RFU

ANNUAL REPORT 2024



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OUR PURPOSE

TO ENRICH LIVES, INTRODUCE MORE PEOPLE TO RUGBY UNION, AND DEVELOP THE SPORT FOR FUTURE GENERATIONS



PRESIDENT'S STATEMENT

ROB UDWIN, PRESIDENT

Becoming the President of the RFU is the single greatest honour of my life for which I am most grateful as I follow my excellent predecessor, Rob Briers, into the role.

Rob steered the Union through some significant challenges in rugby with humour, assurance and skill, with his inestimable wife, Anne-Marie, making a formidable team. He has been a great President, and I will do my best to emulate his achievements.

I wish to congratulate Deborah Griffin on her historical election as Senior Vice-President, and Sir Bill Beaumont, one of the great men of the game worldwide, on being elected our Junior Vice-President.

I have many people to thank and great memories on my rugby journey. I was born and brought up in South Africa during the apartheid years, attending Parktown Boys High School where I first learnt to play rugby. I was already a rugby fan, being taken by my father to Ellis Park in Johannesburg to watch Transvaal and the Springboks.



In 1976, aged 17, I was conscripted to the South African army but I gained deferment to come to England to study. Once here, I joined Wasps playing in the lower XVs. I then went to Manchester University where I made so many friends through rugby, many of whom are my friends 45 years later.

Next was Manchester rugby club, a club with a great fixture list. This was the best quality rugby I played, and I am so grateful for the opportunity the club gave me. From there, I returned to London and to Wasps, mostly as a 2nd XV player with aspirations to get into the 1st XV regularly. I loved my time with Wasps but, needing to progress in my career made finding the time for rugby at that level difficult, so I moved to a more junior club.

I spent a season at Hampstead Rugby Club before moving to West London and joining Chiswick, then called Old Meadonians. I played over 200 games for them before hanging up my boots in my mid-30s. I also played for a Sunday team, the Entertainers. Both were great touring clubs, and I had many great experiences, and so many good friends were made. Thank you to both of those clubs.

I was involved with Middlesex County as its Secretary of Discipline where my career as a rugby administrator started. I was honoured to serve Middlesex on the RFU Council and will forever be grateful to the county and its clubs for the opportunities I was given.



Huge thanks are also due to my many colleagues from the RFU Council, Board and Executive for their friendship, counsel, guidance and forbearance over many years. It is entirely thanks to them that I am in the position that I am today. My family's support has also been fundamental. Thanks also must go to my partner, Sarah, for her encouragement and guidance.

As part of the RFU presidential team, I have visited many clubs and met so many energetic, hardworking, and enthusiastic volunteers. The game is built on the bedrock of its incredible volunteers who inspire me every day, thank you.

I plan to kick off a piece of work to revisit our core values of Teamwork, Respect, Enjoyment, Discipline, and Sportsmanship. It's important to make them relevant to young players so they can live these values, and for our sport to be chosen by parents and schools.

I also plan to use my personal story – that of a foreign born, state school educated, political refugee – to demonstrate that rugby is for everyone, regardless of background or origin. Everyone contributes something special whatever role they play.

Over the past year, we have lost some outstanding servants of rugby. Among them were three Past Presidents: Jonathan Dance, Robert Horner and Derek Morgan, who also played for England, as well as Distinguished Members and former England players, Malcolm Duncan, Tony Jorden, and Mike Weston, and former England No 8 Bob Hesford. They and our exceptional England coach, Jack Rowell, together with many others who worked for the good of rugby across the country, are much missed as we endeavour to emulate the values they epitomised.

Those values see us engaged in the greatest sport of them all, one that truly brings people together in common cause, and brings friendship, excitement, happiness and joy to all our lives.



Rob Udwin, President



CHAIR OF THE BOARD

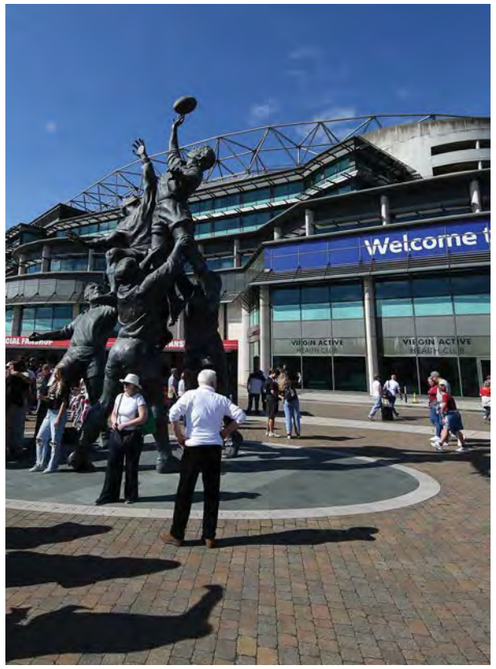
**TOM ILUBE CBE,
CHAIR, RFU**

I would like to thank everyone for their support during the past year. Particular thanks are due to Phil de Glanville for all he has done for our sport over many years as, having completed his time on the Board, he stands down as a Council Member and Professional Game Board Chair. We welcome Wayne Barnes as RFU Senior Men's Professional Rugby Board Representative, Wayne having retired as a world-record referee and having taken charge of the 2023 Rugby World Cup final.

Recognising the privilege and responsibility which comes with serving as Chair, I am mindful of all the hard work from across the game to meet the challenges following the pandemic, with the added cost of living and lifestyle issues we now face. The signs are now very encouraging, but we are all aware that getting players back on the pitches and in our clubhouses would not have happened without a great deal of collaboration and tremendous dedication nationwide. It's important to celebrate this achievement, while acknowledging that, of course, work still needs to be done.

It has been a busy season for the Board with the need to address wide-ranging issues fundamental to the sport's long-term future across both the community and the professional game.

There have been a great many issues to consider and oversee, among them: the Men's Professional Game Partnership, Tier 2, the Global Calendar, and other World Rugby initiatives, Community Game Future, Stadium Masterplan, Digital Transformation, RFU Structure, the RFU's major commercial partnerships, enhancing youth engagement, the women's and girls' game, and Rugby World Cup 25.



The Board also undertook a detailed review of the technology provision for Adult Player Registration, given the impact of this across the game. Alongside these matters, at every Board meeting we continued to examine the RFU's Business Plan and our finances. Only by having tough conversations can we reach agreement regarding changes necessary to secure a sustainable and successful future for both the Union and the wider game.

The Board, now with 12 members in line with the UK Sport's Code for Sports Governance, and its subcommittees, have held no fewer than 40 meetings across the year, in addition to several ad hoc Board calls. I would like to thank everyone for their continuing dedication on behalf of the game.

It is always good to see the community game in action. Before the May Board meeting, we were hosted at Bishop Auckland Rugby Club with a particular focus on women's and girls' rugby and Rugby World Cup 25 Impact work. We engaged with many people at the club and from across the region to discuss their views and concerns and offer feedback. Board and Executive members took many of the points raised back with them, as well as seeing first-hand the tremendous enthusiasm and passion for our sport epitomised by the Bishop Auckland Club and wider community.

I would very much like to thank our Chief Operations Officer & Chief Financial Officer Sue Day for her exceptional contribution to rugby as she takes up a well-deserved role as the FA's Director of Women's Football. The RFU Group Annual Report and Accounts approval also merits thanks to Sarah Williams and the Finance team as well as the Audit and Risk Committee Chair Polly Williams, and members Stephen Pearson, Tim Miller, Philip Johnson and James Cook.

Following ratification at the last Annual General Meeting, the Board welcomed the appointments of Auriol Stevens as an Independent Non-Executive Director, and Commander Kirsty Marlor as a Council Elected Director. I am pleased to say that we have a 50:50 men/women representation on the Board.

The Board also approved the appointment of Dick Tyler as one of the RFU's representatives to Rugby Europe, with Steve Grainger as the other. Dick replaces Rob Udwin, who stepped down from this role ahead of becoming the RFU's Senior Vice-President for the 2023/24 season.

Over the past year, I have been impressed by the way Council, Board, Executive, professional staff, and our nationwide army of volunteers have continued to work together on behalf of the game. Council's valuable work continues to benefit our sport. And I am most grateful that our regular engagement with the Government has brought generous help, including in our hosting of the Women's Rugby World Cup and the '25 Impact programme.

We are fortunate that our Board is diverse in its experience and skillsets and, while half are Council members, with our Executive Director members and Independent Non-Executive members the Board offers outstanding experience from across rugby in both the community and professional game.

As we continue to work together, and with a new and transformational Men's Professional Game Partnership agreed, I strongly believe that our sport is in safe hands for a busy and exciting time ahead.



Tom Ilube CBE, Chair



STRATEGIC REPORT

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STRATEGY

The RFU Strategy can be found here. Our strategy now defines the Core activities, split into three areas, and the eight strategic objectives, outlined below.

CORE ACTIVITIES

OUR CORE ACTIVITIES FORM THE BACKBONE OF OUR ORGANISATION'S OPERATIONS AND SERVICES TO THE GAME

CORE RUGBY ACTIVITY

- Govern the rules and regulations of rugby on and off the field
- Set the competition framework
- Set the coaching and refereeing qualification framework
- Run, coach and fund the men's and women's England XV teams
- Ensure safeguarding, welfare, anti-doping, and discipline compliance

CORE COMMERCIAL ACTIVITY

- Deliver sponsorship and broadcast deals, and manage commercial partnerships
- Put on rugby events and sell tickets, memberships and hospitality
- Operate the stadium in a safe and cost effective way

RUNNING THE BUSINESS

- Comply with the legal and statutory requirements for Finance, Legal, Technology, HR, Stadium, and Health and Safety
- Maintain all physical and technology assets
- Maintain core people and finance requirements including compliance with financial sustainability metrics

OUR STRATEGIC OBJECTIVES

OUR STRATEGIC ACTIVITIES ARE THE PLACES WHERE WE CHOOSE TO SPEND OUR TIME AND MONEY, IN ADDITION TO OUR CORE ACTIVITIES, IN ORDER TO DELIVER OUR PURPOSE, VISION AND MISSION.

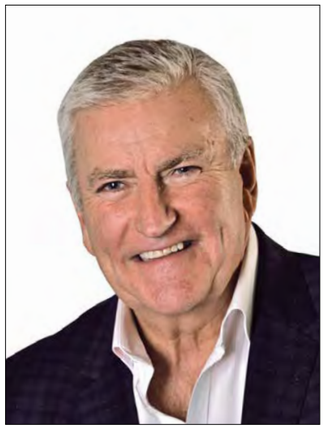
GAME OBJECTIVES

ENJOYMENT	Enable positive player experiences on and off the field
WINNING ENGLAND	Create the best possible high-performance system for England Rugby
WELFARE	Enhance player welfare to protect and support the wellbeing of players
FLOURISHING RUGBY COMMUNITIES	Support clubs to sustain and grow themselves and to reflect society

DRIVING OBJECTIVES

DIVERSITY & INCLUSION	Drive rugby union in England to reflect the diversity of society
UNDERSTAND	Build a deep understanding of players, volunteers and fans to shape the future of the game
CONNECT	Connect with and grow the rugby community and create exceptional experiences
COMMERCIAL AND OPERATIONAL EXCELLENCE	Ensure a sustainable and efficient business model delivered by an inspired workforce





CEO'S REVIEW OF THE YEAR

BILL SWEENEY, CEO

Emerging from post-covid challenges, we are entering into a period of significant transformation with a great deal to be positive about. The RFU ended the year in a stable and strong financial position as we continue to drive revenue growth and cost management.

We are well under the previously projected level of loss in what is always a loss-making year in our four-year financial cycle due to our match profile and Men's Rugby World Cup costs. We remain in a strong cash position, due to the funds from the CVC agreement, and low capital spending, and continue to have no debt drawn down. We have also announced the next step in our partnership with one of the world's leading insurers, Allianz, who have extended their support for rugby with a significant, long-term investment in the game.

The partnership will be transformative, not only to the elite men's and women's teams but also aims to have a positive impact on community clubs around the country. As part of this agreement, the Home of England Rugby, Twickenham, became Allianz Stadium in September, the stadium sponsorship being the eighth of its kind for Allianz.

There is much to celebrate, not least the positive impact of the tackle height changes in the community game where we took a brave and important leadership role. Everyone was supported in preparing for and implementing the change. Analysis has shown subsequent reductions in tackles made above the base of the sternum, no decline in player numbers, and no increase in yellow and red cards. Players reported feeling safer playing rugby during the season.

The Future Competition Structure work saw men's league structures reduce travel demands, the points difference also suggesting it resulted in more competitive, enjoyable matches. More teams played in more RFU leagues achieving a 10-year high, with very encouraging improved completion rates for both men's and women's leagues and merit leagues.

There were more matches in The Papa Johns Community Cup competition's second year of season end competitive opportunities. While not without challenges, an increase in the number of fixtures completed provides a great platform to build on this national competition for the community game.

Player numbers appear to have now stabilised. Sport England's Active Lives data show that prior to covid, the 2018/19 figure for over 16s was 196.3k. Inevitably, we slumped during covid, recovering to 157.2k in 2021/22, and recent statistics show us back at 183.7k – a massive testament to all of the work that everyone has put in to proactively manage and influence participation rates. These statistics are also backed up by first-hand experience when visiting and talking to the grassroots game. Adult women figures remain flat year on year, while we are seeing renewed growth in the pre-teens and teens.

Our Community Game Future Project has Council approval on the 15 key priorities for investment and prioritisation based on extensive engagement with the game over 20 months. A four-year budget sees the first time we have committed to multi-year investment in the community game against a prioritised roadmap for the longer term.



Following the success of age grade registration, with boys' registrations growing by 16% or 8,500 to 155,298 and girls by 10% or 2,000 to 22,789, we are rolling out adult player registration. This will benefit the whole rugby community and bring us in line with most other Unions and sports. Better data will bring better information from which we can make better decisions.

RED ROSES AND RUGBY WORLD CUP 2025

As we look forward to hosting the women's 2025 Rugby World Cup around the nation, the Impact '25 legacy programme that we are delivering with the Government, Sport England and UK Sport has already seen £12.13m committed in England and the home unions, creating more rugby opportunities for women and girls.

The programme will see improvements in facilities, greater opportunities for females at all levels, and support offered to clubs across four key pillars: Facility Development, Coaches and Match Officials, Playing and Volunteering, and Community and Fan Engagement. Over £3 million has been invested in 655 clubs nationwide so far, with over 1,200 female coaches and match officials supported with their development. In addition, 348 clubs have received grants to start U12s activity to bring more girls into rugby clubs.

They will be inspired by the ongoing success of our Red Roses. Our new head coach, John Mitchell, led England Women to victory in the inaugural WXV in New Zealand and secured a third Grand Slam in a row. Broadcast figures showed the Women's Six Nations Grand Slam match in France was the most watched sports coverage of the weekend, a tremendous achievement against Premier League football and World Cup Snooker. France was the last team to beat the Red Roses in the Six Nations back in 2018 with England Women winning 12 consecutive fixtures against them since.

We have now also launched standalone Red Roses social channels and won the Sports Industry award for the event of year for the record 58,000 attendance Grand Slam match at Twickenham last season, backed up with 46,000 attending the match against Ireland in the Women's Six Nations. Premiership Women's Rugby's inaugural season saw an increased fan following across all channels and broadcasts. With the upcoming World Cup and the considerable Impact legacy work, this will create a historic step change in the growth and direction of women's rugby.



BRONZE FOR ENGLAND MEN

For our men, Steve Borthwick took England to third place in the 2023 Rugby World Cup in France, narrowly missing second place in the 2024 Six Nations. We had full houses at our two home matches and performed brilliantly against Ireland and France in the final two games. The squad's first ever match against the Brave Blossoms in Tokyo brought victory, and two demanding Tests in Dunedin and Auckland in July saw frustratingly narrow losses as Steve and the coaching team put us firmly back on the map of the world's best teams. The players gained valuable experience before a challenging autumn scheduled against New Zealand, Australia, South Africa, and Japan.



In South Africa, our U20 Men achieved an outstanding 2024 U20s Rugby World Final victory over France to win the title for the first time in eight years. This is testament to the excellent work of both Mark Mapletoft and his coaching team, and our Executive Director of Performance Rugby, Conor O'Shea, and the performance team in rebuilding and restoring our men's high-performance pipeline over the past five years. The new Six Nations Women's Summer Series in Italy, for predominantly U20s, also gave development opportunities for our younger women players.

NEW MEN'S PROFESSIONAL GAME PARTNERSHIP

After 18 months' collaboration, the RFU Board and Council, PRL, Premiership clubs, and the RPA co-created a new Men's Professional Game Partnership, transformational for the men's professional game with a long-term positive impact for community rugby. World-beating English teams, thriving professional leagues, and a fully optimised system in partnership with players will encourage more people to watch and take part in our sport, and improve broadcast and partnership deals to fund wider game programmes.

It will greatly improve our men's performance system and deliver better access and control of top players. An improved England men's performance pathway will see a new academy structure with a defined three-phased approach and reduced travel for young players. Each academy will also have at least two state school or college partnerships.

A new aligned governance structure will reduce conflict, increase partnership, and improve decision making, while the new funding agreement and financial monitoring structures will stabilise the league and safeguard the RFU's financial position to ensure we can continue to invest in the community game.

The Gallagher Premiership Rugby Final saw the fastest sell-out ever for the season finale, fans enjoying a hard-fought encounter as Northampton Saints beat Bath to take the title for the first time in ten years.

Average match attendances had grown across the league, alongside live viewing audiences. Some senior England players announced their retirement from the International game after the 2023 Rugby World Cup having given tremendous service, but the Premiership continues to grow and help develop new players to come through and play for England.

It was not only players retiring from the international stage. Having refereed the Rugby World Cup final in Paris, Wayne Barnes, the world's most experienced referee, bowed out after the last of his 111 Tests.



Over almost three decades of refereeing, starting as a teenager, Wayne became one of the greatest referees of all time and we are fortunate that, with his knowledge of the professional game and his legal background, he has joined the RFU Board.

Player welfare remains a priority as we continue to work with World Rugby, Premiership Rugby Ltd and PWR - in developing and analysing the Head Acceleration Event dataset collected from smart mouthguards provided to selected PRL and PWR teams for 2023-24. The Advanced Health Brain clinic has now seen and assessed some 200 retired elite players in midlife with concerns about their brain health.



MAKING RUGBY MORE ENGAGING

Our Digital Transformation Programme has begun to introduce new capabilities in terms of people, ways of working, and new technology. This will enable us to connect and make rugby more engaging for people who play, administer, officiate, and support the game.

From an exposure of the sport to existing and new audiences' perspective, we achieved over 919m digital engagements this season across our website, social media channels and email. That represents a 62% increase on last season. Meanwhile, our social media followers across all our channels have now surpassed five million.

Inclusivity is critical to building a successful and thriving game. The emphasis we've placed on inclusion to lay down solid foundations for ensuring people's experiences of the game is positive and is yielding results. This season, we published our first **I&D impact report** on progress made in the community game since our action plan launched in 2021. It showed positive gains: in diversifying participants; in changing perceptions and in promoting different stories. Together staff and Board working in collaboration with our partners leading and driving rugby forward.

It is hugely informative and enjoyable to be out around the country gaining insights from a great deal of useful discussions with a cross section of our game, and every time I look forward to visits with clubs in the grassroots game. Over the season, together with Steve Grainger and members of our Board and Executive team, we have been on the road having valuable engagement with all our Constituent Bodies. I very much look forward to renewing those relationships in the coming season, formalising this into our normal way of operating and interacting with the community game.

Although there is always more to do, and we have much to do regarding revenue growth and cost management, it is important to reflect on our good work to future-proof our game across inclusion and our key initiatives of Digital Transformation and the Community Game Future Project.

For this financial year, we are on track to achieve or surpass many of our critical and important targets across our key pillars of: England Performance, Sustaining the Men's and Boys' Game, Revenue Growth & Cost Control, England Rugby Engagement, and Red Roses Ticket Sales.





Over the past six years Sue Day, our Chief Operations Officer & Chief Financial Officer, has driven financial stability for the whole game and is due our sincere thanks as she moves on to serve the Football Association.

Significant work has taken place to grow the women's and girls' game and to increase our direct relationships with our audiences, placing us in a solid position to continue this growth into the next financial year.

With The Home of England Rugby now the Allianz Stadium, the England men's team and Premiership clubs now working together through the Professional Game Partnership, the community game showing positive developments, digital transformation becoming a reality, and a home Rugby World Cup 2025 for the Red Roses, the building blocks are in place for an exciting year ahead.

I am grateful for everyone's hard work and support in achieving our objectives together.

Bill Sweeney, CEO

30 October 2024

PERFORMANCE AGAINST OUR STRATEGIC PLAN

CORE OBJECTIVES

This year, we achieved our underlying profit/loss target. However, in a challenging economic environment we narrowly missed our total revenue target.

The England women's team met the target of being ranked #1 in the world, with an unbeaten 2023/24 season under John Mitchell's leadership. The England men's team has shown huge progress under Steve Borthwick's stewardship in his first full season as head coach, with notable performances against strong opposition in the Six Nations and tightly fought contests in New Zealand.

GAME OBJECTIVES – ENJOYMENT

We regularly survey our players to understand the levels of enjoyment within the game. This season, satisfaction levels were equal with last season at 74% in the adult game and 78% in the age-grade game.

Efforts to sustain the men's game resulted in a 13% increase year-on-year in U16-U18 registrations and surpassed the target number of games played by adult male target teams. This, alongside national match completion rates of 93% (RFU leagues) and 72% (merit tables), has meant a very positive year for adult male rugby.

In the women's and girls' game, there was an increase of 9% in age-grade girls' registrations and a 5% increase in adult women active registrations. Targeted activity that took place this year is expected to boost registrations into the 2024/25 season.

The introduction of adult player registration in 2024/25 will further support our objectives of sustaining the men's game and growing the women's and girls' game, as well as providing us with a more direct relationship with players to help improve their enjoyment of the game.

GAME OBJECTIVES – WINNING ENGLAND

The Red Roses exceeded their target in achieving a 100% win rate in the year and were ranked world #1.

The England Senior Men's team had a win rate of 65% this year, which does not include the two summer matches against New Zealand in July.

The new Men's Professional Game Partnership, starting in 2024/25, aims to deliver a high-performance system to maintain a competitive Premiership and enhanced management of the core EPS players for England teams to create sustained success.

GAME OBJECTIVES – FLOURISHING RUGBY COMMUNITIES

This year, volunteer satisfaction levels were at 72% and club health at 64%, with both showing small increases from last year.

Our flourishing rugby communities index is a combination of behavioural and attitudinal data about how clubs are supporting volunteers, teams and leagues.

DRIVING OBJECTIVES – INCLUSION AND DIVERSITY

We are committed to doing everything we can to ensure rugby is inclusive for all.

This year we increased fan diversity from underrepresented groups, with a notable 4% point increase in fans from lower socio-economic backgrounds. We also regularly survey those within the community game to understand more about their experiences of rugby. Most participants this year agreed that rugby union in England is inclusive for them personally with a NET agreement of 75%. NET agreement is calculated as the % agree less the % disagree. There was also a NET agreement of 40% that rugby union in England is inclusive for all, which is up by 6% points on last year.

DRIVING OBJECTIVES – UNDERSTAND AND CONNECT

Engagement with England Rugby content saw continued exponential year-on-year growth with 938m interactions primarily driven by social media. New dedicated Red Roses social media channels have amassed a total of c.38,300 followers this year, providing greater opportunities for fans to interact and stay up to date with the team.

Our digital strategy saw 13% growth in our database as we continue to improve our data-capture capabilities and increase our direct relationships with players and fans.

The England Rugby brand reputation metric, using YouGov's Sports Index tracker, currently stands at a net score of 24 amongst the adult population of England that are aware of England Rugby. YouGov's respondents have the option to say they perceive the England brand to be prestigious, not prestigious, or they can give a neutral response. The net score is calculated by taking the negative responses away from the positive responses. We have also observed a three-year peak when looking at YouGov's Buzz metric for England Rugby. This metric tracks if people have heard something positive or negative about a brand. This shows that people are generally hearing more positivity around the England Rugby brand than they have in previous years.

DRIVING OBJECTIVES – ORGANISATIONAL EXCELLENCE

Ticket sales for the Red Roses exceeded the target set, with a record-breaking crowd away from Allianz Stadium of 19,705 at Ashton Gate against Wales. The Red Roses match at Twickenham saw another impressive attendance of 48,786 for the match against Ireland.

We regularly survey RFU employees to ensure they continue to be motivated and engaged with the organisation and the work that they do. This year, our Employee Engagement Index was in line with our target, achieving an average score of 79% and remaining well above national benchmarks.

We continue to measure our progress through our Strategic Targets, tracked quarterly by the Board and executive team. These align with our core values and strategic objectives.

RISK MANAGEMENT AND INTERNAL CONTROL



Risk Management processes are vital to the ongoing successful operation of the RFU.

The RFU Risk Management Framework is available on our website here.

Significant and substantial risks across the RFU are continuously monitored and the following are the key strategic risks that are reported to the Board on a regular basis:

PLAYER WELFARE

Player welfare is a priority for the RFU and for rugby stakeholders across the game, from World Rugby to constituent bodies, clubs and parents. This includes injury due to the physical nature of the game.

We have introduced regulation covering pitch side, first aid provision in all age grade and adult community rugby.

Head impact prevention is a priority for both the professional and community game, with significant investment into research, surveillance, education, and communication at all levels to minimise the risk of occurrence. This investment also ensures correct protocols and treatments are in place to reduce impact and long-term injury. Ongoing engagement with external stakeholders, including World Rugby, ensures consistent and timely communication, and to improve the interface with health and education sectors.

The RFU is working closely with clubs and players to ensure best support in cases of player injury. And it is working with its insurers and insurance brokers, to respond to ongoing claims arising against the RFU, WRU and other bodies.



SAFEGUARDING

Safeguarding continues to be a priority for the RFU, with policies, procedures, and education regularly reviewed and refreshed.

Safeguarding structures are in place across Constituent Bodies (CBs), professional clubs/academies, and enhanced PRL safeguarding function. Further details on the continued efforts of safeguarding at the RFU can be found here.

PARTICIPATION

Despite a year-on-year increase in age grade player registrations, insights highlight the risk of a decline in popularity of rugby for young people, which is driven by several societal factors. This downturn could negatively impact the future of the game, including player numbers, volunteers, coaches, match officials, and the sustainability of local clubs. The emerging Youth Strategy aims to drive engagement through the Digital Transformation project.

Age grade girls' game participation not meeting projected levels highlights a risk of growth in the women and girls' game. Targeted activity to help the sustainable growth has been initiated and further planned for FY24/25 including a Rugby World Cup Impact campaign that will provide substantial improvements in facilities and greater opportunities for females at all levels of the game in England.

OPERATING THE STADIUM

Revenues derived from events at the Stadium are a significant revenue stream for the Organisation.

Substantial risks regarding fire safety, stadium maintenance, and terrorism may impact the ability of the stadium to operate. These risks are actively mitigated through a series of activities driven through the Health & Safety Lead within Venue Operations, including:

i. revision and implementation of fire safety strategy and risk assessments;

ii. retention of British Safety Council 5 Star Occupational Health & Safety Audit status;

iii. review and improvement of Business Continuity processes;

iv. maintenance of a statutory compliance tracker monitored by Exec and Board;

v. mandatory training for all employees.

FINANCIAL STABILITY

Revenue streams, such as ticketing, broadcast and commercial partnerships, continue to be a challenge. Management continues to work with related parties to ensure all revenue opportunities are explored for the game, as well as maintaining a tight control over costs.

The identified decrease in youth participation and engagement poses a risk to long-term revenue generation. Significant work to understand and address this area is ongoing.

Over a four-year international rugby cycle, the RFU seeks to broadly match its annual investments into rugby to its net operating incomes after debt service and retention of reserves for longer-term investment into rugby infrastructure. Alongside this, the RFU seeks to broadly fund long-term capital investment for the future of rugby from long-term debt, debentures or equity.

CYBER SECURITY AND DATA

As a well-recognised brand and governing body, there are significant risks relating to cyber security and data privacy.

The risk of malicious attacks, including phishing emails, database security, impact on data protection, and potential business disruption is actively managed and tested to reduce potential impact.

KEY DECISIONS

KEY DECISIONS – SECTION 172 STATEMENT

The Directors have sought, collectively and individually, to conduct themselves in accordance with the RFU's Core Values and more generally with the highest ethical standards.

These behaviours are considered central to promoting the success of the RFU. Although the RFU is a Registered Society under the Co-operative and Community Benefits Society Act rather than a limited company, the RFU's Rules make clear that the Directors owe the same fiduciary duties as if the RFU were a private limited company. As such, the Board has regard to the matters set out in section 172(1) (a-f) of the UK Companies Act 2006. Examples of how the Directors have had regard to each of these matters is set out below, with reference to information found elsewhere in this Strategic report.

The Council also makes decisions on behalf of the RFU under its powers, covering making of policy and regulation relating to the game to appointments of individuals. While Council Members voice the views of their constituents in discussions, when making decisions the Council acts in the best interests of the game as a whole.

MAKING DECISIONS IN THE LONG-TERM

One element of the purpose of the RFU set out in its current strategy is to "develop the sport for future generations."

As such, the long-term consequences of decisions are central to decision-making by the Board. This is supported by long term financial modelling, monitored through a dedicated Board Finance Review Group whose responsibilities include determining the long-term financial forecasts. This has enabled, for example, the decisions of the Board and Council to enter into the long-term Men's Professional Game Partnership with Premiership Rugby Limited and the Premiership Clubs. The Board also continues to invest the Strategic Growth Fund, established using the proceeds of CVC Capital Partners' investment into the Six Nations. This is used among other things to invest in rugby's future, including revenue generating projects. The Board continues to ensure that the Strategic Growth Fund is only used to fund such investment projects. In season 2023/24, this included the approval of investment into the Stadium Masterplanning project to secure the future of Allianz Stadium, the RFU's premier revenue generating asset and funding for the Community Game of the Future.

COMMUNITY AND ENVIRONMENT

The community game is central to rugby union in England and forms a significant part of decision-making and discussion at Board and at Council. In particular, during season 2023/24, the Board and Council spent significant time discussing and determining the priority areas for the long-term Community Game Future project.

The Board is also supported by the Community Game Board, whose focus is adult and age grade rugby. The Board and the Council consider the impact on rugby and the communities in which it is played, especially the volunteer base. Among other things, the Community Game Board has monitored the implementation of the lower tackle height in the community game.

The RFU and its group undertakes a number of initiatives to make the organisation, including Allianz Stadium and the wider game, more sustainable. For further information on this, please refer to the Sustainability section within the Strategic Report.

CONSIDERING EMPLOYEES

Directors maintain a close regard for the interests of the RFU's employees by spending time meeting with senior employees to understand and discuss their areas of responsibility.

This also forms part of the induction process for new members of the Board and Council. The RFU also undertakes regular employee surveys, and the results of these are reported to the Board.

FOSTERING RELATIONSHIPS WITH SUPPLIERS, CUSTOMERS AND STAKEHOLDERS

As with other sports, rugby has a complex network of stakeholders. The Board is very conscious of the importance of developing and maintaining relationships with stakeholder groups.

Within rugby, these include players, volunteers, clubs, referee societies, Constituent Bodies, and other unions or rugby bodies. Outside rugby, these include government (DCMS and other parts of government), Sport England and UK Sport, and the community local to Allianz Stadium. As the Stadium Masterplanning project develops, relationships with the local Council and local community will become increasingly important to maintain.

The Board holds one meeting per season away from Twickenham and uses that occasion to engage with the local rugby community. This year, the meeting was held in Darlington, with time spent at Bishop Auckland RFC with local clubs.

The Council is made up primarily of representatives from different stakeholders within the game and provides a direct means through which those stakeholders can advise the Board. The largest group of the Board is from the Council which helps ensure that the voice of the game is heard within Board discussions and decisions.

MAINTAINING A REPUTATION FOR HIGH STANDARDS OF CONDUCT

The RFU's Core Values place high importance on standards of conduct, and the Board and Council seek to live those values.

The Board aspires to the highest ethical standards in its management of the organisation. Members of the Board and Council are subject to a Code of Conduct (among other policies).

ACTING FAIRLY BETWEEN MEMBERS

The RFU's members are predominantly its member clubs, referee societies and Constituent Bodies.

The Board is always aware of the importance of acting fairly between the stakeholders, which is considered whenever a decision is being made that affects one or more of the stakeholders, such as financial support for the game.

The Council is similarly aware of this need when making regulations for the game. The Board and Council, both directly and through committees and sub-committees, engage with stakeholders to ensure that it is aware of their views and to assist it in complying with its duty to act fairly between them.



INCLUSION AND DIVERSITY

INCLUSIVITY IS CRITICAL TO OUR PURPOSE AND RUNS THROUGH OUR VALUES, BOTH FOR THOSE WHO ALREADY ENJOY OUR GAME AND THOSE WE WANT TO ATTRACT. BEING MORE INCLUSIVE WILL FOSTER DIVERSITY AND HELP RUGBY UNION TO THRIVE IN ENGLAND.



We are now halfway through our action plan and we published a Mid-Term Impact Report in February, reflecting on the programmes made since it launched in Summer 2021. We have been focusing on four strategic pillars each with specific outcomes: fans, followers & commercial partners; game play; employees & Board; and Game Leadership.

Employees & Board – Our Employees and the Board have been supported with varied opportunities to learn and understand different themes of Inclusion & Diversity. From speaker panels on intersectionality, to Active Bystander Training, and workshops on faith-based discrimination, RFU employees have benefited from these chances to upskill themselves. We have also grown our Employee Networks, with more groups to support colleagues – Women, Ethnically Diverse, Mental Health, Parents & Carers, Enabled and LGBTQ+. Our annual I&D staff engagement survey is now in its third year, measuring inclusivity and sentiment, providing a basis from which to address issues and build a more inclusive culture.

Fans, Followers & Partners – This season, partners have been engaged directly with the I&D team through workshops and regular meetings to discuss alignment of values and collaborative inclusion and diversity opportunities. Records have been broken with Red Roses ticket sales over the 2023/24 season, with over 18,000 tickets sold for the fixture at Ashton Gate.

We are actively working to increase fan interest share among diverse audiences and the Rugby World Cup in 2025 will enhance fan interest in the women's game.

Game Play – We aim to improve inclusivity, increase access for underrepresented groups and will not tolerate discrimination. This is done through programmes such as Rugby United, partnerships including with the Women's Institute, and place-based projects introducing rugby to new audiences in areas such as the Wirral, London, Birmingham, Leeds and Nottingham. We have also seen good growth numbers across coaching and match officials, with over 350 females signing up to do courses in 2023/24.

Game Leadership – This season, the Inclusive Leadership Delivery Group were recruited to continue the work done across Council which began in 2020. The group of volunteers will be working with CBs and Council, with focus areas of sustainability, representation and game support. At the start of the season, an Inclusion & Diversity Toolkit for CBs and Clubs was released which we will continue to update to support our game-wide volunteers.

Rugby Black List – The RFU have supported the planning and delivery of the second Rugby Black List Awards in April 2024, celebrating the achievements of the Black rugby community on and off the pitch.

Other Key Work – In addition to the four key work pillars, we have gathered insight from the game, with our community and elite game Inclusion & Diversity survey both running in 2023/24. Data from last year's elite game survey helped shape the bespoke I&D training that we have delivered to over 2000 individuals in Premiership and Premiership Women's Rugby teams across the season, as well as providing helpful insight to share with senior leaders from the clubs at the first Leadership Forum, held at Twickenham in March 2024.



Education and Discipline – We have collaborated with the Discipline Team to have Active Bystander Training delivered proactively so that those responding to community clubs' discrimination cases are upskilled and educated appropriately. This training has also been delivered proactively to the England Men and Red Roses, U18 and U20 Red Roses teams.

Inclusivity is critical to our purpose, and we are determined to keep making improvements to ensure inclusivity fosters diversity and helps Rugby Union thrive in England.





ENVIRONMENTAL IMPACT

WHILE A LOT OF ENERGY USE IS INVOLVED, ALLIANZ STADIUM HAS REDUCED ELECTRICAL CONSUMPTION BY A FURTHER 576MWH IN YEAR AGAINST 2022/23 AND 27.25% AGAINST THE 2018 BASELINE WHEN THE EAST STAND WAS COMMISSIONED. GAS CONSUMPTION WAS ALSO REDUCED BY 1,225MWH IN YEAR AGAINST 2022/23. ALL ELECTRIC FORKLIFTS ARE UTILISED AT THE STADIUM AND A FLEET OF ELECTRIC SHUTTLE BUSES TRANSPORT FANS TO AND FROM MAJOR MATCHES.

With BS20121 Event Sustainability Accreditation, ISO 14001 accreditation and Green Tourism silver accreditation, the stadium operates a zero waste to landfill policy. Stadium waste is either recycled or energy recovery is performed, to remove the CO2 emission, and 28.2 tonnes of glass is sent for recycling.

Reusable eco cups have been replaced by Lyfecycle self-destructing cups which will self-destruct, if in landfill, within two years, leaving no micro plastics or toxins behind.

All carbon emission generated from food menus are measured, with 95% of food prepared and cooked onsite. All meat and fish are sourced ethically and from the UK where possible, with 70% of fruit and vegetables sourced from the UK.

Beef production is considered bad for the environment as it requires more land than other protein to produce and cattle create gas emissions, water pollution and contributes to soil degradation and deforestation. When beef is used, it is entirely outdoor reared British grassfed beef, and a target has been set to reduce the stadium's use of beef by 50% by the end of 2025. All fish is MSC grades 1-3, and high welfare British poultry and pork and free-range eggs are used as standard.

There has been a 40% reduction in dairy in the past 12 months and all menus are served with at least two vegetable portions; all are offered with a suitable plant-based alternative. Allianz Stadium's aim is to have 25% of concourse food as plant-based on match days and all conference and events menus will have a minimum of 50% of plant-based options.

A circular food waste strategy maximises every ingredient, reduces food miles and tracks the source, and any left-over foods are regularly donated to Olio, City Harvest and The Felix Project, surplus food redistribution charities.

ENVIRONMENTAL DISCLOSURES

We are doing everything we can to reduce our environmental impact. The programme of system automisation has continued this year with the lighting in all primary areas of the stadium now sensor controlled. The LED lighting replacement programme has continued, and is now at 75%. All main air handling units now have variable speed drives which save electricity. We are operating lower boiler temperature regime to reduce gas consumption whilst still maintaining environmental and water management requirements. A Combined Heat and Power (CHP) boiler which reduces carbon emissions by up to 30% has helped to generate around £100k of electricity as well as producing hot water for all East Stand activities, thereby reducing costs. The South Stand Chiller programming has been minimised to meet the base Hotel and Gym requirements.

We are doing everything we can within our current knowledge of what's possible, future approaches and innovations in sustainability are always under consideration and are adopted appropriately. There is always more to do on the environment.

ENVIRONMENTAL DISCLOSURES FINANCIAL REVIEW ENERGY USAGE

		2024			2023		
		Units	$KgCO_2e$	% of total	Units	$KgCO_2e$	% of total
Gas	**kWh**	12,551,222	2,547,483	43.54	13,608,723	2,762,121	45.26
Electricity	**kWh**	12,258,844	2,602,920	44.49	12,833,526	2,724,942	44.65
Cars	**miles**	2,147,682	649,264	11.10	1,885,387	569,970	9.34
Water	**m^3**	86,564	36,441	0.62	77,542	32,643	0.53
Waste	**kg**	745,687	14,537	0.25	702,701	13,699	0.22
			5,850,645	**100.00**		**6,103,375**	**100.00**





SUE DAY, COO/CFO

INTRODUCTION

We are in a strong financial position in the short term, with good cash reserves and no bank debt, but there has been a strong focus this year on long term cost reduction and long term revenue growth in order to close the ongoing operating deficit challenge that I flagged in this report last year. There has also been a strong focus on whole system transformation projects, many of which are described in Bill's report.

In combination, these projects will be critical to supporting the whole of the rugby system in this country to return to long-term financial sustainability. Those projects include:

- **the men's Professional Game Partnership (PGP), securing the future of the men's professional game;**
- **the Community Game Future (CGF) project, securing that of the community game;**
- **the implementation of Premiership Women's Rugby, securing the future of the women's professional game.**

And on the revenue side, we continue to safeguard future revenues by investing in the Strategic Growth Fund projects that have been identified we described last year. These are progressing as intended and will be much needed as, like all leisure businesses, we continue to feel pressure across all our major revenue streams. They are:

- **digital transformation**
- **commercialisation of the women and girls' game, and**
- **master-planning for the redevelopment of the stadium.**

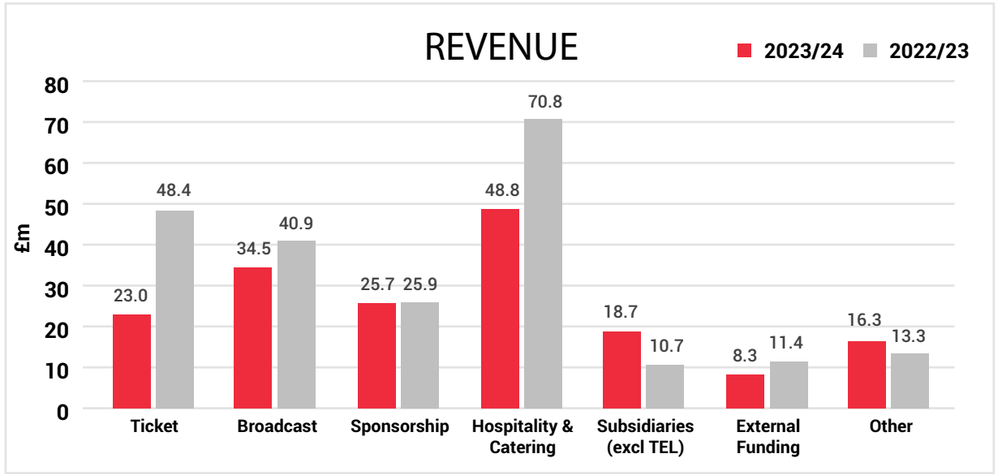


From a cost perspective, we have made significant budgeting reductions, including difficult decisions around reducing the size and transforming the shape of the organisation. Those decisions have been challenging to make but will set the organisation up in the right way to be able to serve the game for the long term, in the light of the evolving requirements coming from both the professional and the community game.

PRIOR YEAR COMPARISON

Match profile has a significant impact when comparing our year-on-year financial performance. As 2023/24 is a Men's Rugby World Cup year, we are unable to host four home Men's Autumn Internationals at Twickenham (which was the case in 2022/23), with these replaced by two Rugby World Cup warm up fixtures against Wales and Fiji respectively. In addition, 2023/24 saw one less home Six Nations fixture than the previous season. Hosting Men's Internationals at Allianz Stadium still remains the Union's key revenue driver, and much of the year-on-year movement from £221.4m to £175.2m is attributed to hosting three fewer Men's fixtures.

REVENUE



The reduction in ticket income (£23.0m vs £48.4m) and hospitality and catering income (£48.8m vs £70.8m) are both driven by that lower number of Men's home games (four in 2023/24 vs seven in 2022/23).

The year-on-year reduction in broadcast revenues (£34.5m vs £40.9m) is predominantly driven by the two Rugby World Cup warms ups attracting a smaller fee from broadcasters than the four home Autumn Internationals the previous year.

Sponsorship revenue is largely flat year on year (£25.7m vs £25.9m) as partnerships terms are typically 3-4 years and are broadly unaffected by match profile.

The increase in Income from subsidiaries (£18.7m vs £10.7m) is driven by increased income in England Rugby Travel who benefitted from fans travelling with them as the trusted provider for trips to the Men's Rugby World Cup. This increased revenue will return back to 'normal' levels next year, and also comes with a significant increase in cost of sale and overhead within England Rugby Travel, as noted below.

External funding amounted to £8.3m, a reduction on 22/23 (£11.4m) due to the completion of the Governance & Business Transformation project and the fact that we receive lower amounts of World Rugby funding for the Men's Rugby World Cup in the final year of the cycle. The details of our external funding that comes from Sport England is presented below. It continues to be a key income stream, for which we remain deeply grateful, and supports our investment level in the Community game.

	2023/24	2022/23
Total Sport England Income	**6.2**	**8.6**
Schools & Universities	**0.7**	**0.6**
Club/CB/Local Authorities support	**0.8**	**1.4**
Women's & Girls including talent development	**0.8**	**0.7**
Coach & MO development & training	**0.1**	**0.2**
Rugby World Cup25 impact	**3.6**	**3.2**
Governance & Business Transformation	**0.1**	**2.3**
Commonwealth Games	**0.1**	**0.2**
Total Spend	**6.2**	**8.6**

There has been an increase on our other revenues, which includes stadium hires, retail, merchandise, First XV memberships, (£16.5m in 23/24 vs £13.3m in 22/23). Stadium hires in the year included the Big Game, Army v Navy, the Premiership Final, Big Summer Kick Off and the Wales v South Africa match all taking place at Twickenham.

COST OF SALES

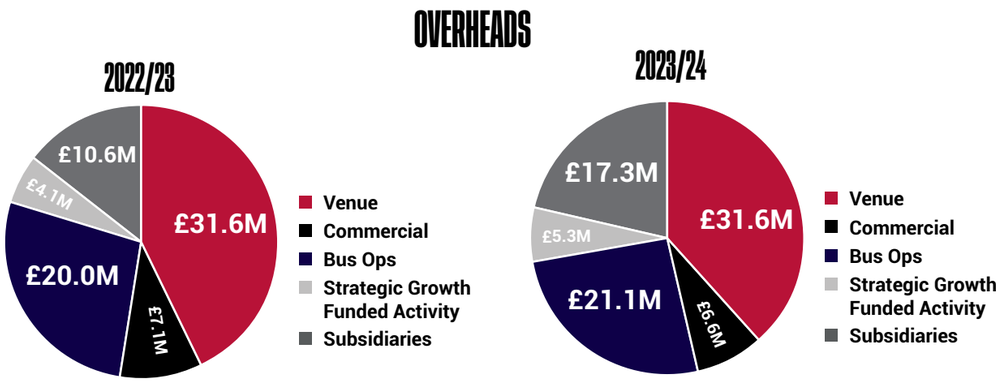
Cost of sales has reduced year on year due to match profile (£36.0m vs £44.6m). Gross profit margin is broadly consistent with the prior year (79% vs 80%).

OVERHEADS

The year-on-year increase in overhead expenses (£82.0m vs £73.4m) is largely driven by a significant increase in subsidiary overheads (£17.9m vs £10.6m in the prior year) and a smaller increase (£5.3m vs £4.1m in the prior year) in our strategic growth fund (SGF) investment.

Most of the subsidiary overhead increase is within England Rugby Travel and is more than offset by the increased revenues generated through that subsidiary.

Strategic Growth Fund investment has increased in line with the planned business cases for investment into Digital Transformation, commercialisation of the Women's Game, and the Stadium Redevelopment project. As set out in this report last year, the "Strategic Growth Fund" was established in 2022 on completion of the Project Light deal to ensure that the RFU's share of the proceeds of CVC Capital Partners investment into the Six Nations would be used to invest in generating long term revenues to reinvest into rugby in England. These projects remain on track and we remain focused on delivering these critical long term revenues.



OTHER OPERATING INCOME

Other operating income £1.0m (22/23: £nil) is due to a one-off insurance claim settlement from works to do with the Stadium upgrade project for the 2015 Rugby World Cup.

PROFESSIONAL RUGBY INVESTMENT

The reduction in Professional Rugby Investment (£65.6m vs £68.3m) is predominantly driven by the reduced Men's Tier 1 Club Funding offset in part by increased England Men's costs in a Rugby World Cup Year.

The existing Professional Game Agreement is directly linked to RFU revenues, so in a year with reduced revenues), the RFU funding to Tier 1 Men's clubs is lower.

As expected in a Men's Rugby World Cup year, our investment in the England men's team increases, with player fees due on all pool and knockout games plus the increased logistics costs of an extended Rugby World Cup camp.

'Other' remains fairly consistent year on year, with increased Professional Game Match Official costs in a Men's Rugby World Cup year offset by conclusion of the Governance and Business Transformation project, funded by Sport England.



RUGBY DEVELOPMENT INVESTMENT

The reduction in Rugby Development investment (£30.5m vs £31.1m) is driven by the wrap up of both Project Phoenix, a campaign targeted at increasing adult male participation post COVID, and the Governance & Business Transformation project funded by Sport England.

Rugby Development investment remained at over £30m for the second year running and with both Rugby World Cup 2025 impact funding continuing to the 2025 Rugby World Cup and the launch of the Community Game Future project, similar levels of investment in the Community Game are expected over the course of the next 2 years.

RUGBY DEVELOPMENT INVESTMENT



OPERATING PROFIT / (LOSS)

Our operating loss was £37.9m, compared to a £4.0m profit in the prior year. Unlike other businesses, our finances work in four-year cycles, with this fourth year heavily impacted by the men's Rugby World Cup, as described above. So, this loss was expected and planned for and, thanks to disciplined financial control around the organisation, represents an over-performance compared to budget.

INTEREST RECEIVABLE, INTEREST PAYABLE AND SIMILAR CHARGES

Interest payable (£2.4m vs £2.2m) was in line with the prior year. Interest receivable and similar income was higher (£3.4m vs £1.8m). This is due to our strong cash position, which means that we were able to invest that cash to generate interest income, and overall means that we are in a net positive interest receivable position for 2023/24.

NET RESULT

After taking into account taxation and adjusting for minority interests, the loss to reserves was £42.0m, compared to £6.3m in the prior year.

In order to better understand our results, in the table below we have presented the RFU's "underlying" loss position, as we did in the prior year.

	2023/24 (£m)	2022/23 (£m)
Underlying Loss to Reserves	**(34.4)**	**(2.2)**
Impact of CVC Transaction / investment of SGF	**(5.7)**	**(3.4)**
Debenture Gift Aid funded activity	**(0.4)**	**(0.4)**
Other	**(1.5)**	**(0.3)**
Overall Loss to Reserves	**(42.0)**	**(6.3)**

This strips out our strategic growth fund (SGF) investment, which is cost investment now to generate revenue return in later years, removes the debenture gift aid funded community game investment which arose as a result of the one off debenture waiver project carried out in 2021, and adjusts for the gain/(loss) on fair value adjustments on fixed asset investments.

Although we always expect to record a loss in a Men's Rugby World Cup year due to match profile, an underlying loss of £34.4m is greater than the loss the RFU recorded in 2019/20 (£27.1m) and illustrates the underlying ongoing operating deficit challenge that we have been facing. As highlighted at the start of my review, there has been a strong



focus this year on cost reduction and long-term revenue growth in order to eradicate that deficit and we are now confident that we will close that gap across the next two years as a result of the transformation work being done both at an organisation and a system level.

CASH FLOW

Despite posting a £42.0m overall loss, the RFU remains in a very strong cash position, with cash receipts from debenture sales and the 3rd instalment of Project Light proceeds offsetting operating losses.

We end the year with a cash balance of £30.5m, and cash in short-term deposits of £28.5m.

BALANCE SHEET

At year end, the RFU's capital employed stands at £260.0m compared to £283.8m in the prior year. The reduction is driven by the overall loss but offset in part by £16.2m of debenture sales.

Consistent with last year, our tangible fixed assets are down (£244.8m vs £254.5m) due to timing of our capital cycle, as in year depreciation currently exceeds our routine stadium and technology capital spend. Our Stadium Master Plan project indicates significant investment in the stadium will be needed in the medium term to ensure it meets customer experience expectations and safeguards future revenues, and we anticipate a ramp up in stadium investment over the course of the next Men's Rugby World Cup cycle.

In contrast, our intangible fixed assets have increased to £11.9m (vs £3.8m) due to our investment in our digital transformation project.

The fourth instalment of the Project Light proceeds was received on 1st July 2024 so sits within the 'Debtors and prepayments due within one year, and the fifth and final instalment is due 1st July 2025, making up the majority of the debtors and prepayments balance due after one year.

We remain debt free with the bank loan taken out to help with working capital during COVID paid back in the prior year, and no further borrowing was required.

Despite our overall loss contributing to a reduction in our P&L Reserve (£83.6m vs £123.3m), the reserve remains healthy; however, it's important to remember that position is largely driven by the Project Light transaction completed in October 2021.

SUMMARY

Both the organisation itself and the entire rugby system in this country have, over the last few years, been through some challenging financial times and we have all worked hard to steer a course through those challenges. There remains, of course, much to do but it is also important to emphasise that we are now in a strong and resilient financial position on as a result of that work.

We have a strong balance sheet; we have no debt and have a robust cash position and positive P&L reserves. The transformational projects I described earlier will future-proof the rugby systems in this country, and protected the sustainability of the finances of the organisation and the system, for the long term.

The focus in the coming year will be to implement those projects and make sure they land effectively, to meet our cost and revenue targets and, as ever, to maintain our strong financial discipline. I will not be here to be part of that, but know that I leave the organisation in strong financial shape, as well as in excellent hands, and I look forward to watching from afar as rugby goes from strength to strength. It has been one of the greatest honours of my life to serve as a leader within rugby, and I wish you all well for the future.



GOVERNANCE REPORT

- CHAIR'S INTRODUCTION
- THE BOARD
- COUNCIL MEMBERS
- PRESIDENT'S ASSURANCE STATEMENT
- BOARD NOMINATIONS COMMITTEE REPORT
- AUDIT AND RISK COMMITTEE REPORT
- REMUNERATION COMMITTEE REPORT

CHAIR'S INTRODUCTION TO THE GOVERNANCE REPORT

AS A NATIONAL GOVERNING BODY, WITH RESPONSIBILITIES FOR GOVERNING THE GAME OF RUGBY UNION IN ENGLAND, IT IS IMPERATIVE THAT THE RFU ALSO GOVERNS ITSELF EFFECTIVELY. THE DETAILS OF OUR GOVERNANCE STRUCTURE ARE FOUND HERE.

The Board held six scheduled meetings during the season, plus a number of ad hoc meetings as needed in order to discharge its responsibilities effectively.

During 2023/24, the Board also continued its practise of holding at least one Board meeting away from Twickenham each season. In May 2024, the Board combined this meeting with an event at Bishop Auckland RUFC where the Board and senior Executives were able to spend time with local club and Constituent Body volunteers.

BOARD SIZE AND COMPOSITION

The Board continues to have equal representation of men and women, and to meet its stated aim of having at least two members from ethnically diverse communities, with three such members.

COMPLIANCE WITH THE CODE FOR SPORTS GOVERNANCE

As the National Governing Body of rugby union, the RFU is subject to the Code for Sports Governance (the Code), first published by Sport England and UK Sport in 2017. The RFU's annual return to Sport England sets out how it complies with the Code, including a small number of agreed derogations from the Code.

Further detail on the RFU's compliance with the Code is set out in the compliance statement on the RFU's website.

FURTHER IMPROVEMENTS

The Board continues to evolve and develop its working practices, with Board agendas continuing to focus on longer term matters. The Board also continues to hold an annual strategy day in December. The focus of this day is to look ahead to the needs of the game in future, in particular around the continued need to engage with, and make the game attractive to, younger people.

The Board continues to play a role in the review of the RFU's governance arrangements first commissioned by the Council in July 2023.

DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Annual Report including the financial statements.

The directors are required to prepare the financial statements for each financial year. The directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state affairs of the Group and Society, and of the profit or loss of the Group for that period.

In preparing these financial statements, the directors are required to:

- selected suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group's transactions and disclose with reasonable accuracy at any time the financial position of the Group and enable them to ensure that the financial statements comply with the relevant legislation. They are also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

THE BOARD

		FY 2023/24
Tom Ilube	Chair of Board	**9 of 9**
Bill Sweeney	Chief Executive	**8 of 9**
Sue Day	COO / CFO	**9 of 9**
Paula Carter	Chair, Governance Standing Committee	**9 of 9**
James Cook	Council Elected Director	**9 of 9**
Yasmin Diamond	Independent Non-Executive Director	**9 of 9**
Phil de Glanville	Chair, Professional Game Board	**8 of 9**
Kirsty Marlor	*Council Elected Director	**8 of 9**
Stephen Pearson	**Council Elected Director	**1 of 1**
David Roberts	Chair, Community Game Board	**8 of 9**
Auriol Stevens	Independent Non-Executive Director	**8 of 9**
Jonathan Webb	Council Elected Director and World Rugby Representative	**7 of 9**
Polly Williams	Senior Independent Non-Executive Director	**9 of 9**

* Kirsty Marlor's term on the Board started on 1 August 2023, so was not in position to attend the July Board meeting

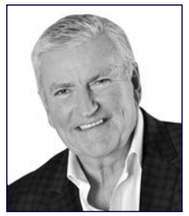
** Stephen Pearson's term on Board ended on 31 July 2023



TOM ILUBE CBE, CHAIR, BOARD OF DIRECTORS

- **Chair, Board Nominations Committee**
- **Member, Remuneration Committee**
- **Appointed 1 August 2021**

Tom is considered independent for the purposes of the Sport England Code for Sports Governance



BILL SWEENEY, CHIEF EXECUTIVE

- **World Rugby Representative**
- **EPCR Representative**
- **Six Nations Representative**
- **British & Lions Representative**
- **Appointed 1 May 2019**

Bill is not considered independent for the purposes of the Sport England Code for Sports Governance



SUE DAY, COO / CFO

- **Six Nations Representative**
- **Subsidiary Directorships:**
  - **Twickenham Experience Limited**
  - **Rugby Football Development Limited**
  - **RFU Hotel Limited**
  - **England Rugby Limited**
- **Board Champion for Anti-Doping**
- **Appointed 1 April 2018**

Sue is not considered independent for the purposes of the Sport England Code for Sports Governance



PAULA CARTER, CHAIR, GOVERNANCE STANDING COMMITTEE

- **Council Member for Surrey since 2019**
- **Chair, Governance Standing Committee (appointed 1 August 2022)**
- **Chair, Head Impact Prevention & Management Subcommittee**
- **Chair, Club Financial Viability Group**
- **Former Council Elected Director to 31 July 2022**

Paula is not considered independent for the purposes of the Sport England Code for Sports Governance



BRIGADIER JAMES COOK OBE, COUNCIL ELECTED DIRECTOR

- **Council Member for Army Rugby Union since 2015**
- **Former Chair, Rugby Growth Subcommittee**
- **Member, Governance Standing Committee**
- **Member, Audit and Risk Committee**
- **Chair, Agents Review Board**
- **Appointed 1 August 2022**

James is not considered independent for the purposes of the Sport England Code for Sports Governance



YASMIN DIAMOND CB , INDEPENDENT NON-EXECUTIVE DIRECTOR

- **Chair, Remuneration Committee (from 1 December 2022)**
- **Member, Board Nominations Committee**
- **Appointed 1 August 2022**

Yasmin is considered independent for the purposes of the Sport England Code for Sports Governance



PHIL DE GLANVILLE, CHAIR, PROFESSIONAL GAME BOARD

- **Council Member for Students' RFU since 2018**
- **Member, Remuneration Committee**
- **Member, Head Impact Prevention & Management Subcommittee**
- **Appointed September 2018**

Phil is not considered independent for the purposes of the Sport England Code for Sports Governance



COMMANDER KIRSTY MARLOR RN, COUNCIL ELECTED DIRECTOR

- **Royal Navy Rugby Union representative on Council since 2020**
- **Chair of Trustees, Rugby Football Foundation**
- **Chair, Women's Performance Advisory Group**
- **Appointed 1 August 2023**

Kirsty is not considered independent for the purposes of the Sport England Code for Sports Governance



STEPHEN PEARSON, COUNCIL ELECTED DIRECTOR

- **Oxford University representative since 2010**
- **Chair of Trustees, RFU Injured Players Foundation**
- **Chair of Trustees, RFU Pension Fund**
- **Member, Audit and Risk Committee**
- **Chair, Women's Performance Advisory Group**
- **Appointed 1 August 2017, term on Board ended 31 July 2023**

Stephen is not considered independent for the purposes of the Sport England Code for Sports Governance



DAVID ROBERTS, CHAIR, COMMUNITY GAME BOARD

- **Chair, Rugby Football Development Limited**
- **Council Member for Hertfordshire since 2015**
- **Member, Head Impact Prevention & Management Subcommittee**
- **Former Chair, Club & CB Development Subcommittee**
- **Director of England Rugby Limited**
- **Appointed 1 August 2020**

David is not considered independent for the purposes of the Sport England Code for Sports Governance



AURIOL STEVENS, INDEPENDENT NON-EXECUTIVE DIRECTOR

- **Member, Board Nominations Committee**
- **Appointed 1 August 2023**

Auriol is considered independent for the purposes of the Sport England Code for Sports Governance



JONATHAN WEBB, COUNCIL ELECTED DIRECTOR AND WORLD RUGBY REPRESENTATIVE

- **Member of Council since 2012**
- **Chair, Medical & Sports Science Technical Advisory Group**
- **Member, Governance Standing Committee**
- **Member, Head Impact Prevention & Management Subcommittee**
- **Board Champion for Welfare and Safety**
- **Appointed 1 August 2016**

Jonathan is not considered independent for the purposes of the Sport England Code for Sports Governance



POLLY WILLIAMS, SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

- **Chair, Audit & Risk Committee**
- **Chair, Twickenham Experience Ltd**
- **Board Champion for Safeguarding, Whistleblowing and Speak-Up**
- **Appointed 1 August 2021**

Polly is considered independent for the purposes of the Sport England Code for Sports Governance

COUNCIL MEMBERS

MARGARET (MAGGIE) ALPHONSI MBE - NATIONAL MEMBER
BILL BEAUMONT - JUNIOR VICE PRESIDENT
JOE BEDFORD - YORKSHIRE
STEPHEN BOUGH - BERKSHIRE
TONI BIRCH - YORKSHIRE
NICK BRACKEN OBE DL - ESSEX
ROB BRIERS - IMMEDIATE PAST PRESIDENT
CHRIS BROOKES - NOTTS, LINCS & DERBY
TERRY BURWELL - HAMPSHIRE
PAUL CANDLISH - DURHAM
PAULA CARTER JP - SURREY
DAVID CLARKE - LANCASHIRE
ROGER CLARKE - KENT
BRIGADIER JAMES COOK OBE PHD - ARMY
JOHN CONSTABLE - DORSET & WILTSHIRE
MARTIN CORRY MBE - NATIONAL MEMBER
JOHN CRATE - SURREY
CHRISTIAN DAY - RPA REPRESENTATIVE
PAUL DEAKIN - LANCASHIRE
JACKIE DYER - NOTTS, LINCS, DERBY
ROXY FEARON - CO-OPTED
COLIN FREE - CHESHIRE
YEMI GBAJOBI - CO-OPTED
KEITH GEE - GLOUCESTERSHIRE
DEBORAH GRIFFIN OBE - SENIOR VICE PRESIDENT AND WORLD RUGBY
GARY HENDERSON - SUSSEX
CHARLIE HEMMINGS - NORTH MIDLANDS
JOHN HOLE - ENGLAND COLLEGES
PETER HOWARD - LEICESTERSHIRE
MARK HYNDMAN - STUDENTS
TOM ILUBE CBE - CHAIR
JOHN INVERDALE - NATIONAL LEAGUE RUGBY
EDDIE KEAL - MIDDLESEX
PAUL KAMINSKI - NORTH MIDLANDS
MARK LOWE - ENGLAND RUGBY FOOTBALL SCHOOL UNION
GARNET MACKINDER - CO-OPTED
COMMANDER KIRSTY MARLOR RN - ROYAL NAVY
ROBERT MASTERS - DEVON
NEIL MARTON - CUMBRIA
SIMON MASSIE-TAYLOR - PRL
STEVE MEAD - SOMERSET
STEVE MILES - EAST MIDLANDS
DR TIM MILLER - RUGBY FOOTBALL REFEREES UNION
ALAN MILLINER MBE - CORNWALL
TIM O'BRIEN - OXFORD UNIVERSITY
NIGEL ORTON JP - ENGLAND RUGBY FOOTBALL SCHOOLS UNION
ROGER PIERSON - EASTERN COUNTIES
MICHAEL PROCTER - STAFFORDSHIRE
DAVID ROBERTS - HERTFORDSHIRE
ANDREW SMART - MIDDLESEX
MATT SMITH - WARWICKSHIRE
KATY STOREY - STUDENTS
PENNY STEWART - NORTHUMBERLAND
SIMON THORNTON - GLOUCESTERSHIRE
DICK TYLER - CAMBRIDGE UNIVERSITY
ROB UDWIN - PRESIDENT
ROBERT WALSH - OXFORDSHIRE
JONATHAN WEBB - WORLD RUGBY REPRESENTATIVE
MATTHEW WEBB - CO-OPTED
WARRANT OFFICER PETER WILSON MBE - RAF
SIMON WINMAN - BUCKINGHAMSHIRE

THANKS TO COUNCIL MEMBERS WHO RETIRED LAST YEAR

TED ATKINSON - YORKSHIRE
RICHARD BRYAN - RPA REPRESENTATIVE
NIGEL GILLINGHAM OBE - IMMEDIATE PAST PRESIDENT
PHIL DE GLANVILLE - STUDENTS
SIMON HALLIDAY - CHAMPIONSHIP CLUBS

PRESIDENT'S ASSURANCE STATEMENT

THE COUNCIL PERFORMS AN IMPORTANT ROLE IN THE CONSTITUTION OF THE RFU. ONE OF ITS PRINCIPAL DUTIES IS TO PERFORM A MONITORING AND OVERSIGHT ROLE ON BEHALF OF THE MEMBERS. THIS SECTION SETS OUT HOW THE COUNCIL HAS FULFILLED THAT ROLE DURING FINANCIAL YEAR 2023/24.

GENERAL MONITORING AND OVERSIGHT

In season 2023/24, the Council returned to its usual cadence of five formal Council meetings held in person, plus a number of updates and briefings which were held virtually.

At each of the five scheduled meetings, Council received written reports from the Chair of the Board, the CEO, and the chairs of the various standing committees with the opportunity to question and challenge. In particular, the Chair of the Board reported on the Board's operation at each formal Council meeting, which included details of Board meeting agendas and narrative reporting of the Board's priorities. Reporting against the RFU's risk register also allowed the Council to understand how the Board categorised risks faced by the RFU and the strategies the Executive has in place to mitigate them. The Council was also consulted on key issues and progress against the Strategic Plan.

Each Council Member on the Board has an assigned group of other Council Members, with whom they hold regular briefing calls so that all Council Members can be kept informed on the business of the Board.

The Council continued its practice of having regular briefings in between formal Council meetings, using online sessions for debate on larger topics facing the RFU and the game. In particular, the Council was able to debate transformational projects in detail on a number of occasions, in particular the Professional Game Partnership, the introduction of a new Tier 2 league in the men's game, and the priorities for the Community Game Future project.

These debates also allowed Council to check and challenge work being undertaken, and to proactively shape key decisions for the game, in particular the community game and the challenges that it faces. Council also continued to hold closed sessions of Council to allow Council an additional avenue to express any views and to consider whether there were sufficient means for Council to discharge its monitoring and oversight responsibilities.

WAYS OF WORKING

Following the decision by Council to lower the tackle height in the community game, the Council set up a group to review the process by which that decision was made, and what lessons could be learned. This group reported to Council in September 2023, making a number of recommendations including working closely with the Board on regulatory matters, and for Council to have earlier sight of significant decisions that would have to be made. Another recommendation was for Council to be given a briefing paper ahead of each formal meeting, advising on what matters on the Council agenda can be distributed to their stakeholders for discussion ahead of that meeting.

FINANCIAL MONITORING

The Council received a financial report at each formal meeting, enabling members to ask the Board and Executive questions and obtain assurance as to the financial position of the RFU. Quarterly updates against budgets and expected out-turns, as well as cash flow reporting, included clear, narrative reporting of variances to budget. In accordance with the Rules, the Council was also consulted on the RFU's budget and business plan for 2024/25 before formal approval by the Board.

COUNCIL'S SPECIFIC RESPONSIBILITIES

In July 2023, Council commissioned a review of the RFU's governance structure in accordance with its powers under RFU Rule 16. This review will report to Council, with a view to final recommendations being put to members during the 2024/25 season. This project has included a specific survey of Council Members, with dedicated online sessions with groups of Council Members to discuss the findings.



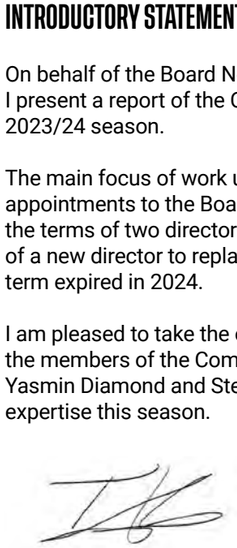
BOARD NOMINATIONS COMMITTEE REPORT

INTRODUCTORY STATEMENT

On behalf of the Board Nominations Committee, I present a report of the Committee's work over the 2023/24 season.

The main focus of work undertaken was on appointments to the Board, with the renewal of the terms of two directors, and the appointment of a new director to replace Phil de Glanville whose term expired in 2024.

I am pleased to take the opportunity to thank the members of the Committee, Auriol Stevens, Yasmin Diamond and Steve Mills, for their time and expertise this season.



Tom Ilube
Chair, Board Nominations Committee



MEMBERSHIP, PURPOSE AND RESPONSIBILITIES OF THE COMMITTEE

The Membership, Purpose and Responsibilities of the Committee can be found **here**.

ACTIVITIES OF THE COMMITTEE

Both Tom Ilube and Polly Williams came to the end of their first terms on the Board. Having taken detailed feedback from internal and external stakeholders, the Committee unanimously recommended that both were reappointed. This was then approved unanimously by the Board and ratified by the Council and the members at the AGM.

The Committee recommended that Wayne Barnes OBE be appointed to the Board to replace Phil de Glanville who had finished his final term. He has taken office pending ratification at the AGM in 2025.

The Council Nominations Committee also recommended Jonathan Webb for a further one-year term from 1 August 2024 to 31 July 2025.

The Committee has supported succession planning for Sue Day's responsibilities as Chief Operations Officer and Chief Financial Officer and the appointment of a new Chief Financial Officer.

Independent Non-Executive Director, Auriol Stevens took over as Chair of the Board Nominations Committee from 1 August 2024.

INTERNATIONAL REPRESENTATIVES

Deborah Griffin OBE was appointed as the RFU's Senior Vice-President for season 2024/25 and elected to stand down as one of the RFU's representatives on the World Rugby Council. The Committee is working with the Council Nominations Committee to identify a replacement to be appointed during season 2024/25.

CO-OPTION TO COUNCIL – DIVERSITY AND INCLUSION

The Council Nominations Committee also recommended, and Council approved, further terms for office of the four members co-opted to Council to bring different and more diverse lived experience to the Council. Their terms will now end in 2025. It is intended that by that time, the Governance and Representation Review commissioned by Council will have made its recommendations including as to ensuring a diverse and representative Council.

JOINT WORKING AND SUCCESSION PLANNING

Both Nominations Committees hold joint meetings at least twice a year, but members also meet and speak on a more regular basis to ensure that the work of the two Committees remains aligned.

AUDIT AND RISK COMMITTEE REPORT

INTRODUCTORY STATEMENT

On behalf of the Audit and Risk Committee, I am pleased to present a report of our work over the 2023/24 season. The focus of the Committee has continued to be ensuring that appropriate focus is given to key financial decisions and processes as well as the broader risk management frameworks and assurance matrices.

I am pleased to take the opportunity to thank the members of the Committee, James Cook, Philip Johnson, Tim Miller and Stephen Pearson, for their time and expertise this season.

Polly Williams
Chair, Audit and Risk Committee

MEMBERSHIP, PURPOSE AND RESPONSIBILITIES OF THE COMMITTEE

The Membership, Purpose and Responsibilities of the Committee can be found **here**.

ACTIVITIES OF THE COMMITTEE

The Committee successfully fulfilled its oversight responsibilities as described in the terms of reference. To fulfil their responsibilities, the Committee reviews reports from management, internal and external auditors covering a range of topics.

During the year, the Committee covered regular items, typically in relation to risk, internal controls, potential litigation, accounting policies, corporate policies, significant accounting estimates, and judgements and reporting matters as well as a range of deep-dive topics relevant to the RFU's key risks.

FINANCIAL ACCOUNTING

The Committee reviews accounting policies, significant accounting estimates, judgements, and reporting matters.

Focus was placed on the below matters this season:

- **The accounting treatment of the Professional Game Partnership, particularly the long-term Academy Licence (FY25);**
- **Assessing the appropriate approach to capitalising the assets created in the Digital Transformation Programme;**
- **Review of the useful economic life of stadium fixed assets in light of the Stadium Masterplanning work (FY25);**
- **Accounting for Premier Women's Rugby Limited;**
- **The accounting for the contract with the new hotel provider;**
- **The assumptions used and the accounting treatment of the defined benefit pension scheme surplus; and**
- **The Group's cash flow forecasts, including downside scenarios and debt facilities to conclude that the Going Concern basis of preparation is appropriate.**

RISK AND INTERNAL CONTROL

Regular items include risk, internal controls, cyber security, safeguarding, potential litigation, insurance arrangements, accounting, and corporate policies.

Matters particular to this season included the Technology strategy, the risk process, young people engagement, adult player registration, and player welfare.

COMMITTEE EVALUATION

The Chair has conducted an internal evaluation of the Committee's performance and spoken individually to all members as well as key contributors to identify any areas of improvement. Minor improvements were identified and acted upon during the year. The next external evaluation will take place in 2025.



REMUNERATION COMMITTEE REPORT

INTRODUCTORY STATEMENT

On behalf of the Board, I am pleased to present our 2023/24 Remuneration Report. The Remuneration Report provides an overview of the purpose, structure and key decisions made by the Committee during the year.

Phil de Glanville and Naomi Sutcliffe reach the end of their terms as Committee members on 31 July 2024 after four and six years on the Committee respectively. I would like to thank them for their expertise and considerable contribution to the Committee. A process will take place to recruit their replacements.

I am very grateful for the support I have received from my fellow Committee members, and I would like to thank them for their continued dedication as we manage a full and important agenda for the RFU.



Yasmin Diamond

Yasmin Diamond
Chair, Remuneration Committee

MEMBERSHIP, PURPOSE AND RESPONSIBILITIES OF THE COMMITTEE

The membership, purpose and responsibilities of the Committee can be found **here**.

DECISIONS TAKEN BY THE COMMITTEE

Executive Team Succession

During the year, the Committee supported comprehensive succession planning for the Executive Team. The Committee approved associated appointments and promotions and, in line with the terms of reference, ensured that contractual terms were fair.

The following appointments fell into the remit of the Committee; consideration was given and remuneration agreed for the following roles:

- **Appointment of Executive Director of Venue**
- **Promotion to Executive Director of Strategy and Transformation**
- **Promotion to Executive Director of Women's Game**
- **Appointment of England Senior Men's Assistant Coach and Coaching Advisor**

EXECUTIVE REMUNERATION

The Committee reviewed and approved the Executive bonus structure, targets, goals, and measures for 2023/24.

LONG-TERM INCENTIVE AWARD (LTIP)

Following an extensive benchmarking exercise, an LTIP for all members of the executive leadership team was introduced in 2021 in recognition of the material, voluntary, reductions in their remuneration during COVID despite the significant additional work required to run the organisation during those times. The LTIP ran from FY21/22 to FY23/24. The metrics were determined in 2021 and were aligned to the intensive recovery plan post COVID as well as the longer term strategic plan.

The Committee has reviewed the achievement of the metrics over the period of the LTIP and determined that they were achieved as set out below:-

	Max	Achieved	Payout
Financial Performance (revenue and profit)	**60%**	**100%**	**60%**
Win ratio of senior men's and women's teams	**10%**	**75%**	**7.5%**
Participation in Community Rugby for Men	**10%**	**100%**	**10%**
Participation in Community Rugby for Women and Girls	**10%**	**0%**	**0%**
Rugby Inclusivity	**10%**	**0%**	**0%**
Total	**100%**		**77.5%**

There was no award in respect of Female participation in community rugby or Rugby inclusivity as the targets were not met.

Accordingly, the awards have vested at 77.5% of the full amount and the LTIP amount has been included in the table below for the CEO.

Although COO/CFO was originally a participant in the LTIP, as she had tendered her resignation at the time of vesting she has not received any award under the LTIP. Given her vital role in a number of strategic projects, a separate bonus has been agreed for her ongoing work before she leaves the RFU in October and the allocation for FY23/24 is included in the table below.

PAY AND BONUS AWARDS

The Committee approved the payment of an annual pay award for all employees at an average rate of 3%. In addition, they approved the payment of an all-employee bonus based on the fulfilment of the organisational business plan target, and payment of the Leadership Team and Executive bonuses based on fulfilment of organisational and individual KPIs.

PENSION

The Committee received a specialist briefing of the RFU Pension schemes, latest benchmarking and pension topic.

GENDER PAY REPORTING

The RFU published its latest Gender Pay Reporting Statistics in line with government legislation in April 2024. Through our Inclusion and Diversity initiatives, we aim to reflect the diversity of society within English Rugby as well as our own workforce. Increasing the number of women and people from ethnically diverse communities in roles across our organisation forms part of our I&D plan and we have a number of key objectives and interventions to help us achieve this. The Gender Pay Report can be found **here**.

BOARD DIRECTORS' REMUNERATION

As in prior years some Non-Executive Directors have foregone some or all their frees. Total remuneration that Board members were entitled to (including salary, car allowance, benefits in kind, pension contributions and bonus) for the financial year, was:

	2024 £'000 Salary and bonus	2024 £'000 Long-term incentive plan	2024 £'000 Total	2023 £'000
Bill Sweeney, Chief Executive Officer	**742**	**358**	**1,100**	684
Sue Day, COO / CFO	**554**	**-**	**554**	509
Paula Carter	**25**	**-**	**25**	25
James Cook (joined August 22)	**25**	**-**	**25**	23
Chris Cuthbertson (left July 22)	**-**	**-**	**-**	2
Phil De Glanville	**25**	**-**	**25**	25
Yasmin Diamond (joined August 22)	**30**	**-**	**30**	26
Stephen Pearson (left July 23)	**2**	**-**	**2**	25
Dominic Proctor (left July 22)	**-**	**-**	**-**	3
David Roberts	**25**	**-**	**25**	25
Genevieve Shore (left November 22)	**-**	**-**	**-**	13
Jonathan Webb	**25**	**-**	**25**	25
Tom Ilube	**89***	**-**	**89***	80
Polly Williams	**30**	**-**	**30**	30
Peter Whiting (left July 22)	**-**	**-**	**-**	2
Kirsty Marlor (joined August 23)	**23**	**-**	**23**	-
Auriol Stevens (joined August 23)	**23**	**-**	**23**	-
Total	**1,618**	**358**	**1,976**	1,497

* £4K backdated fee owed for the additional responsibilities of being Chair of the Nominations Committee

FINANCIAL STATEMENTS

- INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE RUGBY FOOTBALL UNION
- GROUP PROFIT AND LOSS ACCOUNT
- PARENT PROFIT AND LOSS ACCOUNT
- GROUP AND PARENT STATEMENT OF COMPREHENSIVE INCOME
- BALANCE SHEETS
- GROUP STATEMENT OF CHANGES IN EQUITY
- PARENT STATEMENT OF CHANGES IN EQUITY
- GROUP CASH FLOW STATEMENT
- NOTES TO THE FINANCIAL STATEMENTS



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE RUGBY FOOTBALL UNION

OPINION ON THE FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the Parent's affairs as at 30 June 2024 and of the Group's and the Parent's loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014 and the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969.

We have audited the financial statements of Rugby Football Union (the 'Parent') and its subsidiaries (the 'Group') for the year ended 30 June 2024 which comprise the Group and Parent profit and loss account, the Group and Parent statement of other comprehensive income, the Group and Parent balance sheets, the Group and Parent statement of changes in equity, the Group cash flow statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. 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 believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and Parent in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the board members use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the board members' assessment of the Group and the Parent's ability to continue to adopt the going concern basis of accounting included:

- Evaluation and challenge of the board members' key assumptions and judgements made in respect of their going concern assumption. We did this by considering the reasonableness of the assumptions and judgements made by board members based on our understanding of the Parent's and Group's business and by comparison to the historical trading performance of the Group. We considered the cash and deposits held as at the date of the approval of these financial statements and the forecast liquidity for the period to December 2025.
- Historical comparisons: Assessing historic cash flow forecasts against actual cash flows achieved in the year and in previous years to assess the reliability of forecasts.
- Sensitivity analysis: Considering key inputs into the cash flow forecasts and assessing the Group's sensitivity to reasonably possible downside scenarios that could arise individually and collectively whilst considering the effect on the level of available financial resources.
- Identifying potential unrecorded liabilities that may exist in the Group: procedures included inspection of Director meeting minutes, post year end payments and invoice sampling.
- Assessing transparency: Assessing the completeness and accuracy of the going concern disclosures with reference to the board members' going concern assessment.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and the Parent's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the board members with respect to going concern are described in the relevant sections of this report.

OVERVIEW

Coverage	96% (2023: 99%) of Group profit before Rugby Investments 98% (2023: 99%) of Group revenue 93% (2023: 98%) of Group total assets		
Key audit matters		**2024**	**2023**
	Fraud in revenue recognition	✔	✔
Materiality	Group financial statements as a whole £2.9m (2023: £3m) based on 3.5% (2023: 3%) of the 3 year average of Profit before Rugby Investment after Interest.		

AN OVERVIEW OF THE SCOPE OF OUR AUDIT

Our Group audit was scoped by obtaining an understanding of the Group and its environment, including the Group's system of internal control, and assessing the risks of material misstatement in the financial statements. We also addressed the risk of management override of internal controls, including assessing whether there was evidence of bias by the board members that may have represented a risk of material misstatement.

The Group comprises the Parent and ten components all located in the UK. There are three significant components. These components are the RFU Parent, Rugby Football Development Limited, and Twickenham Experience Limited. These were all significant components due to their respective size within the Group. The significant components were all subject to full scope audit to the lower of statutory materiality and component materiality. All audit work on the significant components was performed by the group audit team. Of the eight non-significant components, the Group team has audited one component to the lower of statutory materiality and component materiality.

For the remaining seven non-significant components, these were subject to specified procedures to increase coverage over revenue or total assets, or desktop review procedures by the group audit team.

At the Group level we also tested the consolidation process.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified, including those which had the greatest effect on: the overall audit strategy, the allocation of resources in the audit, and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter		How the scope of our audit addressed the key audit matter
Risk of Fraud in Revenue recognition The accounting policy for the recognition of revenue is set out in note 2(e).	The group's revenue is generated from ticketing, sponsorship, broadcasting, grant income, hospitality and catering, merchandising and other commercial activities. We considered the incentive for management to perpetrate fraud in revenue recognition. Consequently, we considered there to be a risk of material misstatement in relation to revenue. Due to the high volume-low value nature of most of the transactions, we determined that this risk related to the existence of revenue through posting fictitious journals.	To address the risk of fraud in revenue recognition due to fictitious revenue journal posting, we performed the following procedures: ■ Performed data analytics procedures to test completeness of the journal entry population and to identify specific journal entries to test to address the risk; ■ Performed detailed testing on any unusual journal combinations (e.g. credit to revenue and debit to unexpected accounts) and agreed these to underlying supporting documentation; ■ Tested Group adjustments to revenue as part of Group consolidation adjustments by agreeing these to underlying supporting documentation; ■ Tested the release of deferred income for hospitality revenue on a sample basis, to ensure that the revenue was recognised when the associated performance obligation was met. **Key observations:** Based on the work performed we have not identified any inappropriate journal entries to revenue.

OUR APPLICATION OF MATERIALITY

We apply the concept of materiality both in planning and performing our audit, and in evaluating the effect of misstatements. We consider materiality to be the magnitude by which misstatements, including omissions, could influence the economic decisions of reasonable users that are taken on the basis of the financial statements.

