



Annual Report

2022/23



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Scottish Rugby

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All information correct at time of publication on 3 November 2023.
 To download a copy please visit scottishrugby.org



PRESIDENT'S WELCOME

To be able to present this Annual Report under our new Governance structure is a privilege; over the coming pages you will hear from the Chair of the Scottish Rugby Union, Professor Lorne Crerar, the Chair of Scottish Rugby Limited, John McGuigan, CEO Mark Dodson and Keith Wallace, Vice-President and Chair of the Club Rugby Board.

After many years of debate, we have finally settled on a new structure to help drive rugby in Scotland at all levels forward with clear lines of accountability and responsibility. The new Club Rugby Board, is now fully focused on the domestic game and one of most exciting times in the last year was the Club Community Conference where over 400 delegates started to shape the new club rugby strategy.

Change is never easy for any organisation and I wish to put on record my thanks to all those involved from clubs and colleagues at Scottish Rugby for their support and professionalