible assets

Group	2021			2020		
	Cost / Valuation	Accumulated amortisation	Carrying value	Cost / Valuation	Accumulated amortisation	Carrying value
Trademarks	2 000 000	(1 158 658)	841 342	2 000 000	(1 058 727)	941 273
Computer software	16 586 455	(13 817 191)	2 769 264	11 193 795	(5 918 324)	5 275 471
Total	18 586 455	(14 975 849)	3 610 606	13 193 795	(6 977 051)	6 216 744

Union	2021			2020		
	Cost / Valuation	Accumulated amortisation	Carrying value	Cost / Valuation	Accumulated amortisation	Carrying value
Trademarks	2 000 000	(1 158 658)	841 342	2 000 000	(1 058 727)	941 273
Computer software	16 586 455	(13 817 191)	2 769 264	11 193 795	(5 918 324)	5 275 471
Total	18 586 455	(14 975 849)	3 610 606	13 193 795	(6 977 051)	6 216 744

Reconciliation of intangible assets - Group - 2021

	Opening balance	Transfers	Amortisation	Total
Trademarks	941 273	-	(99 931)	841 342
Computer software	5 275 471	1 774 300	(4 280 507)	2 769 264
	6 216 744	1 774 300	(4 380 438)	3 610 606

Reconciliation of intangible assets - Group - 2020

	Opening balance	Amortisation	Total
Trademarks	1 041 479	(100 206)	941 273
Computer software	9 017 223	(3 741 752)	5 275 471
	10 058 702	(3 841 958)	6 216 744

Reconciliation of intangible assets - Union - 2021

	Opening balance	Transfers	Amortisation	Total
Trademarks	941 273	-	(99 931)	841 342
Computer software	5 275 471	1 774 300	(4 280 507)	2 769 264
	6 216 744	1 774 300	(4 380 438)	3 610 606

Reconciliation of intangible assets - Union- 2020

	Opening balance	Amortisation	Total
Trademarks	1 041 479	(100 206)	941 273
Computer software	9 017 223	(3 741 752)	5 275 471
	10 058 702	(3 841 958)	6 216 744

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

5. Interests in subsidiaries including consolidated structured entities

The following table lists the entities which are controlled by the group, either directly or indirectly through subsidiaries.

Union

Name of company	% voting power 2021	% voting power 2020	Carrying amount 2021	Carrying amount 2020
Springbok Supporters Club Proprietary Limited	- %	51.00 %	-	51
The Rugby Educational Foundation NPC	100.00 %	100.00 %	-	-
SA Rugby Event Services Proprietary Limited	100.00 %	100.00 %	-	-
			-	51

The carrying amount of the subsidiaries is shown net of impairment losses, where necessary.

The operations of the Springbok Supporters Club (Pty) Ltd had ceased in the prior year with the winding up of the entity in process.

6. Investments in associates

The following table lists all of the associates in the group:

Group

Name of entity	% ownership interest 2021	% ownership interest 2020	Carrying amount 2021	Carrying amount 2020
SANZAR Proprietary Limited	33.30 %	33.30 %	2 620 847	4 941 495
SANZAR Europe S.a.r.l	33.30 %	33.30 %	3 778 505	3 772 072
Lions Tour to South Africa Designated Activity Company	50.00 %	50.00 %	10 335 261	2 555 233
			16 734 613	11 268 800

The carrying amounts of associated are shown net of impairment losses, where necessary.



6. Investments in associates (continued)

Summarised financial information of material associates

2021

Summarised statement of profit or loss and other comprehensive income
SANZAR Proprietary Limited
SANZAR Europe S.a.r.l
Lions Tour to South Africa Designated Activity Company

Revenue	Profit (loss)
33 478 101	162 857
123 271 357	(9 350 876)
778 081 327	15 560 036
934 830 785	6 372 017

Summarised statement of financial position
SANZAR Proprietary Limited
SANZAR Europe S.a.r.l
Lions Tour to South Africa Designated Activity Company

Assets	Liabilities	Total net assets
26 373 541	10 972 379	15 401 162
431 101 777	354 727 987	76 373 790
46 257 420	25 271 931	20 985 489
503 732 738	390 972 297	112 760 441

2020

Summarised statement of profit or loss and other comprehensive income
SANZAR Proprietary Limited
SANZAR Europe S.a.r.l
Lions Tour to South Africa Designated Activity Company Limited

Revenue	Profit (loss)
36 267 528	3 667 249
527 164 960	(7 785 622)
28 739 562	5 321 249
592 172 050	1 202 876

Summarised statement of financial position
SANZAR Proprietary Limited
SANZAR Europe S.a.r.l
Lions Tour to South Africa Designated Activity Company Limited

Assets	Liabilities	Total net assets
25 582 238	10 798 442	14 783 796
25 524 357	17 579 807	7 944 550
233 326 481	228 507 267	4 819 214
284 433 076	256 885 516	27 547 560

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

	Group		Union	
	2021 R	2020 R	2021 R	2020 R
7. Trade and other receivables				
Financial instruments:				
Trade receivables	33 465 766	59 025 138	38 131 995	50 682 436
Loans receivable from Provincial Unions	97 833 494	13 615 092	97 833 494	13 615 092
Trade receivables from Provincial Unions	5 116 667	5 885 545	5 116 667	5 885 545
The South African Rugby Heritage Trust	-	-	-	22 720 718
SA Super Rugby Proprietary Limited	-	45 160 772	-	45 160 772
SA Rugby Travel loan	3 000 000	-	3 000 000	-
Loss allowance	(12 575 789)	(79 246 769)	(12 575 789)	(101 135 355)
Trade receivables at amortised cost	126 840 138	44 439 778	131 506 367	36 929 208
Accrued sponsorship income	17 510 471	94 151 258	17 510 471	94 151 258
Other receivables	5 600 373	8 223 177	17 321	4 773
SA Rugby Travel	13 179 923	35 999 573	-	-
Total financial instruments	163 130 905	182 813 786	149 034 159	131 085 239
Non-financial instruments:				
VAT	8 066 538	1 123 082	8 066 538	1 123 082
Costs to obtain contract	-	83 602 229	-	-
Prepayments	41 723 884	12 128 031	41 723 884	12 128 031
Total trade and other receivables	212 921 327	279 667 128	198 824 581	144 336 352
Split between non-current and current portions				
Non-current assets	66 045 268	39 655 354	66 045 268	39 655 354
Current assets	146 876 059	240 011 774	132 779 313	104 680 998
	212 921 327	279 667 128	198 824 581	144 336 352

All non-current receivables relate to loan receivables from Unions which are due within two to five years. These loan receivables are unsecured, due within maximum 60 months and interest is charged based on the prime interest rate less 2%. Regarding all other receivables, there are no repayment terms and no interest is charged.

Financial instrument and non-financial instrument components of trade and other receivables

At amortised cost	163 130 905	182 813 786	149 034 159	85 924 467
Non-financial instruments	49 790 422	96 853 342	49 790 422	58 411 885
	212 921 327	279 667 128	198 824 581	144 336 352

Exposure to credit risk

Trade receivables inherently expose the group to credit risk, being the risk that the group will incur financial loss if customers fail to make payments as they fall due.

A loss allowance is recognised for all trade receivables, in accordance with IFRS 9 Financial Instruments, and is monitored at the end of each reporting period. In addition to the loss allowance, trade receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor has been placed under liquidation. Trade receivables which have been written off are not subject to enforcement activities.

The group measures the loss allowance for trade receivables by applying the simplified approach which is prescribed by IFRS 9. In accordance with this approach, the loss allowance on trade receivables is determined as the lifetime expected credit losses on trade receivables.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The potential for credit losses from loans provided to Provincial Unions is mitigated through the ability to recovery such amounts from broadcasting rights and other allocations made to such Unions.



	Group		Union	
	2021 R	2020 R	2021 R	2020 R

7. Trade and other receivables (continued)

Reconciliation of loss allowances

The following table shows the movement in the loss allowance (lifetime expected credit losses) for trade and other receivables:

Opening balance	(79 246 769)	(15 969 924)	(101 135 355)	(83 019 283)
Provision reversed / (raised) on new trade receivables	66 670 980	(63 276 845)	88 559 566	(18 116 072)
Closing balance	(12 575 789)	(79 246 769)	(12 575 789)	(101 135 355)

Exposure to currency risk

The net carrying amounts, in Rand, of trade and other receivables, excluding non-financial instruments, are denominated in the following currencies.

Rand Amount				
Rand	163 130 905	182 813 786	149 034 159	131 085 239

Fair value of trade and other receivables

The fair value of trade and other receivables approximates their carrying amounts.

8. Deferred tax

Deferred tax liability

Right of use asset	(7 384 956)	(9 507 899)	(7 384 956)	(9 507 899)
Accounts receivable	(1 702 830)	-	(1 702 830)	-
Total deferred tax liability	(9 087 786)	(9 507 899)	(9 087 786)	(9 507 899)

Deferred tax asset

Lease liability	10 692 457	12 443 734	10 692 457	12 443 734
Account receivable	-	4 972 874	-	4 972 874
Deferred revenue	20 198 415	13 484 859	20 198 415	13 484 859
Provisions	3 679 209	10 580 333	3 679 209	10 562 133
Total deferred tax asset	34 570 081	41 481 800	34 570 081	41 463 600

The deferred tax assets and the deferred tax liability relate to income tax in the same jurisdiction, and the law allows net settlement. Therefore, they have been offset in the statement of financial position as follows:

Deferred tax liability	(9 087 786)	(9 507 899)	(9 087 786)	(9 507 899)
Deferred tax asset	34 570 081	41 481 800	34 570 081	41 463 600
Total net deferred tax asset	25 482 295	31 973 901	25 482 295	31 955 701

Reconciliation of deferred tax asset / (liability)

At beginning of year	31 973 901	48 712 645	31 955 701	48 694 445
Charge to profit or loss	(6 491 606)	(16 738 744)	(6 473 406)	(16 738 744)
	25 482 295	31 973 901	25 482 295	31 955 701

SOUTH AFRICAN RUGBY UNION

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

	Group		Union	
	2021 R	2020 R	2021 R	2020 R
9. Inventories				
Consumables	25 231 997	21 067 226	25 231 997	21 067 226
Provision for obsolete stock	25 231 997 (11 754 500)	21 067 226 -	25 231 997 (11 754 500)	21 067 226 -
	13 477 497	21 067 226	13 477 497	21 067 226
10. Cash and cash equivalents				
Cash and cash equivalents consist of:				
Cash on hand	139 723	608 488	139 723	608 488
Bank balances	26 717 915	228 292 572	20 795 728	51 636 095
	26 857 638	228 901 060	20 935 451	52 244 583
Credit quality of cash at bank and short term deposits, excluding cash on hand				
The credit quality of cash at bank and short term deposits, excluding cash on hand that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or historical information about counterparty default rates:				
Credit rating				
ABSA (A-1)	26 717 915	228 292 572	20 795 728	51 636 095
Exposure to currency risk				
Refer to note 29 Financial instruments and financial risk management for details of currency risk management for cash and cash equivalents.				
The bank overdraft facility of SA Rugby Event Services Proprietary Limited has been guaranteed by the South African Rugby Union.				
11. Deferred income				
Sponsorship	35 040 353	25 316 126	35 040 353	24 779 154
Broadcasting rights	40 000 000	22 069	40 000 000	22 069
SRSA Grants	6 418 777	14 651 449	6 418 777	14 651 449
World Rugby Grants	68 020 831	84 639 800	68 020 831	84 639 800
	149 479 961	124 629 444	149 479 961	124 092 472
Non-current liabilities	27 525 801	63 487 800	27 525 801	63 487 800
Current liabilities	121 954 160	61 141 644	121 954 160	60 604 672
	149 479 961	124 629 444	149 479 961	124 092 472



	Group		Union	
	2021 R	2020 R	2021 R	2020 R

12. Post employment healthcare benefits

Carrying value

Post employment healthcare benefits- Current portion	600 000	546 213	600 000	546 213
Post employment healthcare benefits- Non current portion	17 682 000	22 419 787	17 682 000	22 419 787
	(18 282 000)	(22 966 000)	(18 282 000)	(22 966 000)
Non-current liabilities	(17 682 000)	(22 419 787)	(17 682 000)	(22 419 787)
Current liabilities	(600 000)	(546 213)	(600 000)	(546 213)
	(18 282 000)	(22 966 000)	(18 282 000)	(22 966 000)

Post-employment healthcare benefits

The Union participates in the Discovery Health Medical Scheme and the Sizwe Medical Fund. In terms of employment contracts, post retirement healthcare benefits are provided to certain employees who joined the Union before 1 July 2012 through continued subsidisation of a portion of the medical aid contribution of those employees, once they have retired. The number of employees on the scheme as at 31 December 2021 is 48 (2020:54)

A full actuarial valuation was performed for the Union as at 31 December 2021, using the projected unit credit method.

The risks faced by the Union as a result of the post-employment healthcare obligation are inflation related, due to the CPI fluctuations, longevity of pensioners, future changes in legislation, future changes in the tax environment and enforcement of eligibility criteria and rules.

Movements for the year

Opening balance	22 966 000	20 182 000	22 966 000	20 182 000
Gain on Post Retirement Healthcare Benefit	(7 721 000)	-	(7 721 000)	-
Net expense recognised in profit or loss	3 037 000	2 784 000	3 037 000	2 784 000
	18 282 000	22 966 000	18 282 000	22 966 000

Net expense recognised in profit or loss

Current service cost	1 196 000	1 074 000	1 196 000	1 074 000
Interest cost	2 574 000	2 268 000	2 574 000	2 268 000
Benefits paid	(733 000)	(558 000)	(733 000)	(558 000)
	3 037 000	2 784 000	3 037 000	2 784 000

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

	Group		Union	
	2021 R	2020 R	2021 R	2020 R

12. Post employment healthcare benefits (continued)

Key assumptions used

Assumptions used on last valuation on Friday, 31 December 2021.

Discount rate	9.60 %	9.50 %	9.60 %	9.50 %
Health care inflation	12.30 %	11.40 %	12.30 %	11.40 %

The effect of a 1% movement in the assumed medical cost trend rate is as follows:

	2021 R		2020 R	
	Decrease	Increase	Decrease	Increase
Effect on the aggregate of the current service cost and interest cost due to a 1% change in health care cost inflation	2 526 000	3 464 000	2 497 000	3 528 000
Effect on defined benefit obligation due to healthcare cost inflation	18 282 000	22 371 000	15 175 000	20 796 000
Effect on defined benefit obligation due to a change in the discount rate	21 523 000	15 909 000	20 852 000	15 171 000
Effect on defined benefit obligation due to a 1 year change in the expected retirement age	193 420	17 359 000	18 396 000	16 652 000

13. Ticket sales refundable

Ticket refunds	-	225 976 968	-	-
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Ticket refunds refer to monies received by the Group for the British and Irish Lions Tour to be held in 2021. The tickets were refunded during the current year under review to the ticket holders.

14. Trade and other payables

Financial instruments:

Trade payables	44 241 877	70 408 484	41 453 921	69 608 988
SA Rugby travel	10 096 356	52 502 334	-	-
Other payables	7 215 055	305 756	2 005 629	305 756
Accrued expenses	26 725 474	18 080 594	26 674 811	18 023 047
Total financial instruments	88 278 768	141 297 167	70 134 367	87 937 792

Non-financial instruments:

VAT	1 164 482	33 216 537	-	-
	89 443 250	174 513 704	70 134 367	87 937 792

Financial instrument and non-financial instrument components of trade and other payables

At amortised cost	88 278 762	141 295 130	70 134 361	87 937 791
Non-financial instruments	1 164 482	33 216 537	-	-
	89 443 244	174 511 667	70 134 361	87 937 791

Exposure to currency risk

Refer to note 29 Financial instruments and financial risk management for details of currency risk management for trade payables.

Fair value of trade and other payables

The fair value of trade and other payables approximates their carrying amounts.



	Group		Union	
	2021 R	2020 R	2021 R	2020 R
15. Revenue				
Revenue from contracts with customers				
Broadcasting rights	654 899 199	417 200 193	649 624 700	411 834 213
World Rugby Sevens Series event	-	41 261	-	41 261
Sponsorships	222 421 830	281 905 913	218 206 476	257 197 848
Merchandising royalties	10 396 976	11 298 889	10 396 976	11 298 889
British and Irish Lions Tour Delivery 2021	395 984 827	-	395 984 827	-
Springbok Supporters Club	-	17 328	-	-
	1 283 702 832	710 463 584	1 274 212 979	680 372 211
Disaggregation of revenue from contracts with customers				
The group disaggregates revenue from customers as follows:				
Timing of revenue recognition				
At a point in time				
Sale of product or service	10 396 976	11 357 478	10 396 976	11 340 150
Over time				
Sale of product or service	1 273 305 856	699 106 106	1 263 816 003	669 032 061
Total revenue from contracts with customers	1 283 702 832	710 463 584	1 274 212 979	680 372 211
16. Other operating income				
Grants from World Rugby	34 929 022	76 319 211	34 929 022	76 319 211
Grants - other	7 269 798	6 425 806	7 269 798	6 425 806
Other income	5 952 275	18 856 767	6 661 983	17 768 295
Government grants	8 759 535	3 052 760	8 759 535	3 052 812
	56 910 630	104 654 544	57 620 338	103 566 124
17. Other operating gains (losses)				
Gains (losses) on disposals, scrappings and settlements				
Property, plant and equipment	2 (765 756)	6 007	(765 756)	6 007
Foreign exchange losses				
Net foreign exchange loss	(1 408 503)	(9 933 741)	(1 408 503)	(9 933 741)
Total other operating gains (losses)	(2 174 259)	(9 927 734)	(2 174 259)	(9 927 734)

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	Group		Union	
	2021 R	2020 R	2021 R	2020 R
18. Operating profit				
Operating profit (loss) for the year is stated after charging (crediting) the following, amongst others:				
Auditor's remuneration - external				
External audit fees	1 290 000	1 418 705	1 290 000	1 418 705
Professional Services - Taxation	1 171 707	1 454 776	475 107	330 035
Other consultation services	75 000	-	75 000	-
	2 536 707	2 873 481	1 840 107	1 748 740
Employee costs				
Salaries	268 081 194	177 234 550	210 325 552	174 654 843
Leases				
Operating lease charges				
Premises	1 696 758	1 610 773	662 247	635 768
Equipment	281 286	172 951	281 286	172 951
	1 978 044	1 783 724	943 533	808 719
Depreciation and amortisation				
Depreciation of property, plant and equipment	3 186 888	3 496 871	2 641 100	2 747 463
Depreciation of right-of-use assets	5 294 850	5 438 315	5 294 850	5 438 315
Amortisation of intangible assets	4 380 440	3 841 958	4 380 440	3 841 958
Total depreciation and amortisation	12 862 178	12 777 144	12 316 390	12 027 736
Operating expenses				
Broadcasting rights and other allocations to provincial unions	243 840 027	186 692 938	243 840 027	193 213 020
Commercial	292 064 133	240 259 782	297 146 137	206 422 655
Communications	15 394 422	17 031 448	15 394 422	17 031 448
Governance	3 406 287	3 735 450	3 406 287	3 735 450
Human Resources	3 730 187	9 367 389	3 730 187	9 367 389
Image rights and player insurance	73 333 669	55 642 399	73 333 669	55 642 399
Office of the CEO	20 931 656	15 188 923	22 135 228	15 188 923
Operations and finance	57 186 043	67 914 363	57 186 043	62 411 043
Referees	21 222 603	15 611 232	21 222 603	15 611 232
Rugby	280 192 057	172 653 286	280 192 057	172 653 286
SA Rugby travel	2 081 543	3 007 393	-	-
Strategic performance management	24 207 914	14 131 193	24 207 918	14 131 193
British and Irish Lions tour delivery	288 274 599	-	288 274 599	-
Event services costs	3 278 627	-	-	-
	1 329 143 767	801 235 796	1 330 069 177	765 408 038
19. Finance income				
Interest income				
Investments in financial assets:				
Bank and other cash	3 169 368	4 254 645	2 371 361	3 677 534
Provincial Unions	3 931 599	1 376 757	3 931 599	1 376 757
Total interest income	7 100 967	5 631 402	6 302 960	5 054 291



	Group		Union	
	2021 R	2020 R	2021 R	2020 R
20. Finance costs				
Lease liabilities	3 654 723	4 056 686	3 654 723	4 056 686
Bank overdraft	10 489 812	772 562	1 271 964	772 562
Total finance costs	14 144 535	4 829 248	4 926 687	4 829 248
21. Taxation				
Major components of the tax expense				
Deferred				
Originating and reversing temporary differences	6 473 406	16 738 744	6 473 406	16 738 744
Reconciliation of the tax expense				
Reconciliation between accounting profit and tax expense.				
Accounting profit	7 711 239	6 349 041	966 154	8 827 606
Tax at the applicable tax rate of 28% (2020: 28%)	2 159 147	1 777 731	270 523	2 471 730
Tax effect of adjustments on taxable income				
Deferred tax asset not recognised	(254 481)	10 130 831	1 634 413	9 436 831
Non-taxable income	-	(1 682)	-	(1 682)
Non-deductible expenses	4 568 740	4 831 864	4 568 470	4 831 864
	6 473 406	16 738 744	6 473 406	16 738 743

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

	Group		Union	
	2021 R	2020 R	2021 R	2020 R

22. Retirement benefits - Rugby Pension Fund

The Union continues to contribute to the Rugby Pension Fund which operates defined benefit and defined contribution pension schemes covering, all eligible employees of the Union. The assets in the schemes are held in administered trust funds. The schemes' assets primarily comprise listed shares, property trust units and fixed income securities. South African pension funds are governed by the Pension Funds Act 1956.

The last actuarial valuation of the defined benefit fund was performed on 31 December 2021, using the projected unit method.

Principal actuarial assumptions at the reporting date:

Discount rate	12.30%	13.90%	12.30%	13.90%
Inflation rate	7.60%	8.30%	7.60%	8.30%
Salary increase rate	8.60%	9.30%	8.60%	9.30%
Expected return on scheme's assets	12.30%	13.90%	12.30%	13.90%
Pension increase allowance	6.08%	6.64%	6.08%	6.64%

Mortality pre-retirement: None

Mortality: post-retirement: PA(90) ultimate table rated down 2 years plus 1% improvement per annum.

The expected return has been set equal to the discount rate as required under the revised IAS19 (AC116).

Heading

The movement in the defined benefit obligation over the year is as follows:

Beginning of the year	969 000	797 000	969 000	797 000
Current service cost	63 000	27 000	63 000	27 000
Member contributions	12 000	4 000	12 000	4 000
Interest cost	140 000	90 000	140 000	90 000
Expenses	(30 000)	(14 000)	(30 000)	(14 000)
Risk premiums	(6 000)	(6 000)	(6 000)	(6 000)
Actuarial gain	(223 000)	71 000	(223 000)	71 000
At the end of the year	925 000	969 000	925 000	969 000

The movement in the fair value of the scheme's assets over the year is as follows:

Beginning of the year	1 661 000	1 322 000	1 661 000	1 322 000
Expected return on the scheme's assets	231 000	148 000	231 000	148 000
Actuarial loss	208 000	194 000	208 000	194 000
Expenses	(30 000)	(14 000)	(30 000)	(14 000)
Member contributions	12 000	4 000	12 000	4 000
Employer contributions	25 000	13 000	25 000	13 000
Risk premiums	(6 000)	(6 000)	(6 000)	(6 000)
At the end of the year	2 101 000	1 661 000	2 093 000	1 661 000

Contributions as follows:

Employer contributions	25 000	13 000	25 000	13 000
Member contributions	12 000	4 000	12 000	4 000
Risk premiums	(6 000)	(6 000)	(6 000)	(6 000)
Expenses	(30 000)	(14 000)	(30 000)	(14 000)
	1 000	(3 000)	1 000	(3 000)

The assets the Rugby Pension Fund were invested as follows:

Cash	0.40%	0.90%	0.40%	0.90%
Equity	34.90%	34.30%	34.90%	34.30%
Bonds	35.40%	34.50%	35.40%	34.50%
Property	2.60%	8.70%	2.60%	8.70%
International	26.70%	21.60%	26.70%	21.60%



	Group		Union	
	2021 R	2020 R	2021 R	2020 R
22. Retirement benefits - Rugby Pension Fund (continued)				
	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>
The amounts not recognised in the statement of comprehensive income are as follows				
Current service cost	63 000	27 000	63 000	27 000
Net interest on defined benefit	(62 000)	(24 000)	(62 000)	(24 000)
	<u>1 000</u>	<u>3 000</u>	<u>1 000</u>	<u>3 000</u>
A surplus cannot, in terms of the surplus apportionment exercise which was performed, be apportioned to the employer surplus account. The employer is not entitled to receive an economic benefit in the form of refunds from the fund or reductions in future contributions to the fund in terms of IAS19 "Employee benefits".				
Fund status				
Defined benefit obligation	(925 000)	(969 000)	(925 000)	(969 000)
Asset at fair value	2 101 000	1 661 000	2 101 000	1 661 000
Asset not recognised on the statement of financial position	<u>1 176 000</u>	<u>692 000</u>	<u>1 176 000</u>	<u>692 000</u>
23. Cash generated from/(used in) operations				
Profit before taxation	7 711 239	6 349 041	966 154	8 827 606
Adjustments for:				
Depreciation and amortisation	12 862 178	12 777 144	12 316 390	12 027 736
Losses (gains) on disposals, scrappings and settlements of assets and liabilities	765 756	(6 007)	765 756	(6 007)
Income from equity accounted investments	(5 459 371)	(1 592 289)	-	-
Interest income	(7 100 967)	(5 631 402)	(6 302 960)	(5 054 291)
Finance costs	14 144 535	4 829 248	4 926 687	4 829 248
Movements in retirement healthcare benefit assets and liabilities	3 037 000	2 784 000	3 037 000	2 784 000
Loss on deconsolidation of subsidiary	-	11 963 890	-	-
Changes in working capital:				
(Increase)/decrease in inventories	7 589 729	(7 443 514)	7 589 729	(7 443 510)
(Increase)/decrease in trade and other receivables	66 001 957	(160 605 207)	(55 248 111)	(61 497 415)
Increase/(decrease) in trade and other payables	(85 068 423)	104 806 503	(17 803 430)	33 114 701
Increase in deferred income	24 850 517	62 658 895	25 387 489	74 675 415
(Decrease)/increase in ticket sales refundable	(225 976 968)	225 976 968	-	-
	<u>(186 642 818)</u>	<u>256 867 270</u>	<u>(24 365 296)</u>	<u>62 257 483</u>
24. Tax (paid) refunded				
Balance at beginning of the year	(6 929)	-	-	-
Balance at end of the year	-	6 929	-	-
	<u>(6 929)</u>	<u>6 929</u>	<u>-</u>	<u>-</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

25. Changes in liabilities arising from financing activities

Reconciliation of liabilities arising from financing activities - Group - 2021

	Opening balance	Interest	Interest repayment	Capital repayment	Lease modification	Closing balance
Lease liabilities	44 441 907	(3 728 443)	3 728 443	(3 207 469)	(3 047 092)	38 187 346
	44 441 907	(3 728 443)	3 728 443	(3 207 469)	(3 047 092)	38 187 346
Total liabilities from financing activities	44 441 907	(3 728 443)	3 728 443	(3 207 469)	(3 047 092)	38 187 346

Reconciliation of liabilities arising from financing activities - Group - 2020

	Opening balance	Interest	Interest repayment	Capital repayment	Closing balance
Lease liabilities	47 617 458	4 056 686	(4 056 686)	(3 175 551)	44 441 907
	47 617 458	4 056 686	(4 056 686)	(3 175 551)	44 441 907
Total liabilities from financing activities	47 617 458	4 056 686	(4 056 686)	(3 175 551)	44 441 907

Reconciliation of liabilities arising from financing activities - Union - 2021

	Opening balance	Interest	Interest repayment	Capital repayment	Lease modification	Closing balance
Lease liabilities	44 441 907	(3 728 443)	3 728 443	(3 207 469)	(3 047 092)	38 187 346
	44 441 907	(3 728 443)	3 728 443	(3 207 469)	(3 047 092)	38 187 346
Total liabilities from financing activities	44 441 907	(3 728 443)	3 728 443	(3 207 469)	(3 047 092)	38 187 346

Reconciliation of liabilities arising from financing activities - Union - 2020

	Opening balance	Interest	Interest repayment	Capital repayment	Closing balance
Lease liabilities	47 617 458	4 056 686	(4 056 686)	(3 175 551)	44 441 907
	47 617 458	4 056 686	(4 056 686)	(3 175 551)	44 441 907
Total liabilities from financing activities	47 617 458	4 056 686	(4 056 686)	(3 175 551)	44 441 907



26. Related parties

Relationships				
Subsidiaries		Refer to note 5		
Associates		Refer to note 6		
Executive Council		Refer to Executive Council's Report		

Related party balances

Amounts receivable from Provincial Unions

Included in trade and other receivables	134 167	5 885 545	134 167	5 885 545
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Loans receivable from Provincial Unions

Included in other receivables	97 833 494	53 270 446	97 833 494	53 270 446
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Loans receivable from South African Rugby Heritage Trust

Included in trade and other receivables	-	22 720 718	-	22 720 718
Loan impairment provision	-	(22 720 718)	-	(22 720 718)

Loans receivable from SA Super Rugby Proprietary Limited

Included in trade and other receivables	-	-	45 160 772	45 160 772
Loan impairment provision	-	-	(45 160 772)	(45 160 772)

Amounts receivable due to Provincial Unions

Included in trade and other payables	(567 168)	-	(567 168)	-
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Related party transactions

Distributions to Unions

Distributions of broadcasting rights to provinces	288 254 262	193 213 016	288 254 262	193 213 016
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27. Directors' emoluments

Non-executive

Fees	2 511 817	2 809 881	2 511 817	2 809 881
Allowances	106 625	22 244	106 625	22 244
	2 618 442	2 832 125	2 618 442	2 832 125

Executive

Salaries	7 060 486	5 777 402	7 060 486	5 777 402
Medical aid contributions	63 633	61 800	63 633	61 800
Pension fund contributions	946 497	483 668	946 497	483 668
	8 070 616	6 322 870	8 070 616	6 322 870

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

28. Prior period errors

Upon deconsolidation of SA Super Rugby (Pty) Ltd and Springbok Supporters Club (Pty) Ltd in the prior financial year, the related non-controlling interest was not derecognised.

The prior period error is an isolated misstatement, and it has been corrected in the financial year to which it relates to.

The correction of the error(s) results in adjustments as follows:

Statement of Financial Position

Increase in non-controlling interest	-	(18 109 819)	-	-
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Profit or Loss

Decrease in gains from deconsolidation	-	11 963 890	-	-
Loss of control in subsidiary	-	6 145 929	-	-

29. Financial instruments and risk management

Categories of financial instruments

Categories of financial assets

Group - 2021

	Note(s)	Amortised cost	Fair value
Trade and other receivables	7	160 130 905	160 130 905
Cash and cash equivalents	10	26 857 638	26 857 638
		186 988 543	186 988 543

Group - 2020

	Note(s)	Amortised cost	Fair value
Trade and other receivables	7	137 653 014	137 653 014
Cash and cash equivalents	10	228 901 060	228 901 060
		366 554 074	366 554 074

Union - 2021

	Note(s)	Amortised cost	Fair value
Trade and other receivables	7	146 034 159	146 034 159
Cash and cash equivalents	10	20 935 451	20 935 451
		166 969 610	166 969 610

Union - 2020

	Note(s)	Amortised cost	Fair value
Trade and other receivables	7	85 924 467	85 924 467
Cash and cash equivalents	10	52 244 583	52 244 583
		138 169 050	138 169 050



29. Financial instruments and risk management (continued)

Categories of financial liabilities

Group - 2021

	Note(s)	Amortised cost	Leases	Fair value
Trade and other payables	14	88 278 762	-	88 278 762
Lease liabilities	3	-	38 187 346	38 187 346
		88 278 762	38 187 346	126 466 108

Group - 2020

	Note(s)	Amortised cost	Leases	Fair value
Trade and other payables	14	141 295 130	-	141 295 130
Lease liabilities	3	-	44 441 907	44 441 907
		141 295 130	44 441 907	185 737 037

Union - 2021

	Note(s)	Amortised cost	Leases	Fair value
Trade and other payables	14	70 134 361	-	70 134 361
Lease liabilities	3	-	38 187 346	38 187 346
		70 134 361	38 187 346	108 321 707

Union - 2020

	Note(s)	Amortised cost	Leases	Fair value
Trade and other payables	14	87 937 791	-	87 937 791
Lease liabilities	3	-	44 441 907	44 441 907
		87 937 791	44 441 907	132 379 698

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

29. Financial instruments and risk management (continued)

Pre tax gains and losses on financial instruments

Gains and losses on financial assets

Group - 2021

	Note(s)	Amortised cost	Total
Recognised in profit or loss:			
Interest income	19	7 100 967	7 100 967

Group - 2020

	Note(s)	Amortised cost	Total
Recognised in profit or loss:			
Interest income	19	5 631 402	5 631 402

Union - 2021

	Note(s)	Amortised cost	Total
Recognised in profit or loss:			
Interest income	19	6 302 960	6 302 960

Union - 2020

	Note(s)	Amortised cost	Total
Recognised in profit or loss:			
Interest income	19	5 054 291	5 054 291



29. Financial instruments and risk management (continued)

Gains and losses on financial liabilities

Group - 2021

	Note(s)	Amortised cost	Leases	Total
Recognised in profit or loss:				
Finance costs	20	(10 489 812)	(3 654 723)	(14 144 535)

Group - 2020

	Note(s)	Amortised cost	Leases	Total
Recognised in profit or loss:				
Finance costs	20	(772 562)	(4 056 686)	(4 829 248)

Union - 2021

	Note(s)	Amortised cost	Leases	Total
Recognised in profit or loss:				
Finance costs	20	(1 271 964)	(3 654 723)	(4 926 687)

Union - 2020

	Note(s)	Amortised cost	Leases	Total
Recognised in profit or loss:				
Finance costs	20	(772 562)	(4 056 686)	(4 829 248)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

29. Financial instruments and risk management (continued)

Financial risk management

Overview

The group is exposed to the following risks from its use of financial instruments:

- Credit risk;
- Liquidity risk; and
- Market risk (currency risk, interest rate risk and price risk).

The Executive Council has overall responsibility for the establishment and oversight of the group's risk management framework. The board has established the risk committee, which is responsible for developing and monitoring the group's risk management policies. The committee reports quarterly to the board on its activities.

The group's risk management policies are established to identify and analyse the risks faced by the group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the group's activities.

Credit risk

Credit risk is the risk of financial loss to the group if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The group is exposed to credit risk on trade and other receivables and cash and cash equivalents.

Credit risk for exposures other than those arising on cash and cash equivalents, are managed by making use of credit approvals, limits and monitoring. The group only deals with reputable counterparties with consistent payment histories. Sufficient collateral or guarantees are also obtained when necessary. Each counterparty is analysed individually for creditworthiness before terms and conditions are offered. The analysis involves making use of information submitted by the counterparties as well as external bureau data (where available).

Credit risk exposure arising on cash and cash equivalents is managed by the group through dealing with well-established financial institutions with high credit ratings.

Credit loss allowances for expected credit losses are recognised for all debt instruments, but excluding those measured at fair value through profit or loss. Credit loss allowances are also recognised for loan commitments and financial guarantee contracts.

In order to calculate credit loss allowances, management determine whether the loss allowances should be calculated on a 12 month or on a lifetime expected credit loss basis. This determination depends on whether there has been a significant increase in the credit risk since initial recognition. If there has been a significant increase in credit risk, then the loss allowance is calculated based on lifetime expected credit losses. If not, then the loss allowance is based on 12 month expected credit losses. This determination is made at the end of each financial period. Thus the basis of the loss allowance for a specific financial asset could change year on year.

Management apply the principle that if a financial asset's credit risk is low at year end, then, by implication, the credit risk has not increased significantly since initial recognition. In all such cases, the loss allowance is based on 12 month expected credit losses. Credit risk is assessed as low if there is a low risk of default (where default is defined as occurring when amounts are 90 days past due). When determining the risk of default, management consider information such as payment history to date, industry in which the customer is employed, period for which the customer has been employed, external credit references etc. In any event, if amounts are 30 days past due, then the credit risk is assumed to have increased significantly since initial recognition. Credit risk is not assessed to be low simply because of the value of collateral associated with a financial instrument. If the instrument would not have a low credit risk in the absence of collateral, then the credit risk is not considered low when taking the collateral into account. Trade receivable and contract assets which do not contain a significant financing component are the exceptions and are discussed below.

Where necessary, the assessment for a significant increase in credit risk is made on a collective basis. Management typically adopt this approach when information relevant to the determination of credit risk is not available on an individual instrument level. Often, the only information available on individual instruments which could indicate an increase in credit risk, is "past due" information. It is typical that more forward-looking information is generally more readily available on a collective basis. Therefore, making the determination on a collective basis, helps to ensure that credit loss allowances are determined on the basis of lifetime expected credit losses before they reach the point of being past due. Forward looking, macro-economic information is applied on a collective basis when it is readily available without undue cost or effort. When loss allowances are determined on a collective basis, management determines the loss allowances by grouping financial instruments on the basis of shared credit risk characteristics.



29. Financial instruments and risk management (continued)

For trade receivables and contract assets which do not contain a significant financing component, the loss allowance is determined as the lifetime expected credit losses of the instruments. For all other trade receivables, contract assets and lease receivables, IFRS 9 permits the determination of the credit loss allowance by either determining whether there was a significant increase in credit risk since initial recognition or by always making use of lifetime expected credit losses. Management have chosen as an accounting policy, to make use of lifetime expected credit losses. Management does therefore not make the annual assessment of whether the credit risk has increased significantly since initial recognition for trade receivables, contract assets or lease receivables.

The potential for credit losses from loans provided to Provincial Unions is mitigated through the ability to recovery such amounts from broadcasting rights and other allocations made to such Unions.

Group		2021			2020		
		Gross carrying amount	Credit loss allowance	Net carrying amount	Gross carrying amount	Credit loss allowance	Net carrying amount
Trade and other receivables	7	172 706 694	(12 575 789)	160 130 905	211 014 238	(79 246 769)	131 767 469
Cash and cash equivalents	10	26 857 638	-	26 857 638	228 901 060	-	228 901 060
		199 564 332	(12 575 789)	186 988 543	439 915 298	(79 246 769)	360 668 529

Union		2021			2020		
		Gross carrying amount	Credit loss allowance	Net carrying amount	Gross carrying amount	Credit loss allowance	Net carrying amount
Trade and other receivables	7	158 609 948	(12 575 789)	146 034 159	187 059 822	(101 135 355)	85 924 467
Cash and cash equivalents	10	20 935 451	-	20 935 451	52 244 583	-	52 244 583
		179 545 399	(12 575 789)	166 969 610	239 304 405	(101 135 355)	138 169 050

Liquidity risk

The Group has a number of short-term deposits with banks and also a number of loans granted to the Provincial Unions which result in risk of interest rate changes. The interest rates charged on these assets are linked to the prime overdraft lending rate. A 2% increase/decrease in the prime interest rate would result in a R3 207 525 (2020: R4 063 270) change in the interest.

The maturity profile of contractual cash flows of non-derivative financial liabilities, and financial assets held to mitigate the risk, are presented in the following table. The cash flows are undiscounted contractual amounts.

Group - 2021

		Less than 1 year	Total	Carrying amount
Non-current liabilities				
Lease liabilities	3	-	-	33 390 040
Current liabilities				
Trade and other payables	14	83 069 336	83 069 336	88 278 762
Lease liabilities	3	4 797 306	4 797 306	4 797 306
		(87 866 642)	(87 866 642)	(126 466 108)

Group - 2020

	Less than 1 year	Total	Carrying amount
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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

29. Financial instruments and risk management (continued)

Non-current liabilities				
Lease liabilities	3	-	-	40 528 157
Current liabilities				
Trade and other payables	14	141 295 130	141 295 130	141 295 130
Lease liabilities	3	3 913 750	3 913 750	3 913 750
		(145 208 880)	(145 208 880)	(185 737 037)

Union - 2021

		Less than 1 year	Total	Carrying amount
Non-current liabilities				
Lease liabilities	3	-	-	33 390 040
Current liabilities				
Trade and other payables	14	70 134 361	70 134 361	70 134 361
Lease liabilities	3	-	-	4 797 306
		(70 134 361)	(70 134 361)	(108 321 707)

Union - 2020

		Less than 1 year	Total	Carrying amount
Non-current liabilities				
Lease liabilities	3	-	-	40 528 157
Current liabilities				
Trade and other payables	14	87 937 791	87 937 791	87 937 791
Lease liabilities	3	7 432 997	7 432 997	3 913 750
		(95 370 788)	(95 370 788)	(132 379 698)



30. Going concern

The consolidated and separate financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The planned 2022 Rugby Sevens World Cup in Cape Town, the continued participation of the Provincial Unions in the United Rugby Championship and prospects to expand the SA Rugby Brand in the Northern Hemisphere whilst still remaining a strong relationship with the SANZAR partners, presents significant commercial opportunities.

The possible prospects of an equity partner investing in the commercial interest of SA Rugby and the ease of government lock-down restrictions allowing crowd capacity to return to 50% of stadium capacity will bring forth stability and favourable results for the long-term sustainability for the rugby industry.

Impact of Covid-19:

The continued presence of the Covid-19 pandemic may directly or indirectly impact the Union and Group's ability to continue as a going concern in material respects by interrupting revenue streams, business activities and operations. The further impact of the the impact of this outbreak is unknown as a the date of issuance of these financial statements.

The Executive Council has the responsibility of assessing and concluding on the going concern of the Union and the Group and have made the following plans to ensure the Union and Group continue operating as a going concern:

- Implementation of a break-even budget that includes secured cashflows and cashflows that management is certain would realise in the 2022 financial year
- Considering alternatives to cancellation or postponement of matches and events to ensure that content is delivered to key stakeholders
- Broadcasting and key sponsorship properties have been secured for 2022 and beyond
- Banking facilities to meet the required operational needs, have been secured in the medium term with continuous review thereof
- Management will continue to work toward and efficient and affordable cost base

31. Events after the reporting period

The Executive Council is not aware of any material event which occurred after the reporting date and up to the date of this report what will have a significant impact on the financial statements.

32. Contingent liabilities

Several pending litigations were reported against SA Rugby during the year under review. However on the date of this report the adjudication process on these matters was still ongoing.

The Executive Council with the assistance of the National Judicial Committee has appointed legal advisors to best mitigate any negative financial implications on the Group. Currently the legal advisors is of the view that no litigations will be adjudicated against the Group.

33. New Standards and Interpretations

33.1 Standards and interpretations not yet effective

The group has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the group's accounting periods beginning on or after 01 January 2022 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• Classification of Liabilities as Current or Non-Current - Amendment to IAS 1	01 January 2023	Unlikely there will be a material impact
• Annual Improvement to IFRS Standards 2018-2020: Amendments to IFRS 1	01 January 2022	Unlikely there will be a material impact
• Annual Improvement to IFRS Standards 2018-2020: Amendments to IFRS 9	01 January 2022	Unlikely there will be a material impact
• Annual Improvement to IFRS Standards 2018-2020: Amendments to IAS 41	01 January 2022	Unlikely there will be a material impact



RUGBY DEPARTMENT

Springboks return to the field in most challenging season yet

The Springboks returned to the field for the first time since being crowned the Rugby World Cup champions in Japan in 2019 under the leadership of new Springbok coach Jacques Nienaber and won eight of their 13 Test matches, which included a historic Castle Lager Lions Series victory, in what was one of the toughest seasons yet for the team.

With the COVID-19 pandemic continuing to wreak havoc across the world and international borders being closed or with strict quarantine protocols imposed for travelers, the team were subjected to challenges that required immense mental strength and which posed significant logistical challenges.

Because of this, the season went ahead in an unreal atmosphere with the Springboks defeating Georgia (40-9) in the opening test of the year, only for the second Test between the teams to be cancelled due to COVID-19 infections.

The national team then launched straight into the Castle Lager Lions Series, which was moved to Cape Town to limit the risks associated with the

pandemic where both teams and all tournament staff were limited to bio-safe environments for six weeks. Despite this the SA A side defeated the British & Irish Lions 17-13 in their opening match.

The SA A team then went down 17-13 to the Vodacom Bulls in a match arranged only days prior to give the players additional game time, and this was followed by the first Test between the teams which the Boks lost 22-17.

The world champions, however, bounced back strongly to defeat the British & Irish Lions 27-9 in the second Test and they sealed the memorable Series victory with a nail-biting 19-16 win.

The Boks then travelled to Port Elizabeth for the opening two Tests of the Castle Lager Rugby Championship and kicked off the competition with back-to-back victories against Argentina (32-12 and 29-10), before facing a daunting two-week quarantine in Australia's Gold Coast before starting the away leg of the competition.

The opening stages of the tour were disappointing with the team succumbing to



Bongi Mbonambi shows off the silverware after the Springboks beat the British & Irish Lions in a tense series in Cape Town.





successive defeats against Australia (28-26 and 30-17) before being edged 19-17 by New Zealand in their third match.

The team, however, showed great resolve to defeat the All Blacks 31-29 in their final match of the tournament and they built on this with victories against Wales (23-18) in Cardiff and Scotland (30-15) in Edinburgh on the Castle Lager Outgoing Tour.

Unfortunately for Nienaber and his team they were pipped 27-26 by England in their final match of the tour and the year, but despite this 2021 will remain a memorable and encouraging year for the team as they build toward the 2023 Rugby World Cup in France.

Off the field, Springbok captain Siya Kolisi was crowned the SA Rugby Player of the Year and his national team-mate Apehelele Fassi the SA Rugby Young Player of the Year, while Cheslin Kolbe received the Castle Lager Test Try of the Year award.

SA Rugby's Director of Rugby Rassie Erasmus was named the SA Sports Awards Coach of the Year for his heroics with the Springbok team before handing over the baton to Nienaber in 2020 with the awards covering the latter part of the 2019 season,

while the Springboks were named the Team of Year, speedster Makazole Mapimpi the Sportsman of the Year, and Springbok captain Siya Kolisi was voted the People's Choice Sports Star of the Year.

On the domestic front, the Vodacom Bulls held off the Cell C Sharks to win the Carling Currie Cup in style with a 44-10 victory, which culminated in a Carling Currie Cup Champions XV defeating Kenya 85-17 soon after, while the Leopards clinched the Carling Currie Cup First Division title holding off the Down Touch Griffons 19-18.

With travel restrictions again disrupting the Guinness PRO14, the competition was split into the PRO14 Rainbow Cup SA and a European Guinness PRO14 Rainbow Cup, and the Vodacom Bulls took the spoils in the SA edition of the competition winning five of their six matches. They then faced-off against European log-leaders, Benetton in the final in Italy where they went down 35-8.

Midfielders Lionel Mapoe and Harold Vorster helped the Vodacom Bulls to successfully defend their Carling Currie Cup title in 2021.





Smiling faces all around after the Springbok Women won their two-Test series against Kenya in Stellenbosch

Big strides in Women's Rugby as the RWC approaches

Big strides were made in women's rugby in the 2021 season, with the contracting of 19 professional players who are based at the Stellenbosch Academy of Sport, with another 16 players receiving additional expenses from January to March 2022, while a handful of national camps were hosted throughout the year to prepare the players for the Rugby World Cup, which will be hosted in New Zealand in October and November.

The Springbok Women's training squad faced Kenya in two Test matches at their August training camp, and they won both matches convincingly.

In addition to this, bi-weekly mobile coaching skills sessions were planned in each Province for the players selected for the traveling squad for the November Series, in which the Bok Women defeated the England U20 team and suffered defeats by France, Wales and the Barbarians.

Two players were also contracted by English premiership teams, Zintle Mpupha (Exeter Chiefs) and Catha Jacobs (Saracens RFC), which bodes

well for the national team as women's rugby continues to grow at a steady pace worldwide.

SA Rugby also facilitated engagement with all provincial CEOs to begin creating performance environment frameworks, while all national players were supplied with gym memberships.

On the provincial front, the Women's Premier Division was expanded to include a double round of matches, with one match per weekend being broadcast on SuperSport and all the other matches being livestreamed in a watershed moment for women's rugby.

The national Women's Sevens programme was also relaunched in January 2022 with an eye on gearing up the players for the Africa Cup, the Commonwealth Games (pending qualification) in July and the Rugby World Cup Sevens in Cape Town in September, among other important tournaments.

Further developments in the women's game included contact with the South African Sports Confederation and Olympic Committee, Rugby Africa and World Rugby to build relationships and develop pathway logistics and the roadmap to Tokyo '24 Olympic Games, the Commonwealth



Games, and the respective youth tournaments. There was also engagement with University Sports South Africa (USSA) 7s to use the university competition as a scouting opportunity and to liaise with the Heads of Department at Universities regarding embedding women's 7s into their elite training structures.

Adding impetus to SA Rugby's women's rugby programme, a Women's Advisory Group was initiated as well as a Women's Rugby Strategy Group.

A sponsorship was also secured from BETWAY to enhance the coach education in women's rugby for the next three years.

The eight Women's Youth Training Centres (YTCs) across the country also continue to play a vital role in the development of young women's players.

Blitzboks claim another Sevens Series title despite COVID-19 disruptions

The Springbok Sevens team enjoyed a stellar return to international rugby once travelling restrictions enforced due to the COVID-19 pandemic were lifted, with the team finishing as the No 1 side on the HSBC World Rugby Sevens Series circuit once again.

They played in Rugby Africa's Solidarity Sevens, hosted in Stellenbosch, and had a clean sweep of wins against Kenya, Zimbabwe, and Uganda, which was important as a morale booster as the team returned to the field.



Zain, Selwyn and Angelo Davids with their gold medals after the Blitzboks returned from Canada with two HSBC World Rugby Sevens Series tournament victories in the bag.

This was followed by the much-anticipated Olympic Games, which was rescheduled from 2020 to July 2021, but things did not go according to plan for Team South Africa due to the limited preparation time and an enforced two-week quarantine on arrival in Tokyo. The side went down to Argentina in the quarter-final, knocking them out of medal contention, and they eventually finished the tournament in fifth place.

The HSBC World Rugby Sevens Series finally returned although the 2021 season was shortened to just two tournaments in Canada (in Vancouver and Edmonton) with the Blitzboks winning both to claim the World Series title.

The 2022 season started in Dubai and the South Africans continued with their winning streak, winning both tournaments held at The Sevens. They kept that streak going during the Spain leg of the World Series, winning both tournaments in Malaga and Seville. The team recorded a sequence of 36 unbeaten matches in its title-winning run to the end of January.

The SA Rugby Sevens Academy, meanwhile, played in the Rugby Africa's Solidarity Sevens as well, where they finished second, with a notable win over the Blitzboks on the way. They also travelled to the Rugbystown Sevens in Colorado, USA in September, winning the invitational Rivertown Sevens tournament.

Innovation required in Elite Player Development programme

Elite Player Development depends on the ability to identify the most talented players from the formal and informal competition structures nationally, and with the COVID-19 pandemic disrupting the normal South African sports calendar, an innovative approach was required in the EPD programme.

During the 2021 season rugby fixtures around the country faced constant interruptions as each new wave of COVID-19 pushed the Department of Education to adopt a more conservative approach towards school sports.

In light of this, the EPD department put together a national programme that could inspire all developing players and management. This

programme consisted of the following: a National Virtual Talent Identification Programme, a training programme for Provincial TID units; a virtual training camp attended by specifically identified players their coaches, strength and conditioning (S&C) coaches and parents; positional training and education of players; regional training HUBS for identifying U18 Players with their coaches and S&C Coaches under the directorship of the EPD unit; national virtual coaching education programme for coaches, national virtual conditioning programme for S&C Coaches and a national virtual nutrition seminar for players, coaches and parents.

Quan Horn in action for the Junior Boks in the final of the Under-20 International Series against Argentina at Newlands in Cape Town.





Ashleigh Murray-Pretorius was one of a number of women's referees who made big strides in 2021.



A three-match tour to Georgia was planned to ensure that Elite Player Development would be able to nominate players to SA Rugby's National Academy and the Junior Springboks programmes, however, the tour was cancelled days before departure due to the growing number of positive COVID-19 cases.

The National Academy programme continued despite the challenges posed by the pandemic, with the initial stages of the programme being hosted virtually where the Junior Springbok Management shared the SA playing principles, training, conditioning, and nutritional programme, and this evolved into the squad gathering in a bio-safe environment.

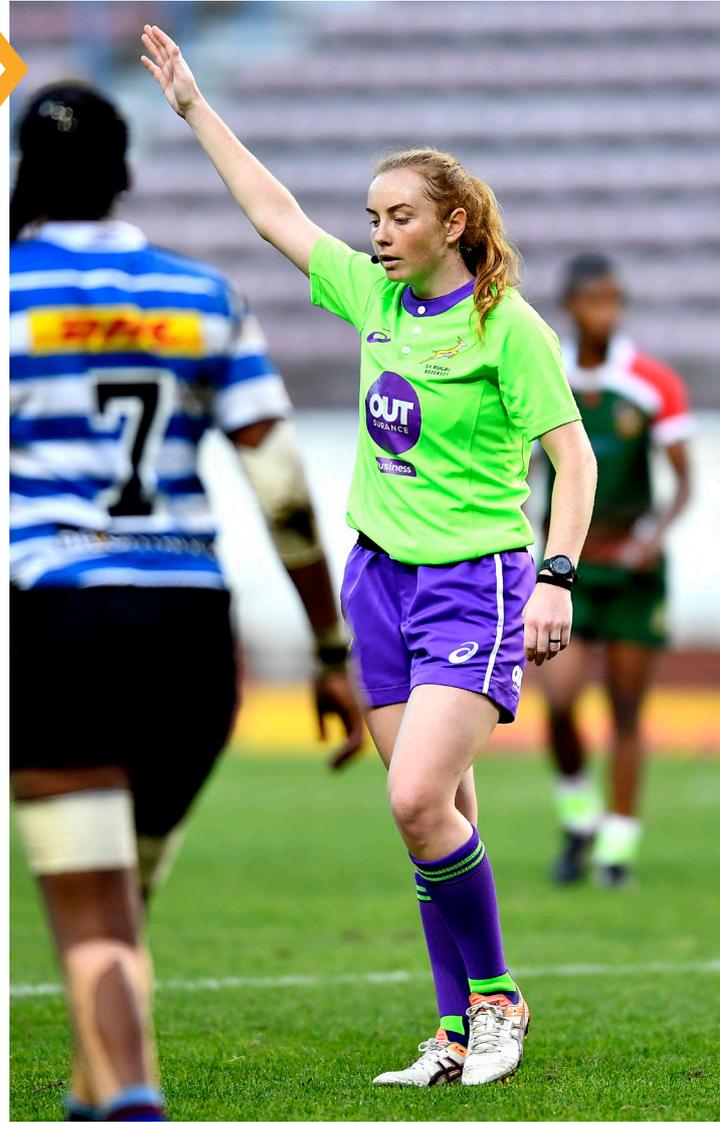
To the organisation's delight the U20 teams from Georgia, Argentina, and Uruguay joined the Junior Springboks in an Under-20 International Series hosted in South Africa, where the home side registered a clean sweep of victories against Georgia (42-0), Uruguay (29-10), and Argentina (33-26) in the pool stages. The Junior Springboks continued this fine form in the Final, defeating Argentina 27-9.

SA Referees continue to feature strongly in top international competitions

The 2021 season was rewarding from a Referee Department perspective with four referees – Jaco Peyper, AJ Jacobs, Aimee Barrett-Theron and Ashleigh Murray-Pretorius holding the whistle in international matches.

Peyper took charge of four internationals – between Argentina and New Zealand, and Argentina and Australia in the Castle Lager Rugby Championship, and two other internationals between Spain and Fiji, and England and Australia. He also had the honour of taking charge of two matches in the historic Castle Lager Lions Series between the Cell C Sharks and South Africa A and the UK side.

Jacobs was in charge of the Test between Romania and Tonga, which added to a memorable match between the Emirates Lions and British



& Irish Lions, while top Television Match Official Marius Jonker also had a notable season which included officiating the Springbok and SA "A" matches in the Castle Lager Lions Series, as well as games between the Springboks and Georgia, Scotland and Australia, Italy A and Uruguay, and Wales and Australia.

South Africa's leading female referee Aimee Barrett-Theron, who was crowned the OUTsurance Referee of the Year for the second time after last winning the award in 2019, took charge of three Test matches between the Springbok Women and Kenya, England and New Zealand, and France and New Zealand.

Murray-Pretorius, who received the Technical Official of the Year 2021 award by the City of Johannesburg, also had the honour of officiating a Test between the Springbok Women and Kenya.

On the Sevens front, three SA referees held the flag on the HSBC World Rugby Sevens Series panels, namely Morné Ferreira, Jacobs and Murray-Pretorius.

Online coaching seminars remain vital during COVID-19 pandemic

The COVID-19 pandemic continued to have a major influence on the Training and Education operational activities, with ongoing online initiatives serving as the norm for engaging and interacting with the participants.

The online programmes included a series of coaching sessions with age-grade coaches and the hosting of online podcasts.

The workforce development programme included the roll-out of an online World Rugby Coach Educator programme where face-to-face assessments will be done once permitted.

The SARU Elite Coaches Project kicked-off with the nominations from the respective provincial unions followed by a multiple assessment process of the coaches.

These programmes will be followed up by a coaching and mentoring programme, and resilience development programme in 2022.

The coaching and education initiatives included: Provincial & Regional Coordinators' Workshop; Online Coaching Education Webinars, Coaching Education Podcasts, Regional Coordinators' CPD Webinars; World Rugby Coach Educator Training Programme; RCC Review Webinars; Elite Coaches Project Multiple Assessments; Elite Coaches Project Orientation Session and Elite Coaches Project Study School 1.

Technical department reaches new heights with the launch of new initiatives

The 2021 season marked a notable year for SA Rugby's technical department as several new initiatives were launched, which raised the bar in many aspects from an analysis and player welfare perspective.

The main developments included the launch of the Mobii Connect Smart Encoder during the Castle Lager Lions Series, which ingests multiple input video feeds, time synchronizes and encodes each to multiple bitrates, while storing this internally on the unit itself. The video is distributed over a local network for consumption in multiple formats and syncs to dedicated end points.

The year also saw the development of API

The 2021 season marked a notable year for SA Rugby's technical department as several new initiatives were launched, which raised the bar in many aspects from an analysis and player welfare perspective.

Integration (in conjunction with Dr Josu Gomez), which is an ecosystem that pulls player tracking and qualitative data live from the STATSports and Stratus API and visualizes it in Microsoft Power BI.

The live streaming of all the Women's Premier Division matches that were not broadcast by SuperSport was another big achievement, and from a player welfare perspective the partnership with Hyperice as the official recovery technology partner until December 2023 was a big coup.

In addition, a Television Match Official /Head Injury Assessment /Medic Solution review software was made available through a web browser-based application on the Smart Encoder and via Connect cloud. This allowed multiple users to join a secure session and work collaboratively from any device both locally at the stadium or remotely.



Medical department sets world class standards during COVID-19 lockdown

The SA Rugby Medical Department continued to play a crucial role in providing guidance in rugby during the COVID-19 pandemic, working closely with experts and colleagues locally and abroad to ensure that the sport could be played safely at amateur and professional level. The guidelines that managed the hosting of professional rugby and the medical guidelines to ensure a safe return to participation if a player had contracted COVID-19 were amended according to expert advice and directions provided by government.

One of the key focus areas of the medical department is to ensure that it continues to provide health, welfare and safety interventions based on scientifically acceptable and best practice evidence to the provincial unions, Vodacom United Rugby Championship Franchises and national team's medical staff. Among such initiatives were:

- › A World Rugby Level 3 Advanced Immediate Care in Rugby Course training course was held to ensure that team doctors and match day doctors around the country are competent in managing injured rugby players.
- › The SA Rugby Injury, Illness Surveillance and Prevention Project for the Carling Currie Cup Premier Division continued in 2021. The 2014 to 2020 data was published in the South African Journal of Sports Medicine.
- › SA Rugby collaborated with the research group from SEMLI lab at the University of Pretoria and participated in the AWARE Study, which analyses athletes with Acute Respiratory Infection following COVID-19.
- › SA Rugby was also involved in research to assist in how to manage rugby in a COVID-19 world. These publications were 1. Medical care and first aid: an inter association consensus framework for organised non-elite sport during the COVID-19

Eben Etzebeth receives medical attention during the Castle Lager Lions Series in Cape Town.







pandemic; 2. Team Sport Risk Exposure Framework-2 (TS-REF-2) to identify sports activities and contacts at increased SARS-CoV-2 transmission risk during the COVID-19 pandemic, and 3. (Currently in review) Factors predictive of prolonged return to training in athletes after recent SARS-CoV-2 infection are symptom type, total number of symptoms and reduced pre-illness training - AWARE IV

- › A collaboration with World Rugby and Bath University designed to study the contribution of in-game fatigue and the use of replacements to injury risk in professional rugby union also continued.

Castle Lager Lions Series

The department's objective during the Castle Lager Lions Series was to provide a world class medical support infrastructure befitting of an event of the international status of the historic series to ensure that it was able to proceed despite the raging pandemic.

A medical protocol was developed built on the principles of a "hard" Bio-Safe Environment and a "rolling red zone" (which revolved around the principles of a moving "hard" Bio-Safe Environment and a vigorous testing strategy).

A Medical Advisory Group (MAG) was constituted in order provide the most up to-date medical advice on the management of COVID-19 medical related issues that would have an impact on the tour, and the intervention of the MAG at a critical stage in the early part of the tour likely saved the series and enabled it to reach its intended objective.

Doctors that were embedded in the hotels to look after players and management that had contracted COVID-19 and had to be isolated from the team, and the medical support infrastructure enabled the Tournament Chief Medical Officer to find and admit severely ill COVID-19 patients to hospitals.

In addition to this notable achievement, the SA Rugby Medical Department received the Guinness PRO14 Chairman's Award in recognition of the critical role it played in ensuring the 2020/2021 campaign was completed safely, and the department was represented on the World Rugby Anti-Doping Advisory Group.

BokSmart continues to pave the way in injury-prevention

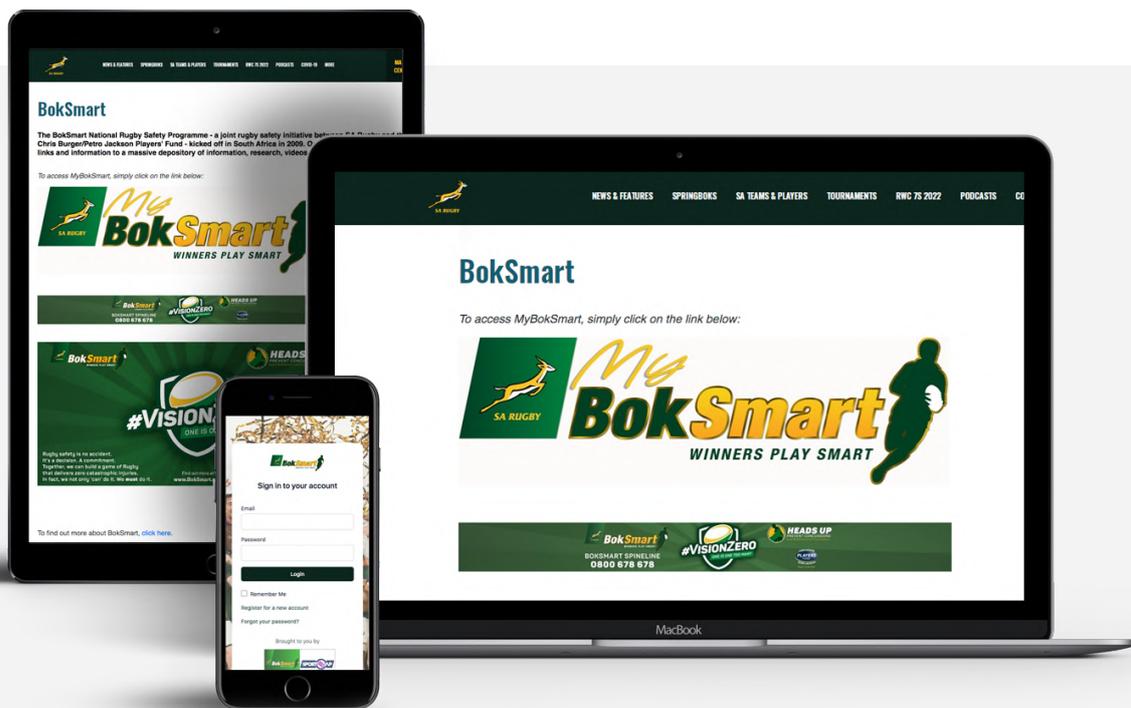
As of December 2021, 164 823 individuals had participated in BokSmart training since it launched in July 2009, with at least 102 580 first time exposures to BokSmart training since its inception. A total of 13 946 coaches and referees were trained and BokSmart Certified by attending BokSmart Cycle 6. Of these 2 163 people were trained in 2021, which included 1 179 coaches and 332 referees, while 468 performed both roles. Due to the impact of COVID-19 and less rugby being played, fewer participants were taken through BokSmart courses compared to previous years.

Another major development in the programme was the online App-based platform, MyBokSmart (<https://my.BokSmart.com>), which went live in March 2021, and the online version of 'BokSmart 6' in April. The original MyBokSmart base product was systematically enhanced during the remainder of the year with the goal of launching the 'MyBokSmart Learning Management System (LMS)' in 2022, to coincide with the start of the next cycle BokSmart 7 course going online. Various subcomponents forming part of the over-reaching BokSmart Certification Software Ecosystem (BCSE) were also developed simultaneously. This Ecosystem is unique to BokSmart and SA Rugby. The BCSE will continue to expand its reach and capabilities over the next few years.

With a shortened rugby season due to the Covid-19 pandemic, there were only two confirmed serious/catastrophic events, both of which occurred in club rugby. These were one fatality (Cardiovascular event) and an Acute Spinal Cord Injury ('Near Miss' – tackler-related).

Over and above this, six scientific papers and reports were published in local and international medical journals during 2021.

1. Expansion of cognitive testing for off-field concussion screening in elite rugby players: A cohort study



2. Medical care and first aid: an inter-association consensus framework for organised non-elite sport during the COVID-19 pandemic.
3. Team Sport Risk Exposure Framework-2 (TS-REF-2) to identify sports activities and contacts at increased SARS-CoV-2 transmission risk during the COVID-19 pandemic
4. The South African Rugby Injury and Illness Surveillance and Prevention Project (SARIISPP): SARU Girls' Youth Week Injury Surveillance Report 2019
5. The Vodacom Super Rugby Unlocked and Carling Currie Cup Injury Surveillance Report 2020/21
6. Tackler and ball-carrier technique during moderate and severe injuries (≥ 8 days lost) compared with player-matched and team-matched injury-free controls in Elite Rugby Union
An Addendum was also made to the SARU Under-aged Rugby Regulations, providing a Union-driven clearance-process to allow U18 school-leaving players to play in U20 club rugby in non-front row positions.

Online the BokSmart Website (www.BokSmart.com) generates continuous visits, while on the social media front, BokSmart's three main channels, Facebook, and Twitter (@BokSmart), and YouTube (BokSmartSA) have 8962, 3184 and 12627 subscribers respectively.

Another major development in the programme was the online App-based platform, MyBokSmart (<https://my.BokSmart.com>), which went live in March 2021, and the online version of 'BokSmart 6' in April.



Damian Willemse and Aphelele Fassi celebrate a Springbok try against Argentina in Nelson Mandela Bay.



STRATEGIC PERFORMANCE MANAGEMENT

2021 marked the first year of the second cycle of the transformation audit as per the Strategic Transformation Development Plan 2030 (STDP2030), which was conducted across all the provincial unions, their commercial entities and the South African Rugby Union (SARU). The year 2022 will see the end of the second cycle of self-determined targets being set to narrow the gap towards 2030.

A lot of ground has been covered and there seems to be “light at the end of the transformation tunnel”. There have been some remarkable successes; however, major challenges remain as highlighted in the report.

While it is encouraging to see that some Provincial Unions and their commercial companies are making every effort to achieve their self-determined targets, it is imperative to note that while some of the other unions are making good progress, they still have a lot of hard

work that needs to be done in this regard. We will always acknowledge progress, but we will only celebrate success.

The COVID-19 pandemic impacted significantly on both the amateur and professional games in South Africa during the 2020 and 2021 seasons but despite the many challenges, SARU’s Strategic Performance Management Department made noteworthy strides with the ultimate objective of creating an accessible, equitable, sustainable, competitive and demographically representative sports system.



With the introduction of the national lockdown and strict social distancing measures, rugby and all other sporting codes were halted, and the game's sources of revenue were cut off. The return to international rugby and domestic competitions in 2021 was extremely important to recover economically, even if it is continuous baby steps, but the impact this had on the growth of rugby – transformation and development - has been devastating, and we project that it will take years to recover from the effects it will have on the foundation of the game.

Integral to the annual transformation audit processes is the quality of data collected, formatted and submitted by the Provincial Unions

Warrick Gelant on the attack for the DHL Stormers against the Emirates Lions in the Vodacom United Rugby Championship.



and their commercial companies. Although much improved since the first audit conducted in 2019/2020, it is not yet up to the required standard in all instances.

The STDP2030, launched in 2019, represents a concrete strategy for SARU, its member unions and their commercial companies to improve transformation and achieve its self-determined targets over a rolling 12-year period as set out as a requirement by the EPG (Eminent Persons Group).

STDP2030

A series of significant steps were initiated and concluded as part of the STDP2030, which includes the following:

1. Concluding memorandum of agreements and provincial performance agreements with all provincial unions and their commercial companies
2. Self-determined targets

3. Approval of the Incentive Policy
4. SARU Audits successfully conducted
5. Monitor, evaluate and report
6. An independent transformation advisory panel appointed

EPG PROVINCIAL AND NATIONAL DATA

The purpose of the barometre is to establish accountability within SARU structures to promote a more informed strategic and progressive approach to transformation in order to trigger change.

The barometre outcome for 2021 will show an unverified outcome of 91%, which compares well with the 87% achievement for 2020, and far surpasses the required 50% mark.

In terms of the MoA signed with all the Provincial Unions, as well as the incentive policy approved on 27 August 2019, failure by a Union to satisfactorily deliver on 60% of its self-determined targets and agreed undertakings, could have consequences.

In terms of the MoA, SARU may – subject to the exhaustion of the processes indicated in the policy – implement disincentives for failure to achieve provincial targets. Similarly, in the event that provinces meet or exceed national targets, SARU may implement the incentives section of the policy.

EPG NATIONAL BAROMETRE

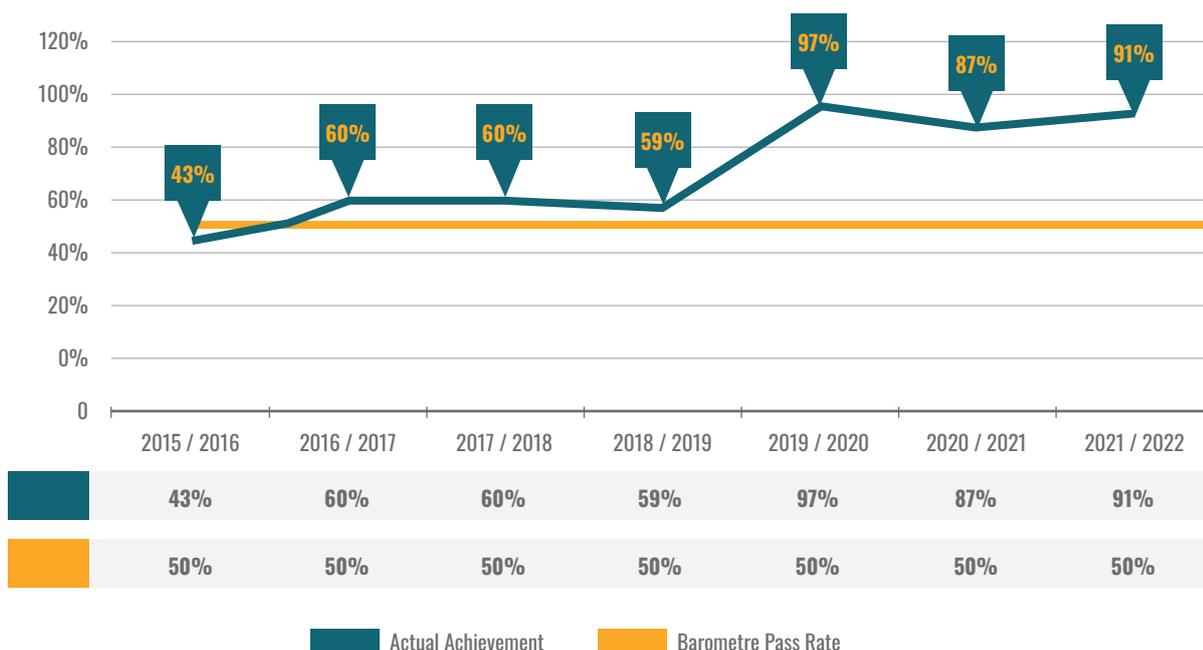
The EPG National barometre is our map toward 2030 and reflects the self-determined targets agreed upon with the EPG, DSAC and SASCOC.

Non-achievement of 50% or more of the self-determined targets may result in the imposition of one or more of the following penalties by the Minister:

- » Revoking authority to bid for or stage an international tournament locally.
- » Suspension or withdrawal of funding or support from the government.
- » Withdrawal of opportunity to award national colours.
- » Withdrawal of recognition as a national federation, in terms of the National Sports Act.

The diagram below indicates the overall percentage achievement of the 43 categories signed off with government. It remains consistent with the 2020 performance, which is commendable, especially during the COVID-19 pandemic and with raised targets.

EPG NATIONAL BAROMETRE OUTCOME 2015 / 2016 - 2021 / 2022



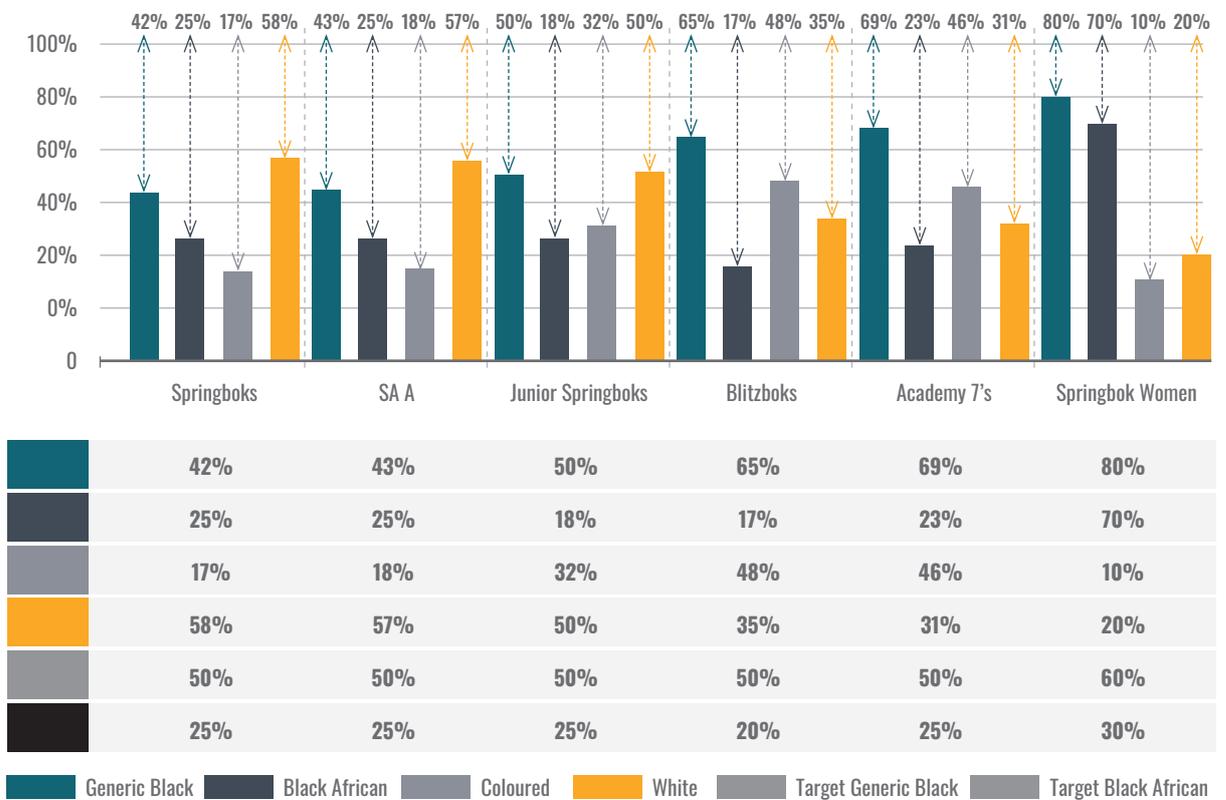


NATIONAL TEAMS

The demographic performances, as well as the team performances of the national teams, are testimony to great leadership, world-class coaching, understanding and commitment in solidarity to transformation in South Africa.

The year 2021 will be remembered as the year when the Springboks and other national teams returned to the playing field, albeit with firm COVID-19 restrictions. There was still a decrease in activity as some national teams could not play at all, however, the Springboks played in all the Test matches scheduled for 2021. This was crucial for the industry to survive as they are one of the main income generators of SARU.

2021 ALL NATIONAL TEAMS



PERFORMANCE

TEAM	PLAYED	WON	DRAWN	LOST	WINNING %
SPRINGBOKS	13	8	-	5	62%
SPRINGBOK WOMEN	6	3	-	3	50%
SA A	2	1	-	1	50%
BLITZBOKS	51	45	2	4	88%
ACADEMY 7'S	7	6	-	1	86%
JUNIOR SPRINGBOKS	4	4	-	-	100%

The Springbok Women's Tests against Kenya in Stellenbosch were their first competitive action since October 2019.





Cornal Hendricks was one of the Vodacom Bulls' star players in 2021.



PROVINCIAL UNIONS

The performances of the Provincial Union and their commercial companies are not measured against the national targets but rather against their own self-determined targets. However, in the event that provinces meet or exceed 60% of the national targets, which was agreed with the EPG in the National Transformation Performance Agreement, SA Rugby may implement the incentives as part of the policy.

The following two flow diagrams illustrate the demographic performances of all the provincial male teams measured against generic black and black African national targets respectively.

GENERIC BLACK 2021 MEN	UNITED RUGBY CHAMPIONSHIP 2021/2022	RAINBOW CUP SA	CARLING CURRIE CUP PREMIER DIVISION	CARLING CURRIE CUP 1ST DIVISION	TOYOTA CHALLENGE	U20 CHAMPIONSHIP CUP	AVERAGE	NUMBER OF COMPLIANT CATEGORIES	% OF TARGETS ACHIEVED AGAINST NATIONAL TARGET
NATIONAL	50%	50%	50%	50%	50%				
BLUE BULLS	30%	27%	28%			38%	31%	0/4	0%
BOLAND				78%			78%	1/1	100%
BORDER				100%			100%	1/1	100%
EASTERN PROVINCE				74%		56%	65%	2/2	100%
FALCONS				57%			57%	1/1	100%
FREE STATE			36%		34%	34%	35%	0/3	0%
GOLDEN LIONS	30%	34%	36%			56%	39%	1/4	25%
GRIFFONS				57%			57%	1/1	100%
GRIQUAS			32%				32%	0/1	0%
KWAZULU-NATAL	38%	61%	46%		30%	45%	44%	1/5	20%
LEOPARDS				38%		44%	41%	0/2	0%
LIMPOPO									
PUMAS			32%				32%	0/1	0%
SOUTH WESTERN DISTRICTS				65%			65%	1/1	100%
WESTERN PROVINCE	43%	42%	38%		57%	55%	47%	2/5	60%
COMPETITION AVERAGE	35%	41%	35%	67%	40%	47%	44%		50%

AFRICAN BLACK 2021 MEN	UNITED RUGBY CHAMPIONSHIP 2021/2022	RAINBOW CUP SA	CARLING CURRIE CUP PREMIER DIVISION	CARLING CURRIE CUP 1ST DIVISION	TOYOTA CHALLENGE	U20 CHAMPIONSHIP CUP	AVERAGE	NUMBER OF COMPLIANT CATEGORIES	% OF TARGETS ACHIEVED AGAINST NATIONAL TARGET
NATIONAL	25%	25%	25%	25%	25%				
BLUE BULLS	12%	10%	15%			15%	13%	0/4	0%
BOLAND				10%			10%	0/1	0%
BORDER				100%			100%	1/1	100%
EASTERN PROVINCE				47%		26%	37%	2/2	100%
FALCONS				30%			30%	1/1	100%
FREE STATE			21%		23%	22%	22%	0/3	0%
GOLDEN LIONS	26%	30%	25%			39%	30%	4/4	100%
GRIFFONS				28%			28%	1/1	100%
GRIQUAS			13%				13%	0/1	0%
KWAZULU-NATAL	26%	43%	29%		17%	31%	29%	4/5	80%
LEOPARDS				17%		30%	24%	1/2	50%
LIMPOPO									
PUMAS			17%				17%	0/1	0%
SOUTH WESTERN DISTRICTS				12%			12%	0/1	0%
WESTERN PROVINCE	17%	10%	15%		35%	24%	20%	1/5	20%
COMPETITION AVERAGE	20%	23%	19%	35%	25%	27%	25%		46%

OBSERVATION

- Provincial Union and their Commercial Companies are measured against their self-determined targets.
- They don't have to achieve the national targets and they can therefore not fail it.
- Red means they do not qualify for incentives.



The following two flow diagrams illustrate the demographic performances of all the provincial female teams measured against generic black and black African national targets respectively.

GENERIC BLACK 2021 FEMALE	WOMEN PREMIER DIVISION	WOMEN 1ST DIVISION	AVERAGE	NUMBER OF COMPLIANT CATEGORIES	% OF TARGETS ACHIEVED AGAINST NATIONAL TARGET
NATIONAL	60%	60%			
BLUE BULLS	87%		87%	1/1	100%
BOLAND	88%		88%	1/1	100%
BORDER	100%		100%	1/1	100%
EASTERN PROVINCE	99%		99%	1/1	100%
FALCONS		99%	99%	1/1	100%
FREE STATE		87%	87%	1/1	100%
GOLDEN LIONS		92%	92%	1/1	100%
GRIFFONS		91%	91%	1/1	100%
GRIQUAS		98%	98%	1/1	100%
KWAZULU-NATAL	76%		76%	1/1	100%
LEOPARDS		83%	83%	1/1	100%
LIMPOPO		100%	100%	1/1	100%
PUMAS		100%	100%	1/1	100%
SOUTH WESTERN DISTRICTS					
WESTERN PROVINCE	98%		98%	1/1	100%
COMPETITION AVERAGE	91%	94%	93%		100%



The Border Ladies in action during the Women's Premier Division Final, which they won against DHL Western Province in Cape Town.



AFRICAN BLACK 2021 FEMALE	WOMEN PREMIER DIVISION	WOMEN 1ST DIVISION	AVERAGE	NUMBER OF COMPLIANT CATEGORIES	% OF TARGETS ACHIEVED AGAINST NATIONAL TARGET
NATIONAL	30%	30%			
BLUE BULLS	83%		83%	1/1	100%
BOLAND	46%		46%	1/1	100%
BORDER	100%		100%	1/1	100%
EASTERN PROVINCE	72%		72%	1/1	100%
FALCONS		82%	82%	1/1	100%
FREE STATE		74%	74%	1/1	100%
GOLDEN LIONS		88%	88%	1/1	100%
GRIFFONS		80%	80%	1/1	100%
GRIQUAS		9%	9%	0/1	0%
KWAZULU-NATAL	76%		76%	1/1	100%
LEOPARDS		70%	70%	1/1	100%
LIMPOPO		100%	100%	1/1	100%
PUMAS		100%	100%	1/1	100%
SOUTH WESTERN DISTRICTS					
WESTERN PROVINCE	59%		59%	1/1	100%
COMPETITION AVERAGE	73%	75%	74%		93%

OBSERVATION

- The flow diagrams illustrate that transformation is not a problem for any of the Provincial Unions' female teams.
- All the teams reflect the demographics of South Africa.



2021 CONTRACTED PLAYERS AT SARU AND PROVINCIAL UNIONS

On closer inspection, it is evident why some provincial unions fall short in transforming their professional teams, while others succeed.

A comparative analysis of data from 2020 and 2021 reveals that there is work to be done at professional and developmental levels. It clearly shows that failure to field transformed teams are due to a contract strategy where the self-determined targets are not taken into consideration. The recruitment and contracting of players is a prominent contributing factor to successfully meeting the self-determined transformation targets.

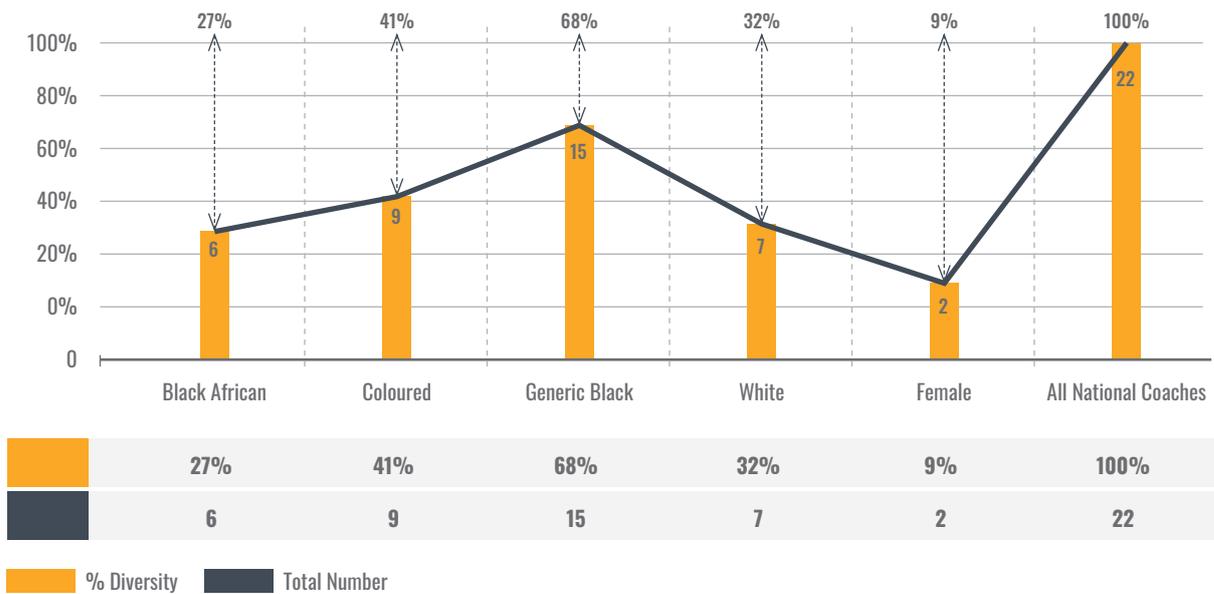
This calls for a distinct change in the strategy adopted by the provincial unions and their commercial companies to ensure that the player pipeline reflects the demographics of South Africa – for which SARU is held accountable at Government level.

NATIONAL COACHES

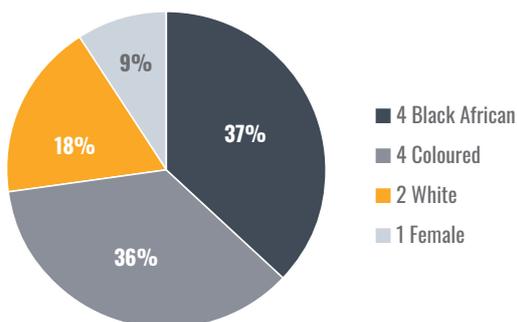
Coaches were listed as a risk area in 2020. The demographic improvement of the appointment of black coaches is already evident at the Provincial Unions and their commercial companies.

On national level, the appointment of black coaches is impressive.

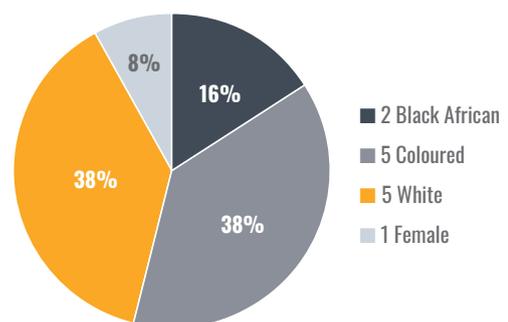
ALL NATIONAL COACHES



HEAD COACHES



ASSISTANT COACHES



Female Black African Coloured White



Laurian Johannes-Haupt joined the Springbok Women's coaching team as part of World Rugby's Coaching Internship Programme.

In 2021, the Rugby Department of SARU launched a fast-tracking programme for black coaches through funding received from the Department of Sports, Arts and Culture:

- » To create an opportunity for promising black elite coaches to be exposed to the latest in coaching tendencies and techniques within the HP domain.
- » To establish the standing of the elite coaches amongst the HP rugby coaching fraternity.
- » To create special opportunities for the talented elite coaches to be exposed to coaching in the HP domain at provincial, national and international levels.
- » To establish a pool of elite coaches to be utilized at provincial, national and international levels.
- » To develop sustainable coaching, mentoring and support programmes.
- » To meet the transformation imperatives of SARU.

OUTCOME EXPECTED

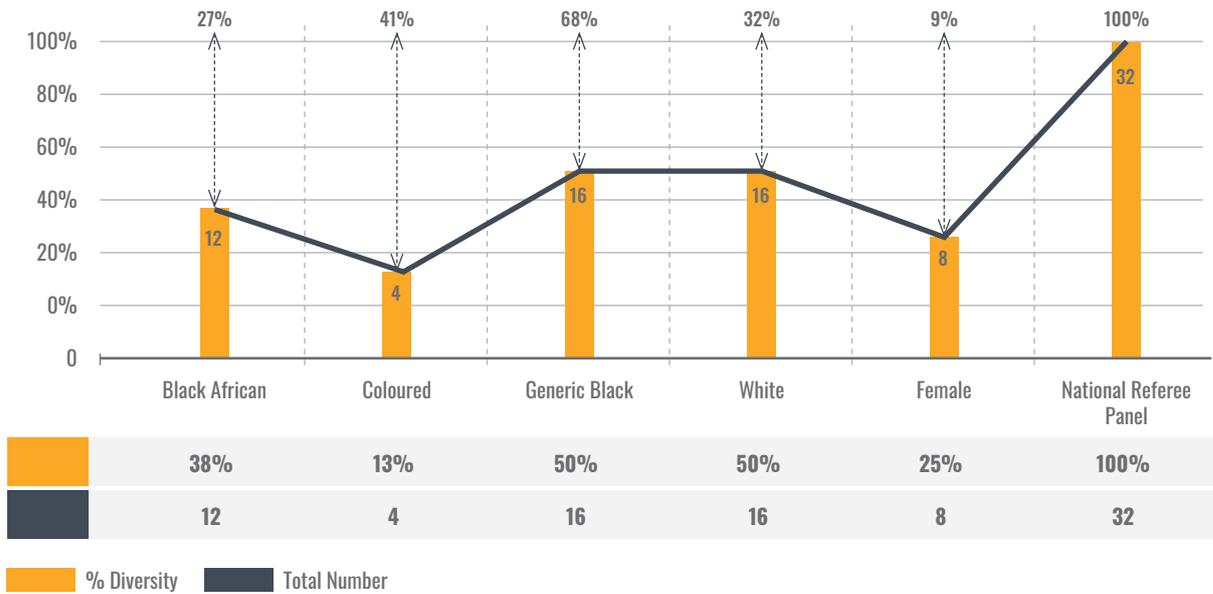
- » The project will put SARU at the forefront of coach development and will inform the design and structure of coaching education programmes.
- » The project will create a pool of highly competent elite rugby coaches committed to life-long learning and development.
- » SARU believe that this initiative will ensure employability and opportunities for these elite coaches.



NATIONAL REFEREES PANEL

The national footprint of referees in South Africa does not reflect the demographics of South Africa. However, the elite referees who are identified, selected and entrusted to be part of the national referee panel are performing well if measured against their self-determined targets.