In order to reduce to an appropriately low level the probability that any misstatements exceed materiality, we use a lower materiality level, performance materiality, to determine the extent of testing needed. Importantly, misstatements below these levels will not necessarily be evaluated as immaterial as we also take account of the nature of identified misstatements, and the particular circumstances of their occurrence, when evaluating their effect on the financial statements as a whole.

Based on our professional judgement, we determined materiality for the financial statements as a whole and performance materiality as follows:

	Group financial statements		Parent financial statements	
	2024 £	2023 £	2024 £	2023 £
Materiality	**2,900,000**	3,000,000	**2,500,000**	2,700,000
Basis for determining materiality	3.5% of 3 year average of profit before rugby investment after interest	3% of profit before rugby investment after interest	3.5% of 3 year average of profit before rugby investment after interest	3% of profit before rugby investment after interest
Rationale for the benchmark applied	We consider this to be the principal consideration in assessing the financial performance of the Group as the key stakeholders consider profit before rugby investment to be one of their key performance indicators. The 3 year average was used in the current year audit to reflect the men's four year Rugby World Cup cycle, excluding FY21 due to Covid.		We consider this to be the principal consideration in assessing the financial performance of the Parent as the key stakeholders consider profit before rugby investment to be one of their key performance indicators. The 3 year average was used in the current year audit to reflect the men's four year Rugby World Cup cycle, excluding FY21 due to Covid.	
Performance materiality	**2,175,000**	**2,250,000**	**1,875,000**	**2,025,000**
Basis for determining performance materiality	75% of the above materiality thresholds to adequately address the expected total value of known and likely misstatements, our knowledge of the group's internal controls and management's attitude towards proposed adjustments.		75% of the above materiality thresholds to adequately address the expected total value of known and likely misstatements, our knowledge of the Parent's internal controls and management's attitude towards proposed adjustments.	

Component materiality

For the purposes of our Group audit opinion, we set materiality for each significant component of the Group, apart from the Parent whose materiality is set out above, based on the lower of individual statutory materiality and Group set component materiality dependent on the size and our assessment of the risk of material misstatement of that component. Component materiality ranged from £90,000 to £1,097,000 (2023: £80,000 to £1,190,000). In the audit of each component, we further applied performance materiality levels of 75% (2023: 75%) of the component materiality to our testing to ensure that the risk of errors exceeding component materiality was appropriately mitigated.

Reporting threshold

We agreed with the Audit Committee that we would report to them all individual audit differences in excess of £0.1m (2023: £0.1m), being 3% (2023: 3%) of financial statement materiality together with differences below this threshold that, in our view, warranted reporting on qualitative grounds.

OTHER INFORMATION

The board are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information we do not express any form of assurance conclusion thereon.

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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements or a material misstatement of the other information. 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.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where we are required by the Co-operative or Community Benefit Societies Act 2014 to report to you if, in our opinion:

- the Parent has not kept proper books of account;
- the Parent has not maintained a satisfactory system of control over its transactions;
- the financial statements are not in agreement with the Parent's books of account; or
- we have not received all the information and explanations we need for our audit.

RESPONSIBILITIES OF THE BOARD

As explained more fully in the board members responsibilities statement, the board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the board members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the board are responsible for assessing the Group and the Parent'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 board either intend to liquidate the Group or the Parent 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 (UK) 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.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group and the industries in which it operates;
- Discussion with management and those charged with governance including internal legal counsel; and
- Obtaining and understanding of the Group's policies and procedures regarding compliance with laws and regulations,

we considered the significant laws and regulations to be Companies Act 2006 (as applicable to component entities), Co-operative and Community Benefit Societies Act 2014 and the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969 and the financial reporting standard FRS 102.

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the Health and Safety at Work Act, UK Employment Law, Data Protection Act, UK Tax Law including corporate tax, VAT and PAYE.

Our procedures in respect of the above included:

- Review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation;
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Group's policies and procedures relating to:
  - Detecting and responding to the risks of fraud; and
  - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meeting of those charged with governance for any known or suspected instances of fraud;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud; and
- Considering remuneration incentive schemes and performance targets and the related financial statement areas impacted by these.

Based on our risk assessment, we considered the areas most susceptible to fraud to be Management override of control and fraud in revenue recognition.

Our procedures in respect of the above included:

- Challenging assumptions and judgements made by management in their significant accounting estimates, in particular in relation to actuarial assumptions, useful economic lives of tangible fixed assets, valuation of intangible assets, investment properties, investments, and recoverability of club loans;
- Performing detailed testing on any unusual journal combinations (e.g. credit to revenue and debit to unexpected accounts) and agreeing to underlying supporting documentation; and
- Identifying and testing journal entries throughout the year, which met a defined risk criteria, such as material journals and key word searches, by agreeing to supporting documentation.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members who were all deemed to have appropriate competence and capabilities and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: **www.frc.org.uk/auditorsresponsibilities.** This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the members of the Parent, as a body, in accordance with the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Parent's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Parent and its members as a body, for our audit work, for this report, or for the opinions we have formed.

BDO LLP
Statutory Auditor
London, UK
30 October 2024

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

GROUP PROFIT AND LOSS ACCOUNT

FOR THE YEAR TO 30 JUNE 2024

	Notes	**Group 2024 £m**	Group 2023 £m
Revenue	4	**175.2**	221.4
Cost of sales		**(36.0)**	(44.6)
Gross profit		**139.2**	176.8
Overhead expenses		**(82.0)**	(73.4)
Other operating income	9	**1.0**	-
Profit before rugby investment		**58.2**	103.4
Rugby investment			
Professional rugby investment		**(65.6)**	(68.3)
Rugby development investment		**(30.5)**	(31.1)
Total rugby investment		**(96.1)**	(99.4)
Operating (loss)/profit		**(37.9)**	4.0
Share of loss for the year in associate	17	**(0.8)**	-
Interest receivable and similar income	10	**3.4**	1.8
Interest payable and similar charges	11	**(2.4)**	(2.2)
Profit/(loss) on fair value adjustments to fixed asset investments	16	**0.6**	(0.2)
(Loss)/profit on ordinary activities before taxation		**(37.1)**	3.4
Tax charge on ordinary activities	12	**(1.3)**	(2.1)
(Loss)/profit on ordinary activities after taxation		**(38.4)**	1.3
Profit attributable to non-controlling interests		**(3.6)**	(7.6)
Loss to reserves		**(42.0)**	(6.3)

All profit and loss items relate to continuing operations.

The notes on pages 69 and 100 form part of these financial statements.

Bill Sweeney
Chief Executive Officer

Sue Day
COO/CFO

Tom Ilube
Chair

Bill Sweeney
Society Secretary

PARENT PROFIT AND LOSS ACCOUNT

FOR THE YEAR TO 30 JUNE 2024

	Notes	**Parent 2024 £m**	Restated Parent 2023 £m
Revenue			
Revenue	4	**121.6**	152.9
Dividend income	4	**3.6**	15.2
Cost of sales		**(15.2)**	(17.0)
Gross profit		**110.0**	151.1
Overhead expenses		**(63.5)**	(62.5)
Other operating income	9	**1.0**	-
Profit before rugby investment		**47.5**	88.6
Rugby investment			
Professional rugby investment		**(65.6)**	(68.8)
Rugby development investment		**(25.1)**	(24.5)
Total rugby investment		**(90.7)**	(93.3)
Operating loss		**(43.2)**	(4.7)
Share of loss from associate	17	**(0.8)**	-
Interest receivable and similar income	10	**3.2**	1.9
Interest payable and similar charges	11	**(2.2)**	(2.3)
Loss on fair value adjustments to fixed asset investments	16	**(2.3)**	(0.8)
Loss on ordinary activities before taxation		**(45.3)**	(5.9)
Tax credit on ordinary activities	12	**1.9**	3.5
Loss on ordinary activities after taxation		**(43.4)**	(2.4)

All profit and loss items relate to continuing operations.

The parent profit and loss account for the year 30 June 2023 has been restated as described in note 37.

The notes on pages 69 to 100 form part of these financial statements.



Bill Sweeney
Chief Executive Officer



Sue Day
COO/CFO



Tom Ilube
Chair



Bill Sweeney
Society Secretary

GROUP AND PARENT STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR TO 30 JUNE 2024

	Notes	**Group 2024 £m**	Group 2023 £m	**Parent 2024 £m**	Restated Parent 2023 £m
(Loss)/profit on ordinary activities after taxation		**(38.4)**	1.3	**(43.4)**	(2.4)
Actuarial gain on defined benefit pension scheme	29	**1.3**	2.9	**1.3**	2.9
Movement on deferred tax relating to actuarial gain	12	**(0.3)**	(0.8)	**(0.3)**	(0.8)
Change in value of hedging instrument		**(0.1)**	0.1	**(0.1)**	0.1
Other comprehensive income for the year		**0.9**	2.2	**0.9**	2.2
Total comprehensive (loss)/income for the year		**(37.5)**	3.5	**(42.5)**	(0.2)
Total comprehensive income attributable to:					
Non-controlling interests		**3.6**	7.6	**-**	-
Owners of the parent		**(41.1)**	(4.1)	**(42.5)**	(0.2)
		(37.5)	3.5	**(42.5)**	(0.2)

All profit and loss items relate to continuing operations.

The notes on pages 69 to 100 form part of these financial statements.

BALANCE SHEETS AT 30 JUNE

FOR THE YEAR TO 30 JUNE 2024

	Notes	**Group 2024 £m**	Group 2023 £m	**Parent 2024 £m**	Restated Parent 2023 £m
Non-current assets					
Tangible fixed assets	14	**244.8**	254.5	**227.7**	235.5
Investment property	18	**7.1**	7.1	**7.1**	7.1
Intangible fixed assets	13	**11.9**	3.8	**11.9**	3.7
Investments	16	**9.0**	8.1	**119.9**	120.5
Loans to clubs	15	**4.4**	5.1	**0.4**	0.4
Debtors and prepayments due after one year	20	**19.1**	37.4	**19.0**	37.4
Investment in associate	17	**0.3**	-	**0.3**	-
		296.6	316.0	**386.3**	404.6
Current assets					
Stock	19	**0.5**	0.7	**-**	-
Debtors and prepayments due within one year	20	**58.8**	56.7	**98.0**	80.0
Pension asset	29	**11.4**	10.0	**11.4**	10.0
Short-term deposits	22	**28.5**	25.0	**23.5**	25.0
Cash at bank and in hand	21	**30.5**	24.9	**16.8**	12.1
Deferred tax		**0.4**	0.4	**-**	-
		130.1	117.7	**149.7**	127.1
Current liabilities					
Trade and other creditors	23	**(77.0)**	(61.1)	**(102.9)**	(73.7)
Net current assets		**53.1**	56.6	**46.8**	53.4
Total assets less current liabilities		**349.7**	372.6	**433.1**	458.0
Non-current liabilities					
Trade and other creditors	23	**(89.7)**	(88.8)	**(88.3)**	(86.9)
Net assets before debentures		**260.0**	283.8	**344.8**	371.1
Debentures (due between 51 and 75 years)	25	**(236.9)**	(220.7)	**(236.9)**	(220.7)
Capital and reserves					
Called up share capital	26	**-**	-	**-**	-
Debenture reserve	28	**38.1**	38.1	**38.1**	38.1
Other reserve	28	**(98.6)**	(97.1)	**-**	-
Profit and loss reserve	28	**83.6**	123.3	**69.8**	112.3
Equity attributable to owners of the parent		**23.1**	**64.3**	**107.9**	**150.4**
Non-controlling interests		**-**	(1.2)	**-**	-
Total equity		**23.1**	**63.1**	**107.9**	**150.4**
Capital employed*		**260.0**	283.8	**344.8**	371.1

*Capital employed is defined as total equity and debentures.
The parent balance sheet ended 30 June 2023 has been restated as described in note 37.
The notes on pages 69 to 100 form part of these financial statements.

The financial statements were approved by the Board of Directors on 30 October 2024, and signed on its behalf by:



Bill Sweeney
Chief Executive Officer



Sue Day
COO/CFO



Tom Ilube
Chair



Bill Sweeney
Society Secretary

GROUP STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR TO 30 JUNE 2024

	Called up share capital £m	**Other reserve £m**	**Debenture reserve £m**	**Profit and loss reserve £m**	**Total equity funds £m**	**Non-controlling interests £m**	**Total equity funds and non-controlling interests £m**
At 1 July 2022	-	(95.7)	38.1	125.9	**68.3**	1.3	**69.6**
(Loss)/profit for the year	-	-	-	(6.3)	**(6.3)**	7.6	**1.3**
Other comprehensive income	-	-	-	2.2	**2.2**	-	**2.2**
Total comprehensive income for the year	**-**	**-**	**-**	**(4.1)**	**(4.1)**	**7.6**	**3.5**
Transfer between reserves	-	(1.4)	-	1.4	**-**	-	**-**
Foreign exchange gain	-	-	-	0.1	**0.1**	-	**0.1**
Dividends paid	-	-	-	-	**-**	(10.1)	**(10.1)**
At 30 June 2023	**-**	**(97.1)**	**38.1**	**123.3**	**64.3**	**(1.2)**	**63.1**
(Loss)/profit for the year	-	-	-	(42.0)	**(42.0)**	3.6	**(38.4)**
Other comprehensive income	-	-	-	0.9	**0.9**	-	**0.9**
Total comprehensive loss	**-**	**-**	**-**	**(41.1)**	**(41.1)**	**3.6**	**(37.5)**
Transfer between reserves	-	(1.5)	-	1.5	**-**	-	**-**
Foreign exchange loss	-	-	-	**(0.1)**	**(0.1)**	-	**(0.1)**
Dividends paid	-	-	-	-	**-**	(2.4)	**(2.4)**
At 30 June 2024	**-**	**(98.6)**	**38.1**	**83.6**	**23.1**	**-**	**23.1**

The notes on pages 69 to 100 form part of these financial statements.

PARENT STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR TO 30 JUNE 2024

	Called up share capital £m	Debenture reserve £m	Restated Profit and loss reserve £m	Total equity funds £m
At 1 July 2022	**-**	**38.1**	**112.5**	**150.6**
Loss for the year	-	-	(2.4)	**(2.4)**
Other comprehensive income	-	-	2.2	**2.2**
Total comprehensive loss	**-**	**-**	**(0.2)**	**(0.2)**
At 30 June 2023	**-**	**38.1**	**112.3**	**150.4**
Loss for the year	-	-	(43.4)	**(43.4)**
Other comprehensive income	-	-	0.9	**0.9**
Total comprehensive loss	-	-	(42.5)	**(42.5)**
At 30 June 2024	**-**	**38.1**	**69.8**	**107.9**

The notes on pages 69 to 100 form part of these financial statements.

GROUP CASH FLOW STATEMENT

FOR THE YEAR ENDED 30 JUNE 2024

	Notes	2024 £m	2023 £m
Cash flows from operating activities			
(Loss)/profit on ordinary activities after taxation		**(38.4)**	1.3
Adjustments for:			
Amortisation of intangible assets	13	**0.7**	0.6
Depreciation of tangible assets	14	**19.5**	19.1
Impairment of tangible assets	14	**0.3**	-
Loss on disposal of tangible fixed assets	14	**0.3**	0.7
Loss on disposal of intangible assets	13	**0.2**	-
Share of loss from associate	17	**0.8**	-
Gain on fair value of investment properties	18	**-**	(0.2)
Corporation tax charge		**1.3**	2.1
Interest receivable	10	**(3.4)**	(1.1)
Interest charge	11	**2.4**	2.2
Net pension income	29	**(0.1)**	(0.8)
(Gain)/loss on fair value of fixed asset investments	16	**(0.6)**	0.2
Corporation tax paid		**(1.9)**	(2.2)
Decrease/(increase) in stock		**0.2**	(0.4)
Increase in debtors	20	**(2.0)**	(11.9)
Increase in creditors	23	**16.9**	8.1
Net cash flow (used in)/generated from operating activities		**(3.8)**	**17.7**
Cash flows from investing activities			
Purchase of intangible fixed assets	13	**(9.0)**	(2.3)
Purchase of tangible fixed assets	14	**(10.4)**	(7.3)
Loans advanced to clubs	15	**-**	(0.1)
Club loans repaid	15	**0.7**	1.0
Proceeds from sale of fixed asset investments		**19.1**	19.2
Purchase in fixed asset investments	16	**(1.8)**	(1.0)
Disposal in fixed asset investments	16	**1.5**	0.6
Investment in associate	17	**(1.8)**	-
Short-term deposits placed in the year		**(48.0)**	(25.0)
Short-term deposits redeemed in year		**45.0**	-
Interest received		**1.3**	-
Net cash flow used in investing activities		**(3.4)**	**(14.9)**

	Notes	**2024 £m**	2023 £m
Cash flows from financing activities			
Repayment of bank loans (net of fees)	24	**-**	(17.0)
Debentures issued	25	**16.2**	14.7
Interest paid		**(1.0)**	(0.7)
Dividends paid to non-controlling interests		**(2.4)**	(10.1)
Net cash flow from/(used in) financing activities		**12.8**	**(13.1)**
Net change in cash and cash equivalents		**5.6**	**(10.3)**
Cash and cash equivalents at beginning of year		**24.9**	35.2
Net change in cash and cash equivalents		**5.6**	(10.3)
Cash and cash equivalents at end of year		**30.5**	**24.9**

NOTES TO THE FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

1. GENERAL INFORMATION

The Rugby Football Union is a registered society in England. The Registered Office is Rugby House, Allianz Stadium, 200 Whitton Road, Twickenham, Middlesex, TW2 7BA.

2. ACCOUNTING POLICIES

a. Statement of compliance and basis of preparation

The financial statements have been prepared under the historical cost basis, modified to include certain items at fair value, and in accordance with the Financial Reporting Standard 102 (FRS102), the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland, and the Co-operative and Community Benefit Societies Act 2014.

The Group and Parent have determined that they meet the definition to be classified as a public benefit entity under FRS 102 Section 34 and apply the provisions of this section as disclosed below.

In the year a change of balance sheet presentation was made. The adapted balance sheet presentation method was chosen to best represent the Group and Parent position.

The financial statements are prepared in sterling, which is the presentational currency of the Group, and rounded to the nearest £0.1m.

b. Disclosure exemptions

The Parent has taken advantage of the following disclosure exemptions available under FRS 102:

- The requirements of section 7 "Statements of Cash Flows" and section 3 "Financial Statement Presentation" paragraph 3.17 (d).
- The requirements of section 11 paragraphs 11.39 to 11.48A and section 12 paragraphs 12.26 to 12.29.
- The requirement of section 33 "Related Party Disclosures" paragraph 1.12 (e) 33.7A.

In preparation of the financial statements, the following accounting principles and policies have been applied:

c. Going concern

In adopting the going concern basis for preparing the financial statements, the directors consider a period of at least 12-months from the signing of these financial statements. In their assessment the directors have considered the business activities set out in the Strategic Report on pages 6 to 37 including the Group's principal risks and the directors are confident that the Group has adequate resources to continue its operations for the foreseeable future and meet its liabilities as they fall due.

The Group has strong visibility of its broadcasting, match day and sponsorship income streams, as well as its principal financial investment commitments and capital funding options. Subject to inherent uncertainties in cash flow forecasts, this business model, and the level of financial flexibility that it affords, if necessary, provides an adequate level of assurance over going concern.

In November 2021, the RFU committed to a £90m revolving credit facility (RCF) split between two banks for a three-year period, with an option of up to two further years. In November 2022, the facility option for 1 year was taken and the total facility reduced to £75m with £70m being the RCF and £5m overdraft. The facility was further reduced in January 2024 to £35m, split £30m RCF and £5m overdraft and the option to extend for 1 further year was not taken and as a result the facility will end in October 2025 as it is no longer required.

This facility is subject to financial covenants and interest and capital repayment terms, which the Board are comfortable will be met based on current forecasts and projected covenant positions.

During the year, there were no drawdowns on the facility with no amount outstanding at year end. The RFU post year end has good liquidity with cash in the bank and a low level of reliance on the facilities with the full £35m available.

The Directors have reviewed the financial projections for the Rugby Football Union Group, including various scenarios, for the years 2024/25 and 2025/26, these include sensitivities to the economic climate.

In all but remote scenarios the Group will be able to operate within the level of, and in compliance with, the terms of its bank facilities and covenants during this period. Based on the Group's cash flow projections, which incorporate reasonable sensitivities and contingencies for a period of not less than 12 months from the date of approval of these financial statements, the Board has concluded that the Group has sufficient financial resources to meet its liabilities as they fall due.

For this reason, the Group continues to adopt the going concern basis in preparing its financial statements.

d. Basis of consolidation

The Group's financial statements consolidate the results of the society and its subsidiary undertakings up to 30 June each year. Intercompany transactions and balances between Group Companies are therefore eliminated in full. The results of subsidiary undertakings are consolidated from the date control is obtained to the date control ceases.

The Group's interests in subsidiary undertakings are fully consolidated on a line by line basis, with non-controlling interests' share of earnings and retained earnings shown separately.

In accordance with the transitional exemption available in FRS 102, the Group has chosen not to retrospectively apply the standard to business combinations that occurred before the date of transition to FRS 102, being 1 July 2014.

The Rugby Football Foundation and RFU Injured Players Foundation charities are consolidated into the Group financial statements on the basis that the RFU has control over these entities through a controlling representation on their Boards of Trustees.

The RFU also has a 25% shareholding in British & Irish Lions Designated Activity Company and a 16.7% shareholding in New Six Nations Rugby Limited. Due to the Group's inability to exercise significant influence over these investee companies, management do not believe that it is appropriate to equity account these investments.

England Rugby Limited (ERL) is a 100% owned entity of the RFU that houses the Winter Sports Survival Programme Loans. In line with FRS 102, it has not been consolidated. FRS 102 requires exclusion from consolidation on the grounds of a lack of control due to the 'severe long-term restrictions that substantially hinder the exercise of the rights of the parent over the assets or management of that undertaking'. Having entered into the facility agreement with Sport England and DCMS, ERL is restricted from entering into any other transactions other than issuing loans to rugby clubs and holding the loan with Sport England. The key operational and financial decisions of ERL are subsequently made by the "Investment Committee" of which representatives of ERL, Sport England and DCMS are all equal members. The RFU holds 1/3 of the voting rights and DCMS has the deciding vote and can also veto any decisions made. This constitutes 'severe restrictions' from RFU exercising dominant control.

Due to the lack of control the RFU treats ERL as an investment.

During the year the RFU's shareholding in Premier Women's Rugby reduced from 100% subsidiary to an associate with 40% shareholding. The RFU employs equity accounting for a 25% share as it is holding 15% of shares on trust to be either distributed to new entrants or to existing shareholder clubs. The RFU is not entitled to appoint a member to the board of directors or receive distributions for the 15% share.

Further details on accounting for an associate are available in Note m.

e. Revenue

Revenue is measured at the fair value of the consideration received or receivable. Revenue is recognised when a) the significant risks and rewards of ownership are transferred, b) revenue can be measured reliably, excluding value added tax, in respect of the sale of goods and services rendered to the extent that it is probable that the economic benefits will be received.

Revenue recognition policies for specific revenue streams are as follows:

- Ticket revenue and the sale of hospitality packages are recognised when the relevant event is staged.
- Revenue determined by commercial contracts, which makes up the majority of broadcasting revenue, sponsorship revenue and the leasing of hospitality boxes, is recognised in accordance with the terms and period of the contract.
- Grant income is recognised when the respective grant conditions have been satisfied and fall within the period to which the grant relates.
- Donation income is recognised at the point the donation cash is received.
- Subscription income is recognised at the point the transaction occurs.
- Travel revenue is recognised on the commencement of the related tour, being the date of travel.
- Hotel revenue is recognised at the point at which rooms are occupied and food and beverage is sold.

- Health club membership revenue is recognised on a straight-line basis over the membership term with joining fees recognised at the date of granting the membership as they are non-refundable.
- Fees from the staging of concerts and after match events at Twickenham Stadium are recognised when the relevant event is staged.
- Revenue from value in kind transactions are recognised at the gross fair value based on the goods and services provided. The offsetting cost of the goods or services is recognised in cost of goods sold.
- Catering income is recognised as at the date of delivery.

f. Leases

At the inception of a lease the RFU, as lessee, determines whether it is a finance or an operating lease. The criteria for recognition as a finance lease is that substantially all of the risk and rewards of ownership are transferred to the RFU; if this criteria is not met, the lease is classified as an operating lease.

A finance lease is recognised at the inception of the lease at fair value and is depreciated on a straight-line basis over the shorter of the useful economic life and the lease term. Lease payments are split between a finance charge and a reduction of the capital outstanding so that the interest charge for each accounting period is a constant percentage of the capital sum outstanding.

Operating leases are charged on a straight-line basis over the term of the lease to the Profit and Loss Account. Any benefit received in the form of a lease incentive is recognised as a reduction to the expense over the lease term on a straight-line basis.

g. Taxation and deferred taxation

Tax is recognised in the Profit and Loss Account, except where an item of income or expense has been recognised in other comprehensive income or directly in equity. In such a situation the tax charge or credit is also recognised in other comprehensive income or directly in equity.

The income tax charge for the year is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the Balance Sheet date in the countries where the Parent's subsidiaries operate and generate taxable income.

Deferred tax balances are recognised in respect of all timing differences that have originated but have not been reversed by the Balance Sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits;
- Where they relate to timing differences in respect of interests in subsidiaries, associates, branches and joint ventures, and the Group can control the reversal of the timing differences. Such reversal is not considered probable in the foreseeable future.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them, and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the Balance Sheet date.

h. Intangible fixed assets and amortisation

Intangible assets relate to either computer software or software development relating to the Digital Transformation project. They are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

Computer software	3-10 years

Assets under construction are not amortised until they are brought into use.

At the end of each reporting period, management consider if impairment indicators exist for all intangible assets. Internal and external factors are considered including usage of the asset, changes in interest rates and economic uncertainty.

The assets are reviewed for impairment if the above factors indicate that the carrying amount may be impaired.

Costs associated with maintaining computer software are recognised as an expense as incurred. Computer licenses are capitalised for the development period and amortised over the life of the asset they are part of. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the group are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Other development expenditures that do not meet these criteria are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

i. Tangible fixed assets and depreciation

Tangible assets are stated at historic cost less accumulated depreciation and any provision for impairment. Such costs include costs directly attributable to bringing the asset into use. Borrowing costs directly attributable to major stadium work are capitalised as part of the asset.

Depreciation commences when the asset is first brought into use and is provided to write off the cost of the assets less any expected residual value on a systematic basis over their estimated useful lives on a straight-line basis as follows:

Buildings	10-75 years
Long-term leasehold property	Over the lease of the property
Fixtures, fittings and equipment	3-40 years

Land is not depreciated. Assets under construction are not depreciated until they are brought into use.

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date.

The Group adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the group. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and, where material, are recognised within 'interest receivable and similar income' in the Profit and Loss Account.

At the end of each reporting period, management consider if impairment indicators exist for all tangible assets. In the instance that impairment indicators are identified, management will compare the carrying value to the higher of recoverable value and value in use. If the carrying amount exceeds these amounts it is reduced and the impairment loss is recognised in the Profit and Loss Account.

Artificial grass pitches

The Rugby Football Development Limited (RFDL) entity developed a national facilities strategy to deliver an AGPs project to the grassroots of the game. The RFU leases the sites from selected clubs for 30 years and RFDL builds and subsequently manages the pitches.

Depreciation is charged from the date the asset is available for use which is deemed to be when a practical completion handover document from the supplier has been signed and handed over to RFDL. The pitch has two layers which are capitalised as separate assets and depreciated using the straight-line method over their respective economic lives:

Base layer	30 years
Top layer	10 to 12 years

j. Loans to clubs

Loans to clubs are accounted for as concessionary items in accordance with section 34 of the public benefit entity guidance contained within FRS 102.

All loans to clubs have their own individual terms and conditions and are advanced to member clubs by the Rugby Football Foundation, and by the RFU.

The loans are repayable over a period of up to 15 years.

The loan is initially recognised at the amount paid to the club and is subsequently adjusted for any accrued interest payable. In the instance that the loan in part or full has become irrecoverable an impairment loss is recognised in the Profit and Loss Account.

k. Investment property

Investment property is initially measured at cost, which comprises the purchase price less any directly attributable costs. Subsequently the properties are measured at fair value at each reporting date, determined annually by the Directors or external valuers and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in the Profit and Loss Account. In the current year an external valuer was not used to in determining the value of the investment properties.

l. Investment in subsidiary undertaking

Investments in subsidiary are held at cost, less provision for impairment, in the standalone financial statements of the Parent.

m. Investment in associate undertaking

An entity is treated as an associated undertaking where the group exercises significant influence in that it has the power to participate in the operating and financial policy decisions.

In the consolidated accounts, interests in associated undertakings are accounted for using the equity method of accounting. Under this method an equity investment is initially recognised at the transaction price (including transaction costs) and is subsequently adjusted to reflect the investor's share of the profit or loss, other comprehensive income and equity of the associate. The consolidated statement of comprehensive income includes the group's share of the operating results, interest, pre-tax results and attributable taxation of such undertakings applying accounting policies consistent with those of the group.

Any share of losses are only recognised to the extent that they do not reduce the investment balance below zero as the group has no obligations to make payments on behalf of the associate, and any share of subsequent profits shall be accounted for once the unrecognised profits are equal to the unrecognised losses. In the consolidated balance sheet, the interests in associated undertakings are shown as the group's share of the identifiable net assets, including any unamortised premium paid on acquisition. Any unrealised profits and losses from transactions between the Group and the associate are eliminated to the extent of the Group's interest in the associate.

n. Other investments

The investments are held for charitable purposes and are initially recognised at fair value. Subsequently the investments are measured at fair value through the Profit and Loss Account.

o. Investments in joint ventures

Material joint venture (JV) operations are accounted for with the investment held at cost, less provision for impairment and amounts due to/ from the JV held on the balance sheet, with a share of the profit/(loss) shown in the Profit and Loss Account.

p. Unlisted investments

Unlisted investments are accounted for at fair value through the Profit and Loss Account.

q. Stock

Stock is held for resale and is initially valued at the lower of cost (first in, first out basis) and net realisable value (price less selling costs). At each reporting date the stock is impaired if its carrying value exceeds its net realisable value, with the loss being recognised in the Profit and Loss Account.

r. Financial assets and liabilities

Basic financial assets, including trade and other receivables, cash and bank balances and investments in commercial paper, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Basic financial assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party, or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

s. Cash and cash equivalents

Cash represents cash in hand and deposits with banks and other financial institutions repayable without penalty on notice of not more than 24 hours.

Cash equivalents include short-term deposits with banks and other financial institutions with a maturity date of three months or less from the date of acquisition.

The Group Cash Flow Statement shows the cash and cash equivalents net of bank overdrafts that are repayable on demand and form an integral part of the cash flow management.

t. Short-term deposits

The deposits are with banks and other financial institutions that are repayable within one year of year end and have a penalty charge if the deposit is withdrawn before maturity.

Due to the penalty charge on early redemptions, it could result in the reduction in value of the deposit, and due to this the cash is subject to more than insignificant risk of change to value so they are accounted for as short-term deposits.

They are accounted for at amortised cost.

u. Pension and other post-retirement benefits

The Rugby Football Union operates a defined contribution pension scheme and a defined benefit pension scheme.

i. Defined contribution pension plan

The defined contribution plan has contributions based on a percentage of salary made to an independently administered plan, the contributions being recognised as an expense when they fall due. There is no legal or constructive obligation to make any further payments to the plans other than contributions due.

ii. Defined benefit scheme

The defined benefit plan determines the pension benefit that the employee will receive on retirement, dependent upon several factors including age, length of service and remuneration.

The defined benefit surplus or deficit recognised in the balance sheet in respect of the defined benefit plan is the fair value of the plan assets less the present value of the defined benefit obligation at year end.

Annually, the Parent engages independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds and that have terms approximating the estimated period of the future payments ('discount rate'). The fair value of plan assets is measured in accordance with the FRS 102 fair value hierarchy. This includes the use of appropriate valuation techniques.

The full-service cost of pension provision for the period, together with the cost of any benefits relating to past service, is charged to the Profit and Loss Account. The expected increase in the present value of scheme liabilities and the long term expected return on assets based on the market value of the scheme assets at the start of the period, are included as a net interest cost in the Profit and Loss Account under interest payable.

Actuarial gains and losses arising from adjustments due to historical performance and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed as an actuarial gain or loss on remeasurement of the aligned pension scheme.

The net interest cost is calculated by applying discount rate to the net balance of the defined benefit obligation and the fair value of plan assets.

Where a defined benefit plan has been curtailed or settled in the period, the defined benefit obligation is amended accordingly, and the resulting gain or loss is recognised in the profit and loss in the period.

A defined benefit pension surplus is recognised to the extent that the entity has an economic right, by reference to the conditions of the plan and relevant statutory requirements, to realise the asset over the course of the expected life of the plan or when the plan is settled.

v. Foreign currency translation of transactions and balances

Foreign currency transactions are translated into the Group entity's presentational currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Profit and Loss Account. Foreign exchange gains and losses which relate to borrowings, cash and cash equivalents are presented in Profit and Loss Account within 'finance income or costs'. All other foreign exchange gains and losses are presented in the Profit and Loss Account within 'overhead expenses'.

Monetary assets and liabilities denominated in foreign currencies are translated at the rates ruling at the Balance Sheet date.

w. Derivative financial instruments and hedging activities

The Group uses forward exchange contracts to hedge against the foreign currency exchange movements that present a cash flow risk on its future Euro denominated receivables from the Six Nations tournament. To the extent the hedge is effective, movements in fair value are recognised in other comprehensive income and then released on maturity of the contract. Any ineffective portions of those movements are recognised in profit or loss for the period.

x. Debentures

The Group has determined the entity and the debentures meet the criteria set out in Section 34 FRS 102 to be classified as public benefit entity concessionary loans. Initially these are recorded on the Balance Sheet at face value and not discounted.

Subsequently these values are adjusted for any interest receivable or payable on the balance. It is not anticipated that there will be any change in value.

y. Employee benefits and termination benefits

The Group recognises employee benefit liabilities in the period they relate to when it is demonstrated they are committed, or a constructive obligation is in place.

The Group recognises termination benefit liabilities only when it is demonstrably committed or has a constructive obligation to either terminate the employment of an employee or group of employees before their normal retirement date, or to provide termination benefits as a result of a general or specific offer made in order to encourage voluntary redundancy.

z. Provision for liabilities and contingent liabilities

Provisions are recognised when an event has taken place that gives rise to a legal or constructive obligation, a transfer of economic benefits is probable, and a reliable estimate can be made.

Provisions are measured as the best estimate of the amount required to settle the obligation, considering the related risks and uncertainties.

Increases in provisions are generally charged as an expense to profit or loss.

Contingent liabilities are not recognised. Contingent liabilities arise as a result of past events when (i) it is not probable that there will be an outflow of resources or that the amount cannot be reliably measured at the reporting date or (ii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within the group's control. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

Contingent assets are not recognised. Contingent assets are disclosed in the financial statements when an inflow of economic benefits is virtually certain.

3. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION AND UNCERTAINTY

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities at the Balance Sheet date, and the amounts reported for revenues and expenses during the year. Actual outcomes could differ from the estimates made but management seeks to mitigate this risk by using all available information and experience to make judgements as accurate as possible.

a. Critical judgements

Twickenham Experience Limited

TEL is a venture between the RFU (owning 60%) and the Compass Group (owning 40%), established to provide catering and hospitality services at Twickenham Stadium. The RFU has granted TEL exclusive hospitality rights at the stadium for a period of 40 years from May 2000.

RFU/Compass Agreement – 2018

In the original agreement in 2018, if no option event occurred before 30 June 2028, the contract required RFU to repurchase Compass Group's 40% share of TEL for £95.5m. However, due to the impact of the Covid-19 pandemic, this has been extended to 30 June 2029.

An option event is detailed in the contract (for example, the cessation of rugby matches at Allianz Stadium), and grants Compass the irrecoverable right to exercise a put option, at a stated price, on the occurrence of one of these events.

Managements judgement is the likelihood of an option event occurring before 30 June 2029 to be highly unlikely and as such, the RFU has accounted for the obligation to repurchase Compass Group's shares by recording a liability.

Professional Game Agreement

The Professional Game Agreement between the RFU and PRL runs for eight years from the 2016/17 season through to the 2023/24 season.

During the first four years of the Agreement, the RFU invested over £100m in the professional game. From 2020/21 the level of investment for the final four years of the Agreement is wholly linked to the revenue of the RFU. Payments specific to each contractual year of the Agreement are recognised in the period to which they relate, once the agreed conditions have been met rather than the expense being recognised in full at the signature of the Agreement.

Artificial Grass Pitches

The pitches are capitalised and treated as tangible fixed assets, with their component parts depreciated from the date they are available for use.

No provision is recognised for the RFDL's requirement to ensure that each AGP is in such a condition that it has five years playing usage remaining at the

end of the lease. It is anticipated that technological advancements in this area mean that no additional costs will be incurred to bring it to that condition along with the current maintenance regime in place.

The pitches are considered to be largely for the provision of social benefits by a public benefit entity and are therefore accounted for as items of property, plant and equipment as required by FRS 102.

Sponsorship income recognition

The RFU has sponsorship agreements that run September to August. The sponsorship revenue is recognised within the financial year July to June. This is due to management's assessment that the performance obligations of the sponsorship contracts are directly linked to competitive internationals at Allianz Stadium or in the Six Nations Championship, which occur within the financial year. Once these have been completed, the material performance obligations have been satisfied making it appropriate to recognise the sponsorship income.

Pension Asset

A defined benefit pension asset is recognised to the extent that the entity has an economic right, there is a judgement on if an asset should be recognised by reference to the conditions of the plan and the relevant statutory requirements.

Impairment of investments

Investments held are reviewed on an annual basis for indicators of impairment and when an indicator exists an impairment review is performed, these indicators can be judgemental in nature.

Intangible asset recognition

In 2023, RFU launched a digital transformation project with the aim to create one platform for the RFU's engagement with an individual, so the user has a seamless experience from player data to fan engagement.

These costs include software costs, consultant fees, and payroll costs for employees involved in the project.

Management's assessment is that the project meets the criteria for an asset as it is expected to bring probable expected future benefits to the RFU and the cost can be measured reliably.

England Rugby Limited –- non-consolidation

Management do not consider England Rugby Limited to be a subsidiary. The RFU owns 100% of the shareholding, however under FRS102 9.4 and 9.5 the RFU does not have the required control due to the long-term restrictions in place on the entity and as a result treats it as an investment.

b. Areas of estimation and uncertainty

Recoverability of intercompany receivables

Management periodically perform an assessment of the recoverability of the intercompany receivables to understand if the Group company has the ability and means to settle the amount as it comes due. Management have to make estimates around the position of the company and the future position of the company in completing this assessment. Included in this assessment are assumptions on revenue streams and expected expenditure that have a degree of uncertainty. If it is deemed that the intercompany receivable is not recoverable then a provision is taken against it.

Debtor recovery

The recoverability of receivables is assessed to determine the requirement for a provision for doubtful debts. Recoverability is reviewed for known issues e.g. business in administration, legal disputes, payment plans not being met with amounts identified and a provision being taken. An additional review is undertaken of all debts outstanding for 91+ days and a provision taken against those where there is a recoverability issue.

Pension assumptions

The most significant assumptions affecting the valuation of the pension scheme liabilities at year end are those relating to the discount rate applied to scheme liabilities, rate of return on investments, rates of inflation, and the future rates of increases in salaries, pensions and mortality assumptions.

Management makes these assumptions using advice from the firm of actuaries who perform the pension calculations and by taking into account all relevant past and present information at their disposal.

The FRS 102 valuation of the defined benefit pension scheme as at 30 June 2024 was conducted by an actuary, using as a basis the most recent actuarial valuation conducted at 30 April 2023, updating the assumptions based on discussions with management.

Deferred taxation asset

There are four principal drivers of the temporary differences that are available for offset against future profits of the Group and which give rise to deferred tax assets. These are : capital allowances on Twickenham Stadium and AGP investments; excess charitable donations; and tax losses carried forward.

Various assumptions have been made in assessing the extent to which deferred tax assets will be recovered. Prior to COVID-19, future profits could be more reliably predicted which meant recognition of a deferred tax asset was appropriate. Due to the uncertainty in the short and medium term, profits cannot be predicted as reliably and as a result, the full deferred tax asset has not been recognised.

Uncertainties, including those pertaining to the current economic climate and relevant market conditions, are taken into consideration when calculating the level of probable deferred tax utilisation. These uncertainties impact the forecasts and the level of deferred tax asset that is recognised.

Estimated useful economic life of tangible fixed assets

Twice annually, a review is performed of the fixed asset register to consider whether there are any indications of impairment and to determine whether useful economic lives (UELs) and residual values remain appropriate. Management considers the condition of assets in use, as well as latest expectations of useful life and recoverable values at the end of this useful life.

During the June year end assessment due to the progress of the Stadium Masterplan project it has been decided to align all the stands to depreciate to the end of 2068 by increasing the UELs of the North, West and South Stands going forward from 1 July 2024. This proposal will increase the upper limit for Buildings being depreciated over from 75 years to 78 years.

Management's assessment involved reviewing the Stadium Masterplan concept, obtaining independent advice and discussions with the Stadium team.

Impairment in investments

The most critical estimates and assumptions for investments relate to the determination of carrying value of unlisted investments at fair value through profit and loss. In determining this amount, the Group applies the overriding concept that fair value is the amount for which an asset can be exchanged between knowledgeable willing parties in an arm's length transaction. The nature, facts and circumstance of the investment drives the valuation methodology.

Listed investments are valued at the quoted bid price at the reporting date. Unquoted investments are valued using the forecasted discounted cash flows to the relevant assets with sensitivities applied.

If the value of the cash flows are lower than the carrying amount these are reviewed by management; if reasonable mitigation cannot be made an impairment is recognised.