NATIONAL REFEREE PANEL



Experienced referee Cwengile Jadezweni in action during a Carling Currie Cup clash between the Vodacom Bulls and the Sigma Lions.

DEMOGRAPHICS AT SARU (PANELS, COMMITTEES, TEAM MANAGEMENT)

CATEGORY	BLACK	WHITE	COMMENT
SA RUGBY'S EXECUTIVE COUNCIL (EXCO)	60%	40%	
SA RUGBY COMMITTEE CHAIRPERSONS	92%	8%	12 of 13 committee chairpersons are black; four are women
FULL-TIME EMPLOYEE DEMOGRAPHICS	70%	30%	39% of employees are women
DEMOGRAPHICS AT SENIOR MANAGEMENT LEVEL	50%	50%	
% WOMEN AT SENIOR MANAGEMENT LEVEL	25%	0%	
SA RUGBY NATIONAL REFEREE PANEL	50%	50%	
NATIONAL HEAD COACHES	80%	20%	Black coach earmarked to take over from Neil Powell later in 2022
NATIONAL ASSISTANT COACHES	59%	41%	
ALL NATIONAL TEAM MANAGEMENT DEMOGRAPHICS	85%	15%	Include Managers, Doctors, Physiotherapists, Biokineticists etc.



Springbok Women's coach Stanley Raubenheimer during a training session in Pretoria before their tour to Europe in November 2021.

NATIONAL TEAMS LEADERSHIP

TEAM	CAPTAIN	COACH	MANGER/OPERATIONS
SPRINGBOKS	Siya Kolisi	Jacques Nienaber	Rassie Erasmus (DoR) Charles Wessels Zintsika Tashe
SPRINGBOK WOMEN	Nolusindiso Booi	Stanley Raubenheimer	Nomsebenzi Tsotsobe
SA "A"	Lukhanyo Am	Jacques Nienaber	Charles Wessels Zintsika Tashe
BLITZBOKS	Siviwe Soyizwapi	Neil Powell	Ashley Evert
SA SEVENS WOMEN	Sizophila Solontsi	Paul Delpont	Thandiswa Nxomani
SA SEVENS ACADEMY	Dewald Human	Sandile Ngcobo	Marius Schoeman
JUNIOR SPRINGBOKS	George Cronje Siyemukela Ndlovu	Bafana Nhleko	Barry McDonald
SA UNDER 20 WOMEN	Cancelled due to COVID-19	Laurian Johannes-Haupt	Natasha Hofmeester
SA UNDER 18	Cancelled due to COVID-19	Katleho Lynch	Dean Moodley



SCHOOLS

The COVID-19 pandemic has had numerous consequences on the rugby industry and the possible impact on schools rugby is not yet known. The status of transformation in schools rugby remains a major factor in the rate and extent of transformation, development and the success of the Elite Player Development programmes of SARU and the Provincial Unions. School sport have always been described as the ‘Achilles Heel’ of the sport system by the EPG, but it is the bedrock of SARU’s entire development continuum to support effective, longer-term planning initiatives.

Schools rugby resumed for a short while on 23 April 2021, following the integrated strategy approach as per SARU guidelines. However due to COVID-9 threat, it was halted a few weeks later. While these are unprecedented times, the shutdown of the school’s rugby system in 2020 and 2021 poses a serious threat for SARU and the Provincial Unions, as that is the foundation of our elite player pipeline – which is regarded as one of the best in the world. The last time the National Youth Weeks took place was in 2019.

Schools are the cornerstone of SARU’s development structures, and they serve a vital role in enhancing transformation and providing opportunities for players against the best talent in their age groups.

A comparative analysis of data verified for 2020 and 2021 respectively are indicated in the table below.

2021 SCHOOLS	ACTUAL NUMBER OF SCHOOLS IN SA	2020 NUMBER OF RUGBY PLAYING SCHOOLS & PARTICIPANTS	2021 NUMBER OF RUGBY PLAYING SCHOOLS & PARTICIPANTS	% OF SCHOOLS PLAYING RUGBY IN SOUTH AFRICA	% DECREASE OR INCREASE
Number of Participating Primary Schools	14 661	3941	4047	28%	3% ▲
Number of Participating Senior Schools	10 681	2804	2691	25%	4% ▼
Total Number of Primary school participants (Boys and Girls)		247 779	221 829		
Total Number of Senior school participants (Boys and Girls)		151 756	154 115		

According to the verified numbers received the impact of COVID-19 was not as severe as initially suggested. However, the veracity of participation numbers at both primary and senior schools level requires further exploration. Data integrity is extremely important to grow the game and strategize accordingly. For this reason, reliable school rugby-related data is essential. It is the future of SARU. A proper audit and mining of data of schools and participants are becoming a business essential. Our strategy must take cognisance of the fact that schools operate under the auspices of the Department of Basic Education but that SARU is the custodian of all rugby in South Africa.

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If the data submitted by the Provincial Unions is accurate, the impact of COVID-19 shows a decrease of 1,2% of female players in South Africa.

CLUBS

Club rugby has the untapped potential to be the main vehicle and driver of development and transformation. The recent SARU audit in February/ March 2022 revealed that the quality of data relating to the number of clubs and participants was consistent with the previous reporting years. The disparity between this accuracy and the unreliable school data can be explained by the fact that clubs data is under the direct control of the Provincial Unions, whereas schools, on the other hand, operate under the auspices of the Department of Education.

A comparative analysis of data verified for 2020 and 2021 respectively are indicated in the table below.

NUMBER OF REGISTERED CLUBS & PARTICIPANTS	2020	2021	%
Number of clubs (excluding 'Township' based club)	438	427	2.5% ▼
Number of Township-based clubs	753	736	2.2% ▼
Number of registered Male club members (excluding Township-based clubs)	44226	43244	2.2% ▼
Number of registered Male club members in Township-based club	41004	41203	0.4% ▲
Number of registered Female club members (excluding Township-based clubs)	1485	1105	26% ▼
Number of registered Female club members in Township-based clubs	2457	2789	14% ▲

The impact of COVID-19 amongst male participants was not as severe as initially suggested, with only slight decreases as indicated in the table. However, the impact on women participants was more glaring, with a decrease of 26% in female club members, excluding township-based clubs. However, the 14% increase of registered Female club members at township-based clubs are positive.

WOMEN'S RUGBY

Women's rugby is the second most important priority for SARU. The involvement of women in rugby structures is a governmental, World Rugby and SARU imperative but it is also an exciting emerging market.

The COVID-19 pandemic had an immense impact on women's rugby, especially with the Rugby World Cup set to take place in New Zealand later in 2022.

Women's rugby commenced playing for the first time on 8 May 2021 after a long lay-off since 2019

due to the pandemic. For the first time, the ladies in the premier division played a double round. The Springbok Women's team played in six internationals.

If the data submitted by the Provincial Unions is accurate, the impact of COVID-19 shows a decrease of 1,2% of female players in South Africa. By the end of 2021, there were 3894 post-school female players in SA, whereas at the end of 2020 there were 3942 female players.

Female players, therefore, account for only 4,4% of the post-school players in the country compared to the 4,6% of 2020.



OUTSOURCED PROGRAMMES: GET INTO RUGBY

The Get Into Rugby (GIR) programme is in its seventh year of the national roll-out, even though the 2020 programme never officially took place due to COVID-19 and the subsequent closure of schools.

2021 marked the beginning of a new contract between SARU and Global Performance Management. The programme is self-funded and SARU is not financially contributing to it.

The late start to the programme, combined with the access to schools (in terms of COVID-19), is undeniably hurting the programme, but we are very pleased it was successfully concluded. With a gender split of nearly 50/50 and nearly 100% black demographics, the value of this programme must not be underrated.

Non-contact development programmes, such as Get Into Rugby, were allowed to continue after rugby resumed early in 2021.

PROJECT	AFRICAN		COLOURED		INDIAN		OTHER		WHITE		TOTAL
	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	
Blue Bulls Limpopo	8 969	8 696	0	0	0	0	0	0	0	0	17 665
Blue Bulls (Tshwane)	5 031	5 251	7	5	4	6	0	0	2	0	10 306
Eastern Province	6 048	6 044	0	0	0	0	0	0	0	0	12 092
Free State	4 118	4 091	0	0	0	0	0	0	0	0	8 209
Golden Lions	3 938	4 139	867	879	0	0	0	0	0	0	9 823
Griffons	4 113	3 976	192	205	0	0	0	0	0	0	8 486
Griquas (Kimberley)	3 641	3 635	1 503	1 702	0	0	0	0	0	0	10 481
KwaZulu-Natal	4 417	4 806	0	0	0	0	0	0	0	0	9 223
Leopards	4 270	4 487	260	195	1	1	0	0	0	0	9 214
Mpumalanga	6 131	6 547	5	0	1	2	0	0	0	0	12 686
South Western Districts (SWD)	650	697	2 068	2 143	0	0	0	0	0	0	5 558
Umzuvukile Sport Development and Management (Border)	3 656	3 991	0	0	0	0	0	0	0	0	7 647
Valke	11 589	11 535	381	367	28	19	0	0	33	63	24 015
Western Province	2 265	2 518	2 580	2 827	0	0	0	0	0	0	10 190
TOTAL	68 836	70 413	7 863	8 323	34	28	0	0	35	63	155 595
	44.24%	45.25%	5.05%	5.35%	0.02%	0.02%	0.00%	0.00%	0.02%	0.04%	
Female	76740	49.32%									
Male	78855	50.68%									

A special project for GIR for Girls (ages 11–13) was funded by the DSAC and rolled out across three regions.

The focus of the GIR For Girls project was to re-introduce 5 000 girls aged 11 - 13 to rugby, and to prepare them for participation in rugby sevens competitions using the modified format of XRugby. The programme was condensed from 15 to 10 weeks in order to accommodate a late start.

The GIR for Girls programme was staged in the three regions as stipulated in the table on the right.

UNION	2019	2020
Blue Bulls Limpopo	3 251	4 581
Golden Lions	2 284	6 296
Griquas (Upington)	2 363	3 934
TOTAL	7 898	14 811



VUKA PROGRAMME

The agreement with the SARU Legends came to an end on 31 December 2019. It was decided that only sponsored programmes can continue. Many efforts have been made to obtain a sponsor for this highly effective programme. Unfortunately, COVID-19 proved to be a major stumbling block in 2020 and 2021 and budgetary constraints have resulted in the halting of financial support to the Vuka programme, which plays a vital role in growing the game, especially at non-traditional rugby schools. The continuation of this programme is a business and government imperative.

Funding was approved by the DSAC for 2021 which will make it possible for the SARU Legends to roll out the Vuka programme in 2022, but it will not be on the same scale. This is because the funding is just not enough to cater for the 604 senior schools and 30 989 participants that were recorded when the programme was last rolled out in 2019.

B-BBEE

B-BBEE is a strategic focus point and risk area for SARU, as compliance is not only a regulatory requirement but also a requirement by sponsors and industry bodies who intend to do business with the organisation.

It is imperative to maintain a minimum standard of B-BBEE level 4 status, however, SARU proudly achieved a level 2 status in the latest verification.

This is also required from the Provincial Unions and their Commercial Companies – most of whom showed significant progress and improvement in this regard in 2021. Of the 26 rugby entities 92% (24) have valid certificates and 85% (22) have a Level 1 – Level 4 B-BBEE certificate.

At the time of the report the status of all the entities was as follow:

UNION / COMMERCIAL ENTITY	LEVEL	CLASSIFICATION	EXPIRY DATE	COMMENTS
South African Rugby Union	L 2	Generic	04/08/2022	
Blue Bulls Company (Pty) Ltd	L 4	Generic	07/06/2022	
Blue Bulls Rugby Union	L 2	EME	21/06/2022	
Boland Rugby (Pty) Ltd	L 2	QSE	30/03/2022	
Boland Rugby Union	L 2	QSE	30/03/2022	
Border Rugby Union	L 1	QSE	05/10/2022	
Eastern Province Rugby Union	L 2	QSE	20/07/2022	
Free State Rugby Union	L 4	EME	29/03/2022	
Free State Cheetahs (Pty) Ltd	L 8	Generic	30/03/2022	Busy with their B-BBEE Processes following intervention by Transformation Advisory Panel
Golden Lions Rugby Union	L 2	EME	09/03/2023	
Lions Rugby Company Pty Ltd		Not done		Busy with their B-BBEE Processes following intervention by Transformation Advisory Panel
Griffons (Pty) Ltd	L 2	EME	01 /09/2022	
Griffons Rugby Union	L 2	EME	31/05/2022	
Griquas Rugby Union	L 2	EME	18/10/2022	

UNION / COMMERCIAL ENTITY	LEVEL	CLASSIFICATION	EXPIRY DATE	COMMENTS
Griqualand West Rugby (Pty) Ltd	L 2	EME	18/10/2022	
Kwa-Zulu Natal Rugby Union	L 2	EME	28/10/2022	
The Sharks (Pty) Ltd	L 8	Generic	12/10/2022	Busy with their B-BBEE Processes following intervention by Transformation Advisory Panel
Leopards Rugby Union	L 4	EME	25/01/2023	
Leopards (Pty) Ltd	L 4	EME	25/01/2023	
Mpumalanga Rugby Union	L 4	EME	20/02/2023	
Mpumalanga Rugby (Pty) Ltd	L 4	QSE	30/11/2022	
SWD Rugby Football Union	L 1	QSE	02/09/2022	
Valke Rugby Union	L 4	EME	22/09/2022	
Valke Commercial (Pty) Ltd	L 4	EME	28/02/2023	
Western Province Rugby Football Union	L 1	QSE	24/03/2022	
Western Province Professional Rugby (Pty) Ltd	NC	Generic	30/07/2020	Busy with their B-BBEE Processes following intervention by Transformation Advisory Panel

SKILLS DEVELOPMENT

» ClubWise

The SA Rugby ClubWise programme is an approved Cathsseta (the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority) NQF Level 5 approved course aimed at up-skilling rugby club administrators in order to sustain and grow the game at the grassroots level. We were not able to host any training opportunities the previous year due to the Industrial Savings Plan and COVID-19 restrictions, and are therefore excited to have resumed our programme in 2021.

A total of five workshops were held around the country, giving opportunities to 99 club administrators to be part of this initiative.

We are thankful to our Provincial Unions for making this part of the education and training planning to ensure the development of the next generation of club administrators.

» National Institute for the Deaf

For the past four years, SARU together with the National Institute for the Deaf, paved the way for over 50 learners to receive funding for their studies in line with promoting accessibility, diversity, transformation, productivity and expansion. The learners are hosted at the National Institute for the Deaf in Worcester while completing their qualifications. Integrated learning forms the basis of their studies, with the objective to empower them and improve their chances of being employed.



COVID-19 FUNDING

SARU once again embarked on grant funding assistance programmes with Government for COVID-19 relief related grants to assist those that are most in need at our clubs, amongst others.

These opportunities made a notable difference in the lives of many, and the department is proud of the efforts of all members that went the extra mile to assist those in need. The funding was obtained via an application process through the Department of Sports, Arts and Culture, the Sports Trust and SASCO, which offered COVID-19 Relief funding for the retention of jobs as well as making provision for the creation of jobs for COVID-19 Compliance officers and inspectors. It is a shame though that most Unions decided not to take up this offer.

The government's financial interventions have been a lifeline to both our clubs, provincial unions and individuals involved at clubs.

The following funding opportunities were coordinated by the Department:

- » Presidential Economic Stimulus package for the retention of jobs administered through the Sports Trust.
- » Presidential Economic Stimulus package for the creation of jobs administered through SASCO.

FOOTPRINT AND E-FILING

With rugby slowly returning to normal while still gripped in the COVID-19 pandemic, the Footprint and E-Filing systems managed to evolve under very difficult circumstances to ensure rugby can continue to be played under safe circumstances.

2021 was always going to be a massive year for South African rugby with the British & Irish Lions Tour that took place during the months of June, July and August. The tour was constantly under threat while South Africa was in the midst of its second wave of the pandemic and every measure had to be taken to ensure players, personnel and operation staff were kept safe at all times.

This necessitated additional development and COVID-19 protection layers to be implemented and managed on Footprint, including the scheduling, execution and results of COVID-19 tests.

Through our pathology partners, Ampath, COVID-19 PCR and antigen tests were scheduled daily via the system for the duration of the tour for all team members, operational staff and service providers. In total, just under 19 000 tests were scheduled and conducted during this period ensuring the safest possible environment for all players and management.

Business intelligence tools were also implemented on MyPASS 365 (accreditation) to immediately update each individual's access rights to all protected areas (hotels, training venues, stadiums) based on their COVID-19 test results. A positive test result meant the immediate revocation of access to any protected, access-controlled areas or venues used during the tour. Electronic notifications (SMS) were sent to the team doctors and COVID-19 Compliance Manager to initiate isolation and the track and trace protocols.

As soon as the COVID-19 vaccine roll-out started in SA, design and development started on the system to activate a business tool to verify

NATIONAL LOTTERY COMMISSION

The National Lottery Commission granted SARU funding for the preparation of the Women's Rugby World Cup which will be held in 2022. This is the second year that the NLC has provided us with funding for the upliftment of Women's Rugby.

As was the case in 2021, SARU again mandated season accreditation for all SARU tournaments where every player, team management member, and stadium operational personnel, had to apply individually for accreditation.

vaccines of all registered users. The tool was completed in November 2021 and ready for roll-out depending on the Vaccine Mandate Policy of SARU (currently awaiting EXCO approval).

The tool allows for each registered user on MyPASS 365 to upload their digital vaccine certificate which can be verified against the EVDS system (version 2 certificates), or manual verification by system admins. Upon implementation these verification tools will create an additional layer on Footprint, where only verified players will be allowed to be included in any match-day line-up.

As POPIA legislation came into effect in 2021, a radical approach had to be adopted on player and member registrations on the MyPASS 365 system, Footprint and E-filing. As was the case in 2021, SARU again mandated season accreditation for all SARU tournaments where every player, team management member, and stadium operational personnel, had to apply individually for accreditation. The change in forcing each individual to apply personally (and not allowing bulk applications), allowed SARU to receive the necessary POPIA and COVID-19 consent and terms of registration. SARU seasonal accreditation cards have been issued to identify tournaments (teams), stadium personnel and service providers. In the absence of a physical card, each applicant also has a digital, barcoded card that can be accessed at any time on their mobile phones.

SARU made the strategic decision to roll the system out to all rugby clubs in South Africa. Workshops are currently being conducted nationwide with each union and their representative members to identify practical and realistic timelines for phase 1 roll-out in 2022. While this is a massive undertaking considering some unions have over 200 clubs, the existing system tools such as

MyPASS 365 does allow for each club and their members to quickly, and easily, register on the SARU platforms.

Due to early developments of system tools, clubs will now also have all the necessary tools to ensure they comply with POPIA legislation and to verify COVID-19 vaccine certificates of all their members.

Critically, on completion of the club project, SARU will be able to accurately verify and report on transformation at club level across the country.

TOURNAMENTS	2021	2020	2019	2018	2017	2016
Tournaments	29	26	60	56	49	42
Tournaments Male	24	24*	47	48	43	37
Tournaments Female	5	2**	3	8	6	5

* 5 Completed / ** 2 Completed

ADDITIONAL DATA	2021
Squads Male	224
Squads Female	5
Squads Total	229
Total Tracked Members	7057
Total Male Members	6392
Total Female Members	665
EPD 1 – 3	162

With rugby slowly returning to normal in 2022, we are currently actively tracking six tournaments to date, involving 64 squads.



OTHER FOOTPRINT ACHIEVEMENTS:

The Footprint system has also implemented a digital referee yellow and red card online reporting tool for each match being played at a senior professional level. Where this process was historically manual, referees now complete the forms online via their mobile phones where the results are logged and saved to each fixture.

In addition to the yellow and red card forms, coaches can now also complete referee assessments in all senior professional competitions electronically. Each coach access a referee assessment form following each match where referees are rated on pre-determined areas. The forms are secure where the results are viewed and reviewed by SARU's Elite Referee management team counting towards the continued improvement and KPI's of SARU referees.

The SARU accreditation system has been re-branded as MyPASS 365 during the course of

2021. Having undergone significant changes due to the COVID-19 pandemic, SARU continue to provide season accreditations to all unions for selected tournaments, including all home Test matches.

Unions will again register all their stadium personnel, teams and coaches on MyPASS 365 for the newly adopted season valid from 2022 to Jun 2023.

As mentioned above, significant changes to the system include the scheduling of COVID-19 tests, symptom checking and vaccine certification verification.

Through the standardisation of a national rugby accreditation system, SARU has for the first time been able to standardise zoning at each of our rugby stadiums. This, and the fact that season accreditations will also be used during home Tests, ensured a significant saving in costs, eliminating the need to issue and produce new accreditation devices per tournament.



Celimpilo Gumede of the Cell C Sharks was one of the younger players who made a great impact during the Carling Currie Cup in 2021.

2021 ACCREDITATION BY THE NUMBERS

Tournaments	15
Teams	95
Fixtures	242
Photo Accreditations Issued	5375
Supplementary Accreditations Issued	11 200
SuperSport Accreditations Issued	973
Host Unions Activated	15
Scanners Deployed	70
COVID-19 Tests Conducted	18 000+
SMS Notifications Sent	48 000+
Email Notifications Sent	16 500+

The E-Filing remains a critical reporting tool for SARU in terms of Transformation statistics for each fixture recorded on Footprint.

In addition to transformation reports for on-field performances, it is also a vital business tool for the SARU Strategic Performance Department to conduct their annual Union Audits. Unions are requested to complete critical business and governance information on the E-filing platform which in turn are reviewed by SARU before final electronic sign-off by each union President and CEO.

A significant project for 2022 includes the addition of a visual reporting tool called 'Insight' which will allow specific users to build custom visual reports on all relevant data points available.



ASSOCIATE MEMBERS

SARU currently has 12 active and approved associate members.

The impact of the COVID-19 pandemic continued to be a stumbling block for the operations of our associations. As part of our amateur rugby structures, they followed the guidelines as set out by SARU which brought amateur rugby to a halt for much of the 2021 season.

This has led to many of our associations struggling financially, similar to the negative impact on livelihoods caused by the pandemic on the entire rugby fraternity. As we manoeuvre our way out of this situation, we hope that our associations would come out of this much stronger and be able to start operating in full swing once again.

OBITUARIES:

- > 21 January 2021: Jacques Henning – Deputy President of SADRA and founder of the Yellow Cap
- > 11 July 2021: Bryn Wilson – President of SA Correctional Services Rugby Association (SACRSRA)

Below is a summary of the year in review for each association in 2021.

1. SA Schools Rugby Association

The COVID-19 pandemic had a devastating effect for SASRA as it was for the second time in its fifty-year history, that the traditional inter-provincial Cravenweek tournament had to be cancelled.

This all-important tournament has been a great opportunity for school rugby to showcase the talent and the cancelling of these tournaments meant that players have lost this valuable opportunity.

SASRA is an important association to SARU as school's rugby provides the base to our player pathway. We, therefore, continue to work closely with SASRA to ensure we maintain clear communication between both entities. Numerous meetings were held with them during 2021 to align and agree on SARU's Return to Train & Play guidelines. They gave great input and have shown SARU their full support during these difficult times.

As a result of SARU's cost-cutting measures, we were unable to assist SARSA with any financial support and they have managed to continue with their operations independently. With COVID-19 finally showing signs of reprieve, the chances are good that they can again fully operate in 2022.

2. University Sports of SA

USSA is regulated by the Department of Further Education and Training. Although not active in 2021, we dealt with them as part of amateur rugby and they strictly adhered to the guidelines.

They intended to host their USSA 7's tournament in Johannesburg. Meetings were held with them where we described the protocols that were needed to host an event of that size. They reconsidered their decision as it would not have been financially viable and came at a huge risk for them.

As a result of SARU's cost-cutting measures, we were unable to assist SARSA with any financial support

3. SA Deaf Rugby Association

A new SADRA executive was appointed in April 2021 and we are pleased to report SADRA is on its way to being a well-governed association.

Their new President, Reenen Steenkamp, has come on board with new and exciting ways to take this association forward. He has an open line of communication and often checks in with us to get alignment before making any major decisions.

They have since effected numerous changes to their constitution and have shown their commitment to bringing female representation onto the governing structures through their member unions. They were unable to play any rugby in 2021, but look forward to a full calendar year of rugby in 2022.

4. SA Wheelchair Rugby Association

No activities took place in 2021 due to the negative impact of the pandemic. We dealt with them as part of amateur rugby and they strictly adhered to the guidelines.

It was noted that people with disabilities were at a higher risk of contracting the virus. The wheelchair rugby leagues and training camps were cancelled. They are eager to compete at international level and considered hosting the WWR 2021 Asia Oceania Championship, however, funding constraints and COVID-19 protocols resulted in the cancellation of the event.

They respect the stipulations of the MoA between SARU and SAWCRA and are well-governed. They receive funding from DSAC and are adhering to reporting deadlines regarding external funding.

5. TAG Rugby Association

The association was severely impacted by the effects of the pandemic with their programmes on a grinding halt and coaches losing their jobs. With their office losing all income, they had to close offices.

However, they resume a few coaching programmes in October 2021, albeit in a very cautious and slow manner. Their adult leagues is suspended since 20 March 2020. With no reserves, they are slowly trying to recover and hope to return to some normality in 2022.

6. SA Touch Association

Although much of their matches and tournaments were cancelled, SATA used the productively time to focus on upskilling their coaches and referees and on their planning for their Rugby World Cup in 2023. School leagues were slowly integrated across many provinces as the year progressed.

The association held numerous meetings to discuss matters such as financial governance, tournaments and competitions planning and COVID-19 integration. They are looking forward to return to a full programme of events post-COVID-19.

7. SA Parliamentary Rugby Club

We dealt with them as part of amateur rugby and they adhered to the guidelines. They had no activities as a result of the negative impact of the pandemic.

8. South African Defence Force Rugby Association

They also had no activities in 2021 due to the pandemic. SADFRA falls under the structures of the SA National Defence Force. Therefore, all governance and financial support align to their mother body processes. They comply with the stipulations of the MOA between SARU and SADFRA.

9. SARU League Sport Association

Their Covid-19 affected season was used to focus on the training and education of their coaches. They had a delayed start of the season which only commenced in November 2021.

Their AGM was held in March, where their audited financial

statements were approved. We have an open line of communication with them, and they continue to consult and keep SARU informed on their activities. They are a well-governed association.

10. SARU Referees Association

Their activities were cut short as a result of the negative impact of the pandemic. They conducted a risk assessment on governance, transformation, and organisation & operational structures for 2021, with the outcomes of the report presented to the SARRA Executive. They held virtual meetings, including their AGM which took place in November 2021.

SARRA is financially and operationally supported in-house through SARU's referee's department and they are well-governed.

11. SA Police Services Rugby Association

No activities took place as a result of the pandemic. Although the club was largely inactive, its members continue to be involved at club level activities in compliance with COVID-19 protocols.

The association plans to host a National SAPS Rugby Championship in July 2022 and a SA Combined Forces & Services Championship is also in the pipeline for September 2022.

12. SA Correctional Services Rugby Association

With no on-field rugby activities due to the pandemic, their players joined other rugby clubs during this period and various DCS employees are involved in their respective communities as coaches, referees and administrators.

It was pleasing to note that they recently appointed two coaches to head up their women's rugby team, showing their commitment towards women's sport. SACRSA falls under the structures of the SA National Correctional Services.

Going forward, SARU aims to implement a due diligence audit platform on the E-filing system where our Associations will be required to complete and upload important compliance information and documents, to ensure they operate according to good governance principles. They will be audited yearly to make ensure they can continue to function as an approved associate member of SARU.

The system will be live before our next audit.



CONCLUSION

The transformation agenda is non-negotiable. It requires a willingness on the part of the leadership of Provincial Unions and their commercial companies to make a play for a change, for the betterment of the entire rugby industry.

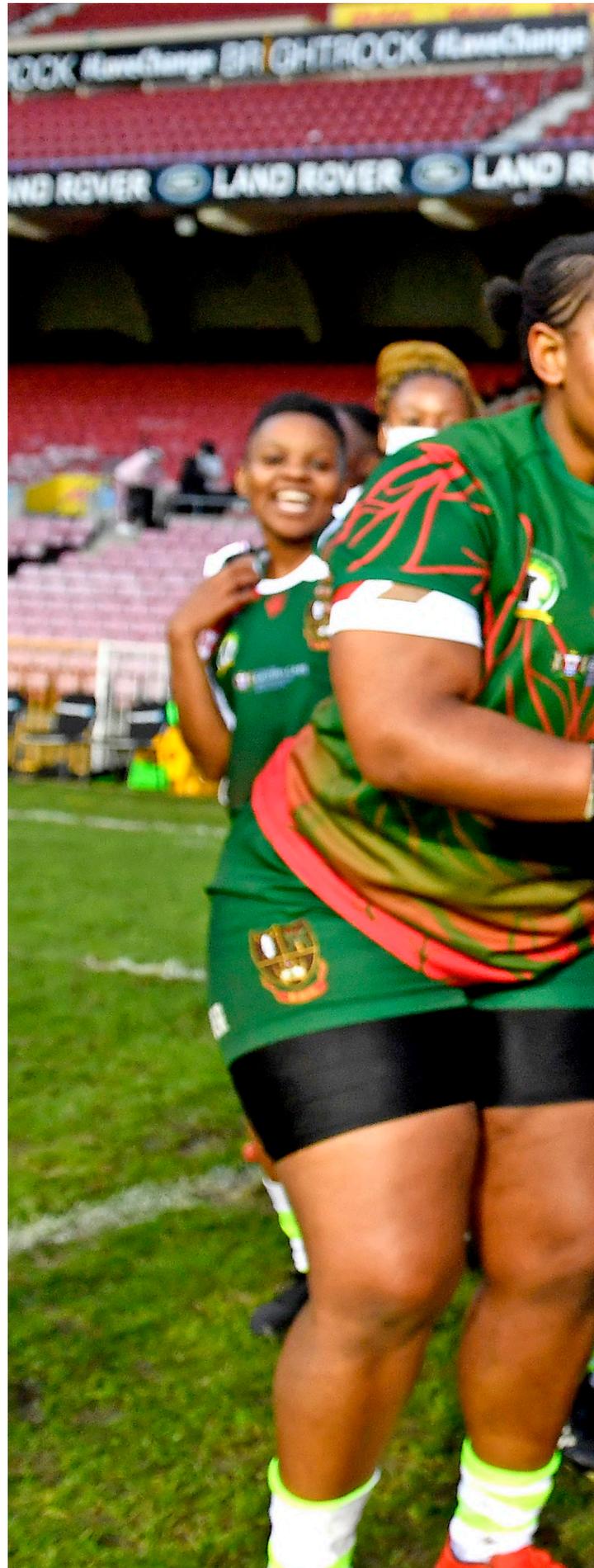
Cycle 2, already proved to be more demanding with raised targets, especially since the gap increased at some Provincial Unions (although smaller at others). The journey is a collective one and therefore Provincial Unions and their commercial companies are strongly urged to take ownership and commit to upholding very high standards in our quest to transform our rugby landscape. Ensuring equitable opportunities, whether it is on the field, on board level, operational level or any other area agreed on the respective performance agreements.

Looking towards 2022, the department's key strategic objectives - which are in line with SARU's objectives - are as follow:

1. Monitor, evaluate and report on the transformation processes.
2. Maintain a minimum standard of B-BBEE level 4 status.
3. Support and contribute to all initiatives relating to women in rugby.
4. Investigate and secure funding for development programs, including women's rugby.

Looking beyond 2022, the accuracy and consistency of data remain crucial to enable SARU and the provinces to map the way forward. Subject to budget, research is vital and the development of current systems are imperative to stay in touch with the demands and trends of our competitors, Government and World Rugby.

Lusanda Dumke kisses the trophy after the Border Ladies clinched the Women's Premier Division Final against DHL Western Province in Cape Town.







Siya Kolisi congratulates Steven Kitshoff on his 50th Test for the Springboks, in the second Test of the Castle Lager Lions Series.

COMMERCIAL

The return of national teams to competitive action in 2021 was a commercial life-saver – after the wipe-out of 2020. The Springboks’ return to Test action in mid-year and the Sevens team capturing of the highly truncated World Rugby Sevens Series of two events in Canada in September threw the game a life belt against the lapping waves of the pandemic.

BOTH TEAMS CAME out of 19 months’ hibernations, while international domestic rugby made its return in the form of the Vodacom United Rugby Championship, with South Africa’s four entrants, ending 19 months of exclusively domestic derbies with four rounds in Europe from September.

However, the significant uptick in revenue that the 2021 season had long been ear-marked as promising, had little chance of materialising. The on-going impact of the pandemic meant that all rugby activity took place behind closed doors throughout the year, ironically adding to match day delivery costs because of the required observance

of match-day COVID-19 protocols.

That upswing in activity was not directly in the annual financial statements – partly because of the unique commercial construction of the tour by the British & Irish Lions – and partly because of the continued impact of the pandemic on commercial receipts.

Revenues from media rights (broadcasting) recovered from a decade-long low of R414 million in 2020 to R655 million but sponsorship receipts were down from R282 million to R222 million – well below the R347 million of the last normal year of operations (2019). Broadcasting rights in 2019 were at R752 million.



The diminution in sponsorship income is explained by the fact that SA Rugby and the British & Irish Lions established a unique joint venture (Lions Tour SA) to pool both entities' commercial rights. The intention was to avoid the pitfalls of previous tours where complexities over the use of each other's intellectual property had led to the dilution of commercial earnings.

The practical effect was that existing Springbok commercial partner' rights were suspended during the period leading up and during the tour unless they wished to contract with LTSA. MTN, FNB, Tsogo Sun and SAB – as the Castle Lager Series naming rights partner – all came on board. Others either renewed following the event (such as Energade) or new partners only joined at its conclusion. More of them in a moment.

Against stacked odds the tour was delivered in extraordinary circumstances. The matches were played behind closed doors and the last five of them all took place in Cape Town as the challenges of COVID-19 were compounded by civil unrest. South African Rugby Events Services (SARES) – a wholly owned subsidiary of SA Rugby that had been established to deliver the event – spent much of the build-up to the event scenario planning a plethora of scenarios – including playing the competition in the UK, the Gulf or Australia – before the two parties determined that it should go ahead in South Africa.

SARES coped manfully with the challenges, delivering alternative rights to commercial partners, and managing the changing locations and extreme requirements of the bio-bubbles that saw the teams largely 'imprisoned' in all be it well-appointed hotels for the duration of the tour.

The financial impact to SA Rugby was nett income in the region of R105 million. It was a much-needed injection (although perhaps as little as a fifth or sixth of the hoped-for boost to coffers) but more importantly the event delivery avoided what would have been a catastrophic loss if all the broadcast and sponsorship income had been lost.

However, the strong impression that the Springboks had made on the national psyche by winning the Rugby World Cup in 2019 continued to resonate even before the Castle Lager Lions Series was clinched in dramatic fashion. It led to a string

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Jasper Wiese talks to SuperSport after a Castle Lager Rugby Championship Test against Argentina in Nelson Mandela Bay.