Investment into Six Nations

CVC Capital Partners invested in November 2021, up to £365m in exchange for a 1/7 share of the profits of New Six Nations Limited and an equal share in governance of the enterprise. CVC's investment is in tranches, with £305m paid to the Unions in five instalments over five financial years in equal 20% tranches, with a further potential £60m paid in years 5-7 contingent on certain EBITDA being achieved in those years.

The RFU has recognised its share of the full noncontingent consideration at the completion date of £87.6m (being £92.3m less £4.7m costs of the transaction). The deferred consideration amount is discounted at a rate of 1.98% which is unwound over the period of the deferred consideration.

The contingent element based on the EBITDA performance of SNRL has been reviewed based on different scenarios with sensitivities applied. At the date of completion, no amount was recognised, and this has been reviewed again at year end and there has been no change.

Recognition of digital transformation project

Part of the intangible asset being recognised for this project relates to payroll costs from employees involved in the developing and building the systems. There is a degree of estimate on the time individuals have spent and been attributed to on a work stream. Management is comfortable that the amount is correct with the information gathered as part of the capitalisation process.

4. REVENUE

Revenue is attributable to the activities as the governing body of rugby in England.

	Group 2024	Group 2023	**Parent 2024**	Parent 2023
	£m	£m	**£m**	£m
Ticket	**23.0**	48.4	**25.4**	53.1
Broadcasting	**34.5**	40.9	**34.5**	40.9
Sponsorship	**25.7**	25.9	**25.7**	25.9
Hospitality and Catering	**48.8**	70.8	**6.8**	9.4
Merchandising and Licensing	**3.4**	3.9	**3.9**	4.4
Hotel	**6.0**	6.7	**1.4**	-
Health and Leisure	**3.1**	2.9	**-**	-
Travel	**9.6**	1.1	**-**	-
Dividend	**-**	-	**3.6**	15.2
Recharges	**-**	-	**12.3**	8.9
Event hire fees	**4.6**	4.3	**4.6**	4.2
Grant income	**8.3**	11.4	**2.1**	4.0
Other	**8.2**	5.1	**4.9**	2.1
	175.2	221.4	**125.2**	168.1

5. OPERATING (LOSS)/PROFIT

Operating (loss)/profit is stated after charging:

		Group 2024	Group 2023	**Parent 2024**	Parent 2023
		£m	£m	**£m**	£m
Board and Council –	RFU Administration costs	**0.1**	0.2	**0.1**	0.5
	Match related expenses	**0.4**	0.6	**0.4**	0.5
Depreciation of tangible fixed assets		**19.5**	19.1	**16.7**	16.5
Amortisation of intangible fixed assets		**0.7**	0.6	**0.7**	0.5
Impairment on tangible fixed assets		**0.3**	-	**-**	-
Loss on disposal of tangible fixed assets		**0.3**	0.7	**0.2**	0.2
Loss on disposal of intangible fixed assets		**0.2**	-	**-**	-
Gain on investment property		**-**	0.2	**-**	0.2
Operating lease rentals		**1.2**	0.5	**0.8**	0.5
Auditors' remuneration – audit services		**0.4**	0.3	**0.2**	0.2
Foreign exchange loss		**0.1**	0.2	**0.1**	0.2

6. BOARD OF DIRECTORS' REMUNERATION

	2024 £m	2023 £m
Aggregate remuneration	**1.6**	1.5
Aggregate remunerations receivable under long term incentive plans	**0.4**	-

The above numbers are shown on an accrual basis.

The highest paid Director received remuneration of £1.1m (2023: £0.7m) during the year. The value of the Group's contribution paid to a defined contribution pension scheme in respect of the highest paid Director amounted to nil (2023: £nil). There is one Director (2023: one) to whom retirements benefits are accruing under the defined contribution pension scheme.

Directors' bonuses and long-term incentive plan bonuses were awarded for the year ended 30 June 2024. The Remuneration Committee report provides greater detail on Directors' pay and can be found on pages 50 and 52.

7. STAFF COSTS

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Parent 2023 £m
Direct employee costs				
Wages and salaries	**37.5**	32.3	**29.4**	24.9
Social security costs	**4.3**	3.9	**3.5**	3.1
Defined benefit pension costs	**-**	-	**-**	-
Defined contribution pension costs	**3.9**	3.2	**2.9**	2.4
Restructuring costs	**-**	0.9	**-**	0.9
	45.7	40.3	**35.8**	31.3
Other staff costs				
Temporary staff	**3.2**	3.1	**2.1**	2.1
Individuals employed by third parties at subsidiaries included in overheads	**2.8**	2.2	**-**	-
Total staff costs	**51.7**	45.6	**37.9**	33.4

8. STAFF NUMBERS

	Group 2024	Group 2023	**Parent 2024**	Parent 2023
Average monthly number of direct employees (full-time equivalent)				
Stadium, Commercial and Administration (including non-executive directors)	**291**	261	**267**	237
Professional Rugby (including contracted Red Rose players)	**186**	160	**186**	160
Rugby Development	**156**	145	**6**	6
	633	566	**459**	403

Staff numbers above include Non-Executive Directors and contracted players.

9. OTHER OPERATING INCOME

	Group 2024	Group 2023	**Parent 2024**	Parent 2023
Insurance proceeds	**1.0**	**-**	**1.0**	**-**

The insurance proceeds are relating to a claim for work and materials relating to the stadium upgrade project in preparation for the 2015 Rugby World Cup.

10. INTEREST RECEIVABLE AND SIMILAR INCOME

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Parent 2023 £m
Interest receivable and similar income	**2.9**	1.6	**2.7**	1.7
Pension net interest	**0.5**	0.2	**0.5**	0.2
	3.4	1.8	**3.2**	1.9

11. INTEREST PAYABLE AND SIMILAR CHARGES

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Restated Parent 2023 £m
Bank interest	**0.9**	0.7	**0.7**	0.7
Other interest charge	**1.5**	1.4	**1.5**	1.5
Other charges	**-**	0.1	**-**	0.1
	2.4	2.2	**2.2**	2.3

The other interest charge of £1.4m relates to the increase of the liability to repurchase Compass Group's 40% share of TEL for £95.5m in June 2029. The liability currently sits at £88.3m.

The other interest charge has been restated as at 1 July and 30 June 2023 relating to a prior period adjustment as described in note 37.



12. TAXATION

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Restated Parent 2023 £m
(a) Corporation tax				
UK corporation tax on profit/(loss) for the period	**1.4**	2.4	**(1.5)**	(2.7)
Adjustment in respect of previous periods	**(0.1)**	-	**(0.1)**	-
Total corporation tax	**1.3**	2.4	**(1.6)**	(2.7)
(b) Deferred tax				
Origination and reversal of timing differences	**(0.3)**	(0.2)	**(0.3)**	(0.7)
Adjustment in respect of previous years	**0.3**	-	**-**	-
Effect of changes in tax rate	**-**	(0.1)	**-**	(0.1)
Total deferred tax	**-**	(0.3)	**(0.3)**	(0.8)
Taxation on ordinary activities	**1.3**	2.1	**(1.9)**	(3.5)
(c) Tax included in group statement of total comprehensive income				
Deferred tax current year charge	**0.3**	0.8	**0.3**	0.8
Total tax included in other comprehensive income	**0.3**	0.8	**0.3**	0.8
(d) Factors affecting tax charge/(credit)				
(Loss)/profit on ordinary activities before taxation	**(37.1)**	3.4	**(45.3)**	(5.9)
Tax on (loss)/profit at standard UK rate of (2024: 25%; 2023: 20.5%)	**(9.3)**	0.7	**(11.3)**	(1.2)
Effects of:				
Expenses not deductible for tax purpose	**2.8**	6.2	**2.4**	2.3
Income not taxable	**-**	(7.0)	**(0.9)**	(7.0)
Capital gains credit	**-**	-		(0.1)
Tax rate changes	**-**	-	**-**	(0.1)
Adjustments from previous periods	**0.2**	-	**(0.1)**	-
Other including deferred tax not recognised	**7.6**	2.2	**8.0**	2.6
Tax charge/(credit) for the year in profit and loss	**1.3**	2.1	**(1.9)**	(3.5)

(e) Factors that may affect future tax charges

The substantively enacted tax rate remained at 25% as at the Balance Sheet date of 30 June 2024.

The closing deferred tax assets and liabilities have therefore been calculated at the substantively enacted rate (25%) the rate expected to apply to the unwinding of the asset as at the balance sheet date.

(f) Deferred tax asset	**2024 £m**
Group	
At 1 July 2023	**0.4**
Deferred tax credit to Profit and Loss account for the year	**0.3**
Deferred tax charge in Other Comprehensive Income for the year	**(0.3)**
At 30 June 2024	**0.4**
Parent	
At 1 July 2023	**-**
Adjustment from previous periods	**-**
Deferred tax credit to Profit and Loss account for the year	**0.3**
Deferred tax charge in Other Comprehensive Income for the year	**(0.3)**
At 30 June 2024	**-**

The provision for deferred tax consists of the following deferred tax (assets)/liabilities:

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Parent 2023 £m
Deferred tax relating to pension scheme	**2.3**	2.6	**2.9**	2.6
Deferred tax relating to timing differences	**(2.8)**	(2.6)	**(2.9)**	(2.6)
Losses carried forward	**0.9**	(0.3)	**-**	-
Capital allowances	**-**	(0.1)	**-**	-
At 30 June	**(0.4)**	(0.4)	**-**	-

The deferred tax not recognised is £88.8m (2023: £69.3m). This reflects the impact of prevailing economic conditions that are putting pressure on the forecast utilisation of available losses and other deferred tax assets against reasonably foreseeable future taxable profits

13. INTANGIBLE FIXED ASSETS

Group	Software and software development £m	**Total £m**
Cost		
At 1 July 2023	8.8	**8.8**
Additions	7.6	**7.6**
Additions internally generated	1.4	**1.4**
Disposals	(0.3)	**(0.3)**
At 30 June 2024	17.5	**17.5**
Amortisation		
At 1 July 2023	(5.0)	**(5.0)**
Charge for the year	(0.7)	**(0.7)**
On disposals	0.1	**0.1**
At 30 June 2024	(5.6)	**(5.6)**
Net book value		
At 30 June 2024	11.9	**11.9**
At 30 June 2023	3.8	**3.8**
Parent		
Cost		
At 1 July 2023	8.6	**8.6**
Additions	7.5	**7.5**
Additions internally generated	1.4	**1.4**
Disposals	–	**–**
At 30 June 2024	17.5	**17.5**
Amortisation		
At 1 July 2023	(4.9)	**(4.9)**
Charge for the year	(0.7)	**(0.7)**
On disposals	–	**–**
At 30 June 2024	(5.6)	**(5.6)**
Net book value		
At 30 June 2024	11.9	**11.9**
At 30 June 2023	3.7	**3.7**

Included within development costs is Digital Transformation project, which was developed over financial years 2024 and 2025 and is considered material to the Group. The carrying amount as at 30 June 2024 is £9.7m and has an estimated remaining useful economic life of 10 years.

14. TANGIBLE FIXED ASSETS

Group	Land and buildings £m	Long-term leasehold property £m	Fixtures, fittings and equipment £m	Assets in the course of construction £m	**Total £m**
Cost					
At 1 July 2023	246.2	0.4	233.1	0.1	**479.8**
Additions	-	-	6.6	3.8	**10.4**
Disposals	(1.6)	-	(1.1)	(0.2)	**(2.9)**
Impairment	-	-	-	-	**-**
Transfer between asset classes	-	-	0.7	(0.7)	
At 30 June 2024	244.6	0.4	239.3	3.0	**487.3**
Depreciation					
At July 2023	(110.4)	(0.3)	(114.6)	-	**(225.3)**
Charge for the year	(6.1)	(0.1)	(13.3)	-	**(19.5)**
Impairment	(0.3)	-	-	-	**(0.3)**
Disposals	1.6	-	1.0	-	**2.6**
At 30 June 2024	(115.2)	(0.4)	(126.9)	-	**(242.5)**
Net book value					
At 30 June 2024	129.4	-	112.4	3.0	**244.8**
At 30 June 2023	135.8	0.1	118.5	0.1	**254.5**

Parent					
Cost					
At 1 July 2023	222.7	0.4	216.0	0.1	**439.2**
Additions	-	-	5.5	3.5	**9.0**
Disposals	(1.6)	-	(0.1)	(0.2)	**(1.9)**
Impairment	-	-	-	-	**-**
Transfer between asset classes	-	-	0.7	(0.7)	**-**
Transfer from Hotel	-	-	1.5	-	**1.5**
At 30 June 2024	221.1	0.4	223.6	2.7	**447.8**
Depreciation					
At July 2023	(103.1)	(0.3)	(100.3)	-	**(203.7)**
Charge for the year	(4.7)	-	(12.0)	-	**(16.7)**
Impairment	-	-	-	-	**-**
Disposals	1.6	-	0.1	-	**1.7**
Transfer from Hotel	-	-	(1.4)	-	**(1.4)**
At 30 June 2024	(106.2)	(0.3)	(113.6)	-	**(220.1)**
Net book value					
At 30 June 2024	114.9	0.1	110.0	2.7	**227.7**
At 30 June 2023	119.6	0.1	115.7	0.1	**235.5**

Assets in the course of construction as at 30 June 2024 and 1st July 2023 include costs in respect of the ongoing stadium works.

Land and buildings of the Group and Parent includes freehold land of £4.5m (2023: £4.5m). The amount of interest capitalised during the year was £nil (2023: £nil). The total amount of interest capitalised to date is £13.7m (2023: £13.7m). The interest rate was 2.3% (2023: 2.3%).

15. LOANS TO CLUBS

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Parent 2023 £m
At 1 July	**5.1**	6.0	**0.4**	0.5
Advances during the year	**-**	0.1	**-**	0.1
Repayments during the year	**(0.7)**	(1.0)	**-**	(0.2)
At 30 June	**4.4**	5.1	**0.4**	0.4

16. INVESTMENTS

Group	Other fixed asset investments £m	**Total £m**
Cost		
At 1 July 2023	8.1	**8.1**
Additions	1.8	**1.8**
Disposals	(1.5)	**(1.5)**
Gain on fair value of fixed asset investments	0.6	**0.6**
At 30 June 2024	**9.0**	**9.0**

Included in other fixed asset investments are listed investments held by RFU Injured Players Foundation of £8.9m (2023: £8.1m). The investment portfolio is in the following proportions: equities 94% and cash 6% (2023: equities 92% and cash 8%).

Parent	Subsidiary undertakings £m	Capitalised loans to group undertakings £m	Other fixed asset investments £m	**Total £m**
Cost or valuation				
At 1 July 2023 as restated	120.4	-	0.1	**120.5**
Additions	1.3	0.1	-	**1.4**
Impairment	-	(0.1)	-	**(0.1)**
Transfer to associate	(1.9)	-	-	**(1.9)**
At 30 June 2024	**119.8**	**-**	**0.1**	**119.9**

The impairment of capitalised loan to Group relates to the amount owed by RFU Hotel Ltd due to the ability to recover the balance against future profits as the entity going forward will no longer house the Hotel entity as the contract will be direct between RFU and the operator.

Details of the investments in which the Parent hold 17% or more of the nominal value of any class of share capital are as follows:

	Country of incorporation	% holding of shares	Status	Year end	Principal activities
Rugby House, 200 Whitton Road, Twickenham, TW2 7BA					
Twickenham Experience Limited	Great Britain	60%	Subsidiary	30 June	Hospitality services
England Rugby Limited	Great Britain	100%*	Investment	30 June	Community Rugby
England Rugby Travel Limited	Great Britain	51%	Subsidiary	30 June	Sports travel agency
Rugby Reflink Limited	Great Britain	60%	Subsidiary	30 June	Radio equipment
Rugby Football Foundation	Great Britain	n/a**	Subsidiary	30 June	Community Rugby
Rugby Football Development Limited	Great Britain	100%	Subsidiary	30 June	Community Rugby
RFU Hotel Limited	Great Britain	100%	Subsidiary	30 June	Hospitality services
RFU Health and Leisure Limited	Great Britain	100%	Subsidiary	30 June	Health Club
RFU Injured Players Foundation	Great Britain	n/a**	Subsidiary	30 June	Player welfare
IPF Trading Limited^	Great Britain	100%	Subsidiary	30 June	Player welfare
RFF Trading Limited^	Great Britain	100%	Subsidiary	30 June	Community Rugby
Yorkshire Rugby Academy	Great Britain	100%	Subsidiary	30 June	Player Development
Premier Women's Rugby Limited	Great Britain	40%*****	Subsidiary	30 June	Women's Premiership competition
Great Britain Rugby Sevens Limited	Great Britain	33%	Joint venture	30 June	Olympic Games Sevens rugby team
Thomas House, 84 Eccleston Square, London, England, SW1V 1 PX					
New Six Nations Union Limited	Great Britain	16.6%****	Investment	30 June	Competition management
1st Floor, Simmonscourt House, Simmonscourt Road, Ballsbridge, Dublin 4, Ireland					
British & Irish Lions DAC	Rep of Ireland	25%***	Associate	30 June	Overseas rugby tours

In addition to the shareholding above, the Parent is one of nine members of European Professional Club Rugby, a Swiss association whose principal activity is managing the relevant European club competitions.

During the year, Rugby Football Union USA was dissolved. The company was a holding company for an investment held in the USA (Rugby International Marketing LLP) that was dissolved in the year.

*England Rugby Limited is not considered to be a subsidiary of the RFU. It does not meet the definition of FRS102 9.4 and 9.5 as the RFU does not have control of the entity due to the long-term restrictions in place.

**As charities, neither Rugby Football Foundation nor RFU Injured Players Foundation have share capital. The Rugby Football Union has control of these entities through representation on their Board of Trustees and they are therefore considered to be subsidiaries and consolidated.

***Due to the Group's inability to exercise significant influence over the investee and the immateriality of its net surplus and net assets after the settlement of its contractual obligations, this investment has not been equity accounted.

****New Six Nations Union Limited share capital is beneficially owned by Six Nations Council. Six Nations Council is an unincorporated members' association formed by The Rugby Football Union, the Irish Rugby Football Union Limited, the Welsh Rugby Football Union Limited, the Scottish Rugby Union plc, La Federation Francaise de Rugby and La Federazione Italiana Rugby. The Company operates as an agent on behalf of the Council and the Member Unions.

*****The RFU 40% shareholding in PWR is split 25% of shareholding with voting rights and 15% being held on trust which the RFU cannot action the voting right for and will either distribute to new clubs or distribute around the remaining shareholders in FY25. The RFU has accounted for the 25% shareholding and not the 15% held on trust as the RFU has no entitlement to the voting rights and financial distributions.

^Entities are dormant and exempt from audit under section 477 of the Companies Act 2006.

17. INVESTMENT IN ASSOCIATE

Group and parent

	2024 £m	2023 £m
Investment in associate at 1 July	**-**	**-**
Transfer from subsidiary undertaking	**1.9**	**-**
Movements in year	**(1.6)**	**-**
At 30 June	**0.3**	**-**

On 18th January 2024, the Group's equity position in its subsidiary Premier Women's Rugby Limited was reduced from 100% to 25% as planned to introduce the Club ownership into the league. New shares were issued to reduce the RFU ownership from 100% to 25% with no proceeds received from the transaction.

The RFU 25% share of associate performance in the year was a loss of £0.8m.

18. INVESTMENT PROPERTY

Group and parent	**Freehold investment property £m**
Valuation	
At 1 July 2023	7.1
Fair value adjustments	-
At 30 June 2024	**7.1**

If investment properties had been accounted for under the historic cost accounting rules, the properties would have been measured as follows:

	2024 £m	2023 £m
Cost	**1.4**	1.4
Depreciation	**(0.6)**	(0.5)
	0.8	0.9

19. STOCK

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Parent 2023 £m
Goods for resale	**0.5**	0.7	**-**	**-**

20. TRADE AND OTHER DEBTORS

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Parent 2023 £m
Amounts falling due within one year				
Trade debtors	**21.4**	16.4	**11.0**	9.9
Amounts owed from group undertakings	**-**	-	**53.5**	33.7
Other debtors	**2.8**	3.0	**2.3**	2.7
Prepayments and accrued income	**13.6**	18.1	**10.2**	14.5
Deferred consideration	**19.1**	19.2	**19.1**	19.2
Loan to associate	**1.9**	-	**1.9**	-
	58.8	56.7	**98.0**	80.0

Amounts owed by Group undertakings relate to short-term funding provided to subsidiaries for cash flow management. They are interest free, unsecured and repayable on demand.

The loan to associate is with PWR and is interest bearing with a total facility of £4.1m available.

Non-current assets

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Parent 2023 £m
Amounts falling due after one year				
Deferred consideration	**18.8**	37.2	**18.8**	37.2
Other debtors	**0.3**	0.2	**0.2**	0.2

Based on a review of the age and nature of debtors and prior experience, a bad debt provision of £0.1m (2023: £0.6m) has been recognised.

The deferred consideration relates to the amount due from the sale of the investment in the Six Nations with amounts due annually until 2025.

21. CASH AT BANK IN HAND

Cash at bank and in hand includes £0.9m (2023: £2.9m) held in restricted funds by the Group's two charities, the RFU Injured Players Foundation and Rugby Football Foundation.