RUGBY
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World of Champions

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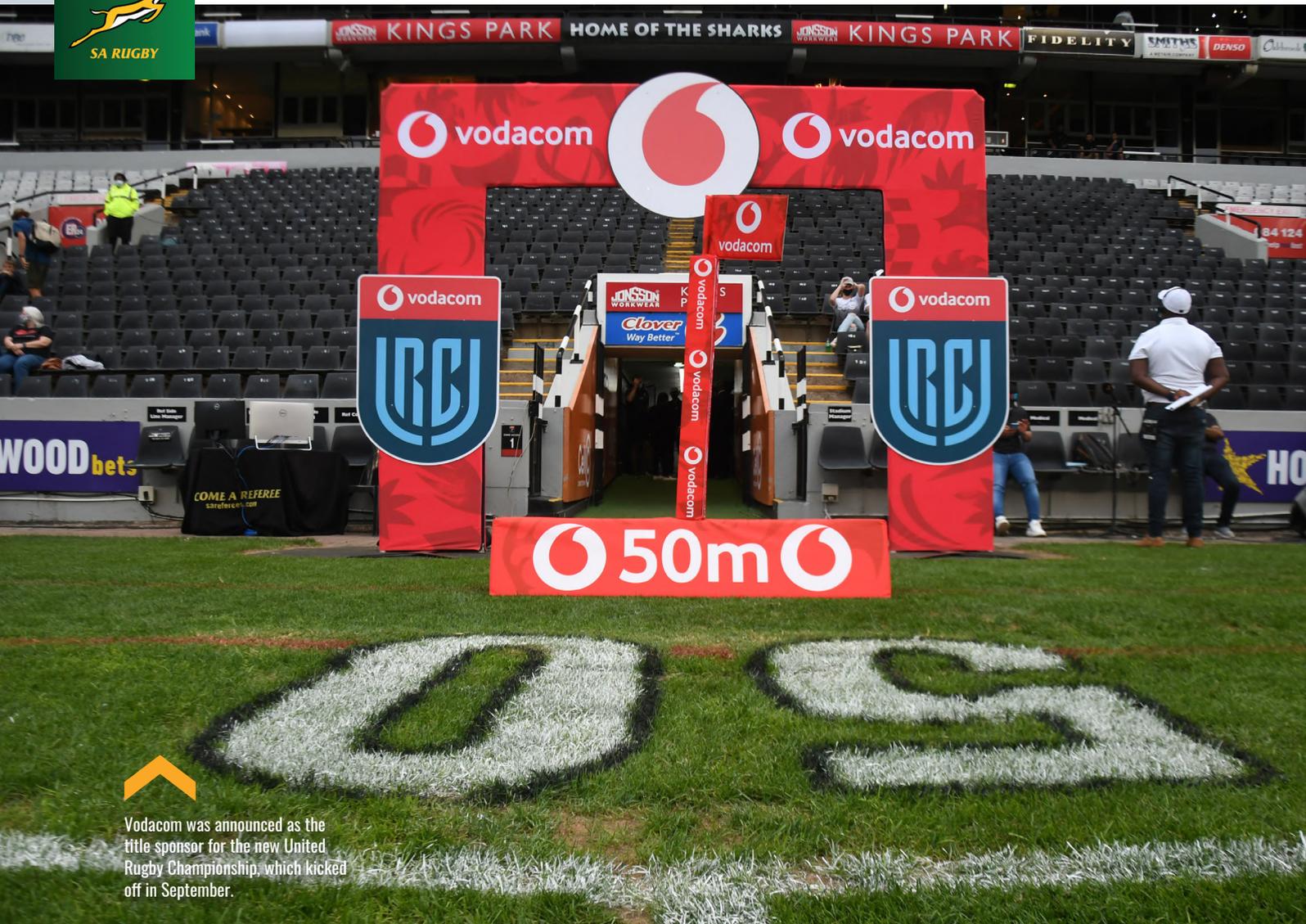
SPRINGBOKS

CASTLE
LAGER

TSOGO SUN
HOTELS

TSOGO
HOTELS





Vodacom was announced as the title sponsor for the new United Rugby Championship, which kicked off in September.

of sponsorship announcements during the second half of the year – most of them to coincide with the conclusion of the tour. Four new companies were welcomed into the Springbok family while four others renewed existing relationships with the Bosk of South African rugby.

First and most significantly out of the blocks was our principal partner, MTN, who announced in June that we had reached agreement to renew the partnership until 2025. MTN took over as Springbok headline sponsor at the start of the 2017 international season, a period during which both partners embarked on a journey of transformation that culminated in the Springboks becoming world champions in 2019. The arrangement also involved collaboration on new digital initiatives which will be launched in 2022. The renewal extends MTN's partnership with the Boks to nine years.

Meanwhile Vodacom's long-running partnership with the elite domestic provincial competition in South Africa continued, although in a new guise.

Other partners resuming their association with the Springboks were Dove Men+Care, the official male grooming partner of the Springboks and SA Rugby and Energade, who continued a partnership, which dated back 23 years as the Springboks' official sports drink supplier.

Meanwhile Vodacom's long-running partnership with the elite domestic provincial competition in South Africa continued, although in a new guise. The pandemic-induced collapse in 2020 of the Vodacom Super Rugby competition impelled the search for a new home for SA's leading provincial teams. It was found in what had been the GUINNESS PRO14, but which had morphed into the Vodacom United Rugby Championship, by the time it kicked off in September 2021.

The competition added two more teams to

expand to 16; rebranded itself as the United Rugby Championship and welcomed the powerhouses of South African rugby into the fold – the Vodacom Bulls, DHL Stormers, Cell C Sharks and Emirates Lions.

Vodacom joined the journey into the brave new world, renewing their international 'club' sponsorship in its new guise – swapping southern hemisphere for northern hemisphere rugby and a whole new calendar. The new season runs from September to June (rather than in a single calendar year); featuring more matches and all of them in a traditional viewing time on weekend afternoons and evenings.

Due to COVID-related travel restrictions, the Springboks and All Blacks played both their Castle Lager Rugby Championship Tests in Australia in 2021.





The Vodacom United Rugby Championship is divided into four pools – a South African Pool, Irish Pool (Leinster, Munster, Ulster, Connacht), Welsh Pool (Ospreys, Cardiff, Scarlets, Dragons) and Scotland-Italy Pool (Benetton, Edinburgh, Zebre, Glasgow). Each team plays 18 regular season games – nine at home and nine away – and all the teams face each other at least once during the league phase of the competition, which include double-rounds of local derbies before the top eight teams qualify for the playoffs.

The excitement of the new competition was matched by the excitement of welcoming new partners to the commercial portfolio. The Springbok playing apparel featured two new names for the start of the Castle Lager Rugby Championship while two new suppliers also aligned their brands with that of the world champions.

Betway, a leading provider of first-class entertainment in sports betting and casino, with a global presence in sports sponsorship came onto the rear of the Springbok shorts in a ground-breaking new partnership. It was SA Rugby's first association with a company from the betting sector and was agreed for a three-year term. A second new partner came on to the team kit with Switch signing on as the new official energy drink of the Springboks – a first major sports sponsorship for the South African company, which was only launched in 2014.

Also aligning themselves with the Springboks and SA Rugby for the first time were Thirsti and Hyperice. Thirsti, the natural spring water company from Normandien in KwaZulu-Natal, stepped up from its support of regional rugby teams and endurance events to become the official water partner for the next three years.

The company already sponsored the Cell C Sharks and Vodacom Bulls, as well as the world-renowned Comrades Marathon, as it has grown into one of South Africa's leading bottled water brands in the space of only five years.

Completing the quartet of newcomers was Hyperice, an industry leader in recovery technology, which joined as the official recovery technology supplier. As part of the two-year partnership all the SA Rugby squads (including the Springboks, Women's, Sevens and U20 teams) were to be provided with Hyperice's pioneering brand of percussion, vibration, dynamic air compression and thermal recovery technology.

Members of the Springbok Women's team enjoy refreshments from Thirsti, one of the new sponsors announced in 2021, during a training exercise in Muizenberg.







The two Tests between the Springboks and the All Blacks delivered international rugby of the highest standard, with the honours shared between the two teams.



SOUTH AFRICAN RUGBY UNION
ANNUAL REPORT 2021

Duane and the Boks in NZ...



COMMUNICATIONS

With rugby returning to a more normal world as the impact of the COVID-19 pandemic started to lessen – although still firmly in place – SA Rugby’s communications showed signs of a resurgence with the increase of rugby action on the pitch clearly reflecting in our various media and digital channels.



AFTER 2019 SAW a drastic decrease in numbers with regards to media releases, website traffic, and social media statistics, 2021's upward curve was proof that there was still a massive appetite for the game, with more live action on rugby fields across the globe making a significant impact.

The Springboks' return to action in the Castle Lager Lions Series – albeit in empty stadiums – followed by the Castle Lager Rugby Championship played in Nelson Mandela Bay, with the rest of the competition taking place in Australia, and a traditional November tour to the Northern Hemisphere re-ignited the passion for the game amongst local fans.

The Springbok Women, Blitzboks and Junior Springboks were also back in action, with success for both teams adding to the excitement amongst fans to see their heroes in green and gold on the field.

Coupled with the start of a brand-new era of franchise rugby in the Vodacom United Rugby Championship and hugely successful local competitions in the form of the Carling Currie Cup Premier and First Divisions, the Women's Premier and First Divisions and the SA Rugby Under-20 Cup, the game began moving forward in a post-COVID world.

Apart from the “run of the mill” communications pieces such as national team news and announcements, previews and reviews, a great deal of work was done in the build-up and in the early stages of the Castle Lager Lions Series, with the third wave of COVID hitting South Africa.

The Boks played their first Test after the Rugby World Cup final in 2019 against Georgia in Pretoria on 2 July and won by 40-9, but as a result of positive cases in both camps, the second Test had to be cancelled, with the British & Irish Lions already in South Africa.

COVID and the unrest in Gauteng and KwaZulu-



6 CUP FINAL WINS

SIX OF THE BEST

34 WINS IN A ROW #BESTOFUS

#SPRINGBOKS #BLITZBOKS #BLITZBOKS

DUBAI SEVENS / 2022 SERIES / 3-4 DEC 2021

FRI 3 DEC RSA VS JAPAN 09:12

FRI 3 DEC RSA VS IRELAND 13:04

FRI 3 DEC RSA VS GREAT BRITAIN 18:33

WE CAME TO PLAY

#BESTOFUS #SPRINGBOKS #BLITZBOKS #BLITZBOKS



The Blitzboks returned to action in 2021 with appearances in Canada and Dubai, where they won four consecutive HSBC World Rugby Sevens Series tournaments.

Natal almost derailed the series against the Lions, with kick-off times changed and match opponents rearranged, while the last six matches of the tour were moved to Cape Town after the first four were played in Pretoria and Johannesburg.

The British & Irish Lions won a hard-fought first

Test (22-17), while the Boks hit back in style to clinch the second by 27-9, setting up a finale early in August. Almost as he did in 2009, Morne Steyn stepped up to land a late penalty goal which sealed the series win for South Africa courtesy of a 19-16 victory in the decider.

After beating Argentina 32-12 and 29-10 at an empty Nelson Mandela Bay Stadium in August, right after the third Test against the British & Irish Lions, the Boks flew to Australia for their remaining four



Tests in the Castle Lager Rugby Championship, all of which were played in Queensland.

The Springboks finished the Castle Lager Rugby Championship with three wins from their six matches. The last victory – after two defeats against the Wallabies (28-26 and 30-17) and one against New Zealand (19-17) – came at the end of 80 epic minutes of Test rugby against the All Blacks, by 31-29 on the Australian Gold Coast.

The November tour included Test wins against Wales (23-18) – the Boks' first in Cardiff since 2013 – and Scotland (30-15) in Edinburgh, before England won by 27-26 at Twickenham courtesy of a late penalty goal.

These results meant that Jacques Nienaber finished his first international season as Springbok head coach with a record of eight wins from 13 Tests, or a winning percentage of 61.5%, with four of the five defeats by five points or less.

Other big news on the local rugby landscape



After a successful Women's Premier Division, the Springbok Women's team played two Tests against Kenya in Stellenbosch, winning both.

was the introduction of four teams – the Vodacom Bulls, Emirates Lions, Cell C Sharks and DHL Stormers – into a new cross-hemisphere competition called the Vodacom United Rugby Championship, effectively replacing the old PRO14 and Super Rugby competitions.

This new series kicked off in September and although the local teams struggled at first, they gradually picked up the pace only to have some more COVID disruptions to the schedule break their momentum.

On the local front, the Carling Currie Cup First Division as well as the Women's Premier and First Divisions returned to the calendar, with the Leopards, Border Ladies and Mastercard Golden Lions Women crowned the respective winners, the Lions won the SA Rugby Under-20 Cup, and the

In 2020, our website stats dropped by approximately 30% from the very successful 2019 season, but in 2021, the numbers were up by 115% and even higher than the year before, when the Springboks won the Rugby World Cup.



A big step-up was made in the social media space to promote the Carling Currie Cup.

Vodacom Bulls successfully defended their Carling Currie Cup Premier Division title.

In 2021, the Communications Department issued 554 media releases, which was double the 281 of 2020, but still slightly lower than the 669 (2019) and 706 (2018) that were issued in normal years.

Media events and press conferences in 2020 were still mostly 'virtual', and while media were in attendance during the eight matches of the Castle Lager Lions Series, all interactions building up to the games and after them, were done via Teams.

The massive growth in website usage stats was a firm indicator that supporters were hungry for rugby news. The intrigue and uncertainty around the

With no World Rugby U20 Championship taking place in 2021 due to the pandemic, the Junior Boks hosted a four-team series in June and July, and won all their games, against Uruguay, Georgia and Argentina.





British & Irish Lions' tour, the Springboks' return to the Castle Lager Rugby Championship and the tour in November, as well as the Blitzboks' clean sweep of all tournaments played in 2021, were the major contributing factors to the increase in numbers.

Where springboks.rugby attracted 750,000 unique users in 2020, the number more than doubled to 1,615,000 in 2021, for 2,741,000 user sessions and 3,823,000 page views (up from 1.17 million and 1.7 million respectively in 2020).

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Social media numbers showed the same trends and there was growth across the board, with our main Instagram page (@Bokrugby) making especially large strides with the Boks' return to action a big driving force.

By the end of 2021, @Springboks on Facebook had just over 1.3 million likes / followers, up from 1,29 million at the end of 2020. Page reach was up by 87% to 11,703,735; and page visits increased by 227% to 1,127,125.

On Instagram, our followers on @Bokrugby shot up to 659,089 (102,545 new followers), with curated content around the Springboks a major driving factor. Instagram reach was up by 148% to

On Instagram, our followers on @Bokrugby shot up to 659,089 (102,545 new followers), with curated content around the Springboks a major driving factor. Instagram reach was up by 148% to 3,180,774; and profile visits increased by 299% to 1,852,985.



The Lions were crowned SA Rugby Under-20 Cup champions in 2021.



3,180,774; and profile visits increased by 299% to 1,852,985.

We expanded our offering on Twitter, with accounts created for @Blitzboks, @Womenboks and @CurrieCupOfficial, all of which added great impetus to our digital footprint and in reaching new audiences.

Our main Twitter profile (@Springboks) also showed growth in 2021, and with 13 Tests played, the excitement was clear to see in terms of impressions, which totalled 65 million for 2022.

It was interesting to note that midweek tweets generally fared better than those sent on game days, with the two biggest tweets of the year, measured in impressions, were team announcements (Lukhanyo Am leading the SA 'A' team against the British & Irish Lions with 1.9m, and the Bok team announcement for the first Test against the Lions with 1.75m impressions).

For the Castle Lager Lions Series and the Rugby

Championship, we had the assistance of a digital agency for the creation of engagement posts, and locally we did the same for the Carling Currie Cup.

Four of our six other Twitter handles for different teams and competitions (@Blitzboks, @Juniorboks, @Womenboks and @TheCurrieCup) were active in 2022, but due to no action taking place in the year, @YouthWeeks and @CapeTown7s remained mostly stagnant.

The SA Rugby LinkedIn profile, used mainly for sponsorship and corporate announcements, as well as major news items, was just shy of 10,000 followers.

While there were many challenges during a tough season, the Communications Department worked hard at ensuring messages were relayed and in the end, a semi-normal local season - which was concluded with very few hitches - could be seen as a success, with rugby back in the spotlight for the right reasons.



HUMAN RESOURCES

The Human Resources Department encountered and addressed various challenges in this cycle, while also pro-actively engaged with stakeholders and other departments to improve the workflow and future planning inside the organisation.

LEARNING AND DEVELOPMENT

The Human Resources department supported the Rugby Department in formalising and getting the Elite Coaches Project going.

The project continues to develop elite coaches from all Provincial Unions including SA Rugby and the aims of the project are to:

- » to create an opportunity for promising elite coaches to be exposed to the latest in coaching tendencies and techniques within the HP domain.
- » to establish the standing of the elite coaches amongst the High-Performance rugby coaching fraternity.
- » to create special opportunities for the talented

elite coaches to be exposed to coaching in the High-Performance domain at provincial, national and international level.

- » to establish a pool of elite coaches to be utilized at provincial, national and international level.
- » to develop a sustainable coaching, mentoring and support programme.
- » to meet the transformation imperatives of SARU.

Human Resources supported the project by assisting in a number of ways. An HR process was needed to assess the various coaches and we used a credible industrial psychologist to run the batteries test.

Springbok assistant coach Deon Davids helps Ox Nche with his warm-up routine before a Test.





We started with 101 elite coaches, who reached level three standards and were put through three assessment levels and indicating their motivation, goals and why they wanted to be part of the project. Thirty-two (32) coaches made it to the next assessment and the top 15 were selected for the project following interviews.

A coaching and mentoring development program has been designed for the 15 “Ready Now” coaches which started in January 2022.

BENEFITS

A new pension benefit to contracted workers was also implemented. In the past the benefit applied to permanent employees only, but from a strategic planning perspective, it was felt that contract workers should not be seen as alien to the company.

We engaged the relevant pension fund and different stakeholders in the market and Sports Employers Unite (SEU). Finally, the Rugby Pension Fund approved that contract workers could be part of the Fund, with implementation in 2022.

GOVERNANCE

Employment equity legislation was another area of

activation following a new EE bill presented by the minister of Employment and Labour. This followed the EE commission report showed transformation at senior level did not grow which led to the minister to implement targets in organisations.

SA Rugby were invited to give submissions as part of the Sports, Arts and Culture portfolio to give our counter proposals. That engagement with the Department of Employment and Labour was completed in March when we submitted our final numbers, a year after the process started.

TRAINING

We participated with the Sports CATHSSETA in an exercise where they tried to look at which skills blend were needed in future and submitted the skills needed in our sector, as well as training required and that will be incorporated into a wider skills plan by the CATHSSETA.

Generally training has continued to address employees’ and organisation’s needs. Key focus areas during this period have focused on technological training and we also prioritized Covid 19 mandatory training across SA Rugby.

The Springbok Women's squad after a successful training session.



EMPLOYEE WELLBEING AND WELLNESS

SA Rugby participated in an employee wellbeing and wellness survey, with results overall positive. Mental health was a big issue though and through interaction with staff felt they were struggling with the salary cuts. We focused on that throughout the year up to our annual Wellness Day.

The survey results and focus group sessions also included:

- » CONNECTIVITY – access to Wi-Fi, data and office equipment.
- » COMMUNICATION – better, inclusive and regular communication.
- » CONNECTION – more online connection, checking if employees are okay, technology for brainstorming.
- » ORGANISATIONAL SUPPORT – clarity on job security, direction and leadership, support in managing stress.
- » WORK/LIFE BALANCE – encouraging employees to switch off, balance working hours and workload.
- » WORKING MODEL – making work from home permanent, advise on new work from home trends

COVID-19

In preparation for return to office in November 2021, employees went through a mandatory COVID-19 workshop which was presented by two labour specialists and a medical doctor. The aim of the COVID-19 workshop was to prepare employees on how to handle COVID-19 in the workplace and to educate them on vaccines.

Mandatory COVID policies, including vaccines directives by Department of Labour according to the Occupational Health Act needed to be complied to, which we did and assessed what needed to be done by doing so.

With the new POPIA act in place, HR worked on a project with CRS as our payroll system to be cloud based in order to protect employer data and give them even more protection.

LONG SERVICE AWARDS

These awards are always a good indication on how content employees are, and 15 staff members received these:

- » 5 years – 10 employees
- » 10 years – 4 employees
- » 30 years – 1 employee



springboks.rugby