22. SHORT TERM DEPOSITS

The RFU currently has £28.5m on short-term deposits, the money is not accessible until maturity of the fixed term without penalty. The term of the deposits can range up to 12 months in duration.

23. CURRENT LIABILITIES

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Parent 2023 £m
Amounts falling due within one year				
Trade creditors	**12.6**	12.4	**10.0**	10.4
Amounts owed to Group undertakings	**-**	-	**54.8**	31.8
Other taxes and social security	**2.4**	1.9	**1.3**	1.0
Other creditors	**0.8**	0.7	**0.7**	0.2
Accruals and deferred income	**61.2**	45.9	**36.1**	30.3
Corporation tax	**-**	0.2	**-**	-
	77.0	61.1	**102.9**	73.7

Amounts owed to Group undertakings relate to short-term funding provided by subsidiaries for cash flow management. The majority are interest free, unsecured and repayable on demand. The balance with TEL incurs interest at 1% in year and 1.9% post year end.

Non-current liabilities

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Parent 2023 £m
Amounts falling due after one year				
Bank loans (see note 24)		-		-
Other creditors	**88.3**	86.9	**88.3**	86.9
Accruals and deferred income	**1.4**	1.9	**-**	-
	89.7	88.8	**88.3**	86.9

Other creditors falling due after one year represents the current value of the RFU obligation to repurchase the Compass Group's 40% shareholding in TEL in 2029.

24. BANK LOANS

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Parent 2023 £m
Amounts falling due within one and two years	**-**	**-**	**-**	**-**

The RFU has a £35m facility which was undrawn at the year-end. The facility is with two banks, NatWest and Santander and was signed in 2021 and runs until October 2025. In January 2024 the facility was reduced from £75m to £35m and the option to extend by a further year not taken, therefore the facility ends in October 2025.

25. DEBENTURES

During the year, 2,887 debentures of the same class (2023: 1,477) were issued for a total consideration of £16.2m (2022: £14.7m).

	Group & Parent 2024 £m	Group & Parent 2023 £m
Analysis of maturity		
Debentures 2075	**8.8**	8.8
Debentures 2076	**6.3**	6.3
Debentures 2077	**3.4**	3.4
Debentures 2078	**17.0**	17.0
Debentures 2079	**4.4**	4.4
Debentures 2080	**11.0**	11.0
Debentures 2081	**22.1**	22.1
Debentures 2083	**6.4**	6.4
Debentures 2085	**12.8**	12.8
Debentures 2086	**8.9**	8.9
Debentures 2087	**3.1**	3.1
Debentures 2088	**23.5**	23.5
Debentures 2089	**4.9**	4.9
Debentures 2090	**0.1**	0.1
Debentures 2091	**31.8**	31.8
Debentures 2092	**9.0**	9.0
Debentures 2093	**5.1**	5.1
Debentures 2095	**8.1**	8.1
Debentures 2096	**11.2**	11.2
Debentures 2098	**8.0**	8.0
Debentures 2099	**31.0**	14.8
	236.9	220.7

26. SHARE CAPITAL

Allotted, called up and fully paid	**2024 £m**	2023 £m
2000 allotted, called up and fully paid shares of £1 each	**-**	-

There is a total of 2,000 allotted, issued and fully paid-up ordinary shares of £1 each as at 30 June 2024. Each member of the Rugby Football Union must hold one share which is subject to forfeiture upon ceasing to be a member.

27. OPERATING LEASE AND OTHER COMMITMENTS

Future minimum rentals payable under non-cancellable operating leases are as follows:

Lease arrangements where Group and Parent are leases	**2024 £m**	2023 £m
Motor vehicles		
Within one year	**0.5**	0.5
Between two and five years	**-**	0.4
	0.5	0.9

The RFU has capital commitments at the 30th June of £9.3m (2023: £2.3m) due for payment within one year of year end relating to technology assets and hotel refurbishment. No amounts are due in greater than one year.

Professional Game Agreement

The Professional Game Agreement, which has run from 2016/17 season for eight-years came to an end in the 2023/24 season with well over £100m invested by the RFU.

From the 2024/25 season, the Professional Game Partnership (PGP) was agreed for the next two four-year cycles with a guaranteed £33m per season for the first cycle, some of which relates to delivery of academy obligations over 20 years (see note 36), moving to a profit share in the second cycle of 26% of the RFU's Profit Before Rugby Investment.

Premier Women's Rugby

The RFU is committed to investing in the league and supporting its running. The RFU is committed to providing £4.9m of equity funding up to June 2028.

28. RESERVES

Debenture reserve

The debenture reserve comprises the accumulated gains on the sale of debentures issued prior to 2000.

Other reserve

The other reserve records the impact of transactions in the minority interest in Twickenham Experience Limited. It primarily comprises the amount to acquire the Compass Group's 40% shareholding in TEL in 2029. The reserve is increasing on a straight-line basis of £1.4m per year which is charged to the Profit and Loss Account as an interest expense and transferred to the Other Reserve.

Profit and loss reserve

The Profit and Loss reserve records the accumulated gains and losses to date through the Statement of Comprehensive Income.

29. DEFINED BENEFIT PENSION SCHEME

The RFU operates a defined benefit pension scheme in the UK, which is now closed to new entrants and future accruals. There is a separate trustee administered fund which holds the pension scheme assets to meet long term pension liabilities. The most recent full actuarial valuation was carried out at 30 April 2023 with the assumptions updated to 30 June 2023 in the most recent FRS 102 valuation by a qualified actuary, independent of the scheme's sponsoring employer. The valuation shows a £11.4m asset as at 30 June 2024 compared with a £10.0m asset as at 30 June 2023. The major assumptions used by the actuary are shown below.

The most recent completed triennial valuation as at 30 April 2023 showed a surplus of £5.0m. At the time of signing of these accounts. The trustees are in the process of looking at the de-risking of the pension scheme and this continues at the time of signing.

In 2021, the scheme was closed for future benefits. This change meant that the members changed from active members to deferred members. The loss/gain is calculated as the difference between estimated liabilities for the Group as active members allowing for benefits to increase in line with salary increases (using the accounting assumption of 1.5% p.a.) and the estimated liabilities for the group as deferred members. This allows for their benefit being revalued in line with Scheme Rules. This means all benefits (excluding Guaranteed Minimum Pension) accrued prior to 30 June 2002 increase at 5% p.a. fixed and benefits accrued after 30 June 2002 increase with inflation, assumed to be 3.3% p.a.

Present value of defined benefit obligation, fair value of assets and defined pension liability:

	2024 £m	2023 £m
Balance sheet impact		
Fair value of plan assets	**41.1**	40.9
Present value of defined obligations	**(29.7)**	(30.9)
Defined pensions asset	**11.4**	**10.0**
Reconciliation of the opening and closing balances of the defined benefit obligation		
Defined benefit obligation at start of period	**30.9**	36.4
Current service cost	**-**	-
Interest expense	**1.6**	1.4
Contributions by plan participants	**-**	-
Actuarial gain	**(2.0)**	(5.9)
Benefits paid	**(0.8)**	(1.0)
Defined benefit obligation at end of period	**29.7**	**30.9**
Reconciliation of the opening and closing balances of the fair value of scheme Assets		
Fair value of plan assets at start of period	**40.9**	**42.9**
Interest income	**2.1**	1.6
Return on plan assets	**(0.7)**	(3.2)
Contributions by the RFU	**-**	0.6
Contributions by plan participants	**-**	-
Administration expenses paid from assets	**(0.4)**	-
Benefits paid	**(0.8)**	(1.0)
Fair value of plan assets at end of period	**41.1**	**40.9**

The actual return on the plan assets over the period ended 30 June 2024 was a gain £1.4m (2023: loss £1.6m).

Defined benefit costs recognised in the profit and loss account	**2024 £m**	2023 £m
Administrative cost	**(0.4)**	-
Net interest income	**0.5**	0.2
Defined benefit income recognised in profit and loss account	**0.1**	**0.2**

Defined benefit costs recognised in other comprehensive income	**2024 £m**	2023 £m
Return on plan assets (excluding amounts included in net interest cost) – gain	**(0.7)**	(3.2)
Experience gain and losses arising on the plan liabilities - gain (loss)	**0.7**	(1.3)
Effects of changes in the demographic and financial assumptions underlying the present value of the plan liabilities- gain (loss)	**1.3**	7.4
Total amount recognised in other comprehensive income - gain/ (loss)	**1.3**	**2.9**

Assets	**2024 £m**	2023 £m
Cash and cash equivalents	**0.8**	0.8
Equity instruments	**-**	-
Debt instruments	**18.6**	14.4
Real estate	**-**	-
Other - including diversified growth funds and indexed linked bonds	**21.6**	25.7
	41.0	**40.9**

None of the fair values of the assets shown above include any direct investments in the RFU's own financial instruments or any property occupied by, or other assets used by, the RFU.

Assumptions	**2024 % per annum**	2023 % per annum
Discount rate	**5.2**	5.1
Inflation (RPI)	**3.4**	3.4
Inflation (CPI)	**3.1**	3.1
Salary growth	**n/a**	n/a
Allowance for revaluation of deferred pensions (RPI or 5% p.a. if less)	**3.4**	3.4
Allowance for pension in payment increases (RPI or 5% p.a. if less)	**3.1**	3.1
Allowance for pension in payment increases (CPI or 3% p.a. if less)	**2.2**	2.2
Allowance for commutation of pension for cash at retirement	**75%**	**75%**

Life expectancy at age 60

The mortality assumptions adopted at 30 June 2024 imply the following life expectancies:	**2024**	2023
Male retiring in 2024	**26.0**	26.7
Female retiring in 2024	**28.7**	28.7
Male retiring in 2044	**27.6**	28.3
Female retiring in 2044	**30.2**	30.3

The best estimates of contributions to be paid by the RFU to the scheme for the period commencing 1 July 2024 is £nil.

30. RELATED PARTIES

Under FRS 102 section 33, the Group is exempt from disclosing related party transactions with entities which are wholly owned by the Rugby Football Union. All transactions with entities owned by the Group are eliminated on consolidation.

In the year, the RFU was paid £6 .0m (2023: £1.5m) by TEL in respect of shared services and lease of catering facilities. During the year, the RFU received £2.6m (2023: £5.1m) from TEL in respect of ticket revenue and royalties and paid £2.0m (2023: £1.9m) to TEL in respect of catering services. The Group paid £13.1m (2023: £15.2m) to the Compass Group in respect of staff costs, royalties and other services. At 30 June 2024 £2.4m (2023: RFU owed TEL £0.9m) was owed to the RFU to TEL and is shown in amounts owed by Group undertakings in the Parent balance sheet.

During the year, the RFU generated income of £0.2m (2023: £0.1m) from its subsidiary company England Rugby Travel Limited.

During the year the RFU made equity investment of £2.3m and loan contributions of £1.9m.

Key management personnel include all Directors and a number of senior managers across the Group who together have authority and responsibility for planning, directing and controlling the activities of the Group. The total compensation (inclusive of social security costs) paid to key management personnel for services provided to the Group was £4.9m (2023: £2.8m). The increase is due to the payout of the long term incentive plan which accounts for £1.3m and the increase in executive directors.

31. FINANCIAL INSTRUMENTS

Financial risk factors

The Group is exposed to various financial risks relating to its interest-bearing assets and liabilities. The financial risks include foreign exchange risk, interest rate risk, credit risk and liquidity risk.

Foreign exchange risk

The Group is exposed to foreign exchange risk due to the income from the Six Nations Tournament being denominated in Euros. This risk is mitigated through the use of forward contracts which fix the exchange rate up to a year in advance.

Interest rate risk

The Group has interest bearing liabilities on which interest is payable at a variable rate. The relevant rate is based on a percentage above the LIBOR.

Credit risk

The Group has no significant concentration of credit risk. It also has implemented policies that ensure that appropriate credit checks are carried out before sales to new customers commence. Interest bearing assets are only invested with financial institutions that have a minimum A credit rating.

Liquidity risk

The Group invests surplus cash in interest bearing assets for various terms. Not more than 80% of available cash is generally invested in fixed term assets at any one time. Investments are not made for periods exceeding twelve months.

32. BORROWING FACILITIES

At 30 June the Group has the following undrawn committed facilities available for which all conditions precedent have been met:

	2024 £m	2023 £m
Expiring between one and two years	**35.0**	-
Expiring between two and five years	**-**	75.0

Details of the financing are given in Note 24.

33. FINANCIAL INSTRUMENTS

	Group 2024 £m	Group 2023 £m	**Parent 2024 £m**	Parent 2023 £m
Financial assets measured at fair value through profit or loss				
Investment at fair value	**8.9**	8.1	**-**	-

Gains and losses on the re-measurement of assets and liabilities held at fair value through the profit and loss account at the Balance Sheet date are determined from available market data, including appropriate assumptions about credit losses, interest rates and discount rates.

Loans to clubs and debentures are within the scope of concessionary loans and are recognised at face value.

34. ANALYSIS OF GROUP CHANGES IN NET DEBT/NET CASH

Group Cash and cash equivalents	**At 1 July 2023 £m**	**Cash flows £m**	**Other non-cash changes £m**	**At 30 June 2024 £m**
Cash	24.9	5.6		30.5
Short term deposits	25.0	3.5		28.5
Borrowings				
Debt due within one year	-	-	-	-
Debt due after one year	-	-	-	-
Total before debentures	**49.9**	**9.1**	**-**	**59.0**
Debentures – due between 51 years – 75 years	(220.7)	(16.2)	-	(236.9)
Total after debentures	**(170.8)**	**(7.1)**	**-**	**(177.9)**

35. CONTINGENT LIABILITY

Potential litigation

In December 2020, the RFU, WRU and World Rugby received a letter from solicitors acting for former rugby players, alleging breaches of duty which caused injury to those players. The RFU continues to work with its insurers and external lawyers, and with the WRU and World Rugby to respond to the claim. The legal process has begun, with the most recent case management hearing being held in May 2024 with the next hearing scheduled for early 2025. The Board have decided with input from external experts that no provision needs to be recognised as there is no present obligation or reliable estimate for an expected outflow.

36. POST BALANCE SHEET EVENT

Allianz

In August 2024 it was announced that the RFU had entered a multi-year partnership with Allianz from September 2024 to extend their support for rugby by making significant, long-term investment in the game.

It will see Allianz and the RFU offer significant support to the grassroots game through financial investment that aims to secure future investment into the community game. As part of this agreement, the home of England Rugby, Twickenham, has become Allianz Stadium. The value is in excess of £100m over 13 years.

Men's Professional Game Partnership

In September 2024 it was announced that a new eight-year partnership had been agreed between the RFU, Premiership Rugby and The Rugby Players Association for the new Men's Professional Game Partnership.

The partnership aims to create world-leading English teams and thriving professional leagues with players and fans at the centre. The funding deal is across two four-year cycles with a guaranteed £33m per season for the first cycle, moving to a profit share in the second cycle of 26% of the RFU's Profit Before Rugby Investment (PBRI).

Academies

Part of the £33m paid under the PGP agreement in the first cycle encompasses the Academy system, the objective being an improved training and development environment for under 18 players.

The new agreement is for 20 years and provides long-term structure and certainty to the Academies. The funding is front loaded and has Minimum Operating Standards set to ensure the objectives are achieved over this period with the ability to recover funding where standards are not met.

The guaranteed funding is £72m, with further funding based on the RFU's Profit Before Rugby Investment.

Restructuring

In September 2024 it was announced the RFU was entering a collective consultation process with the view of redundancy as part of a group restructure.

37. PRIOR YEAR RESTATEMENTS

The Parent has corrected the accounting treatment in respect of the accretion of the obligation to repurchase Compass Group's 40% shareholding in TEL in 2029. This aligns with the treatment in the Group accounts.

In the Group accounts the increase in the liability to repurchase the shares from Compass has been recognised on the balance sheet with the increase going through the Profit and Loss Account as an interest charge. The interest charge has been calculated as the difference between the £78.5m repurchase amount in 2018 and the 2029 RFU purchase price of £95.5m, with this amount straight lined over the period which approximates the effective interest method.

In the Parent accounts the corresponding entry to the increase in the liability on the balance sheet had historically been taken to the investment line increasing the RFU investment in TEL rather than an interest charge through the Profit and Loss Account.

The change in treatment in the Parent accounts is to align with the Group accounting treatment from 2018 with the other side of the increase in liability going to the Profit and Loss Account and not the investment line.

The Parent has restated the Profit and Loss Account and Balance Sheet accordingly

In addition, "capitalised loans to clubs" which had previously been presented as investments have been reclassified to Debtors.

There is no impact to the Group accounts and associated note disclosures as at 30 June 2024 and no impact on the cash flow statement.

	30 June 2023 £m	Adjustments £m	Restated 30 June 2023 £m
Revenue			
Revenue	152.9	-	152.9
Dividend income	15.2	-	15.2
Cost of sales	(17.0)	-	(17.0)
Gross profit	**151.1**	**-**	**151.1**
Overhead expenses	(62.5)	-	(62.5)
Other operating income	-	-	-
Profit before rugby investment	**88.6**	**-**	**88.6**
Professional rugby investment	(68.8)	-	(68.8)
Rugby development investment	(24.5)	-	(24.5)
Total rugby investment	**(93.3)**	**-**	**(93.3)**
Operating loss	**(4.7)**	**-**	**(4.7)**
Share of loss for the year in associate	-	-	-
Interest receivable and similar income	1.9	-	1.9
Interest payable and similar charges	(0.9)	(1.4)	(2.3)
Loss on fair value adjustments to fixed asset investments	(0.8)	-	(0.8)
Loss on ordinary activities before taxation	**(4.5)**	**(1.4)**	**(5.9)**
Tax credit on ordinary activities	3.5	-	3.5
Loss on ordinary activities after taxation	**(1.0)**	**(1.4)**	**(2.4)**

	30 June 2023 £m	Adjustments £m	Restated 30 June 2023 £m
Non-current assets			
Tangible fixed assets	235.5	-	235.5
Investment property	7.1	-	7.1
Intangible fixed assets	3.7	-	3.7
Investments	133.9	(13.4)	120.5
Loans to clubs	0.4	-	0.4
Debtors and prepayments due after one year	37.4	-	37.4
Investment in associate	-	-	-
	418.0	**(13.4)**	**404.6**
Current assets			
Stock	-	-	-
Debtors and prepayments due within one year	75.6	4.4	80.0
Pension asset	10.0	-	10.0
Short-term deposits	25.0	-	25.0
Cash at bank and in hand	12.1	-	12.1
Deferred tax	-	-	-
	122.7	**4.4**	**127.1**
Current liabilities			
Trade and other creditors	(73.7)	-	(73.7)
Net current assets	**49.0**	**4.4**	**53.4**
Total assets less liabilities	**467.0**		**458.0**
Non-current liabilities			
Trade and other creditors	(86.9)	-	(86.9)
Net assets before debentures	**380.1**	**(9.0)**	**371.1**
Debentures (due between 51 and 75 years)	(220.7)	-	(220.7)
Capital and reserves			
Called up share capital	-	-	-
Debenture reserve	38.1	-	38.1
Other reserve	-	-	-
Profit and loss reserve	121.3	(9.0)	112.3
Equity attributable to owners of the parent	**159.4**	**(9.0)**	**150.4**
Non- controlling interests	-	-	-
Total equity	**159.4**	**(9.0)**	**150.4**
Capital employed	**380.1**	**(9.0)**	**371.1**

Summary of Group Profit and Loss Account	**2024 £m**	**2023 £m**	**2022 £m**	**2021 £m**
Revenue	**175.2**	221.4	**189.1**	**97.0**
Costs	**(117.0)**	(118.0)	**(96.7)**	**(47.5)**
Profit before rugby investment	**58.2**	103.4	**92.4**	**49.5**
Professional rugby investment	**(65.6)**	(68.3)	**(57.0)**	**(40.3)**
Rugby development investment	**(30.5)**	(31.1)	**(20.4)**	**(17.1)**
Operating (loss)/ profit	**(37.9)**	4.0	**15.0**	**(7.9)**
Net finance income/(cost) and gains/(losses) on sales	**0.8**	(0.6)	**87.5**	**27.3**
(Loss)/profit on ordinary activities before taxation	**(37.1)**	3.4	**102.5**	**19.4**
Tax (charge)/credit/ on ordinary activities	**(1.3)**	(2.1)	**(0.3)**	**0.7**
Attributable to non-controlling interests	**(3.6)**	(7.6)	**(7.2)**	**0.4**
(Loss)/profit for the year	**(42.0)**	(6.3)	**95.0**	**20.5**

Summary of group balance sheet	**2024 £m**	**2023 £m**	**2022 £m**	**2021 £m**
Fixed assets	**296.6**	316.0	**345.3**	**304.1**
Other net current liabilities	**(17.3)**	(3.3)	**(8.7)**	**(21.1)**
Net debt (bank loan less cash and short deposits)	**59.0**	49.9	**18.8**	**(24.9)**
Non-current liabilities	**(89.7)**	(88.8)	**(86.3)**	**(84.4)**
Pension asset/(liability)	**11.4**	10.0	**6.5**	**(1.3)**
Profit and loss reserve	**83.6**	123.3	**125.9**	**24.2**

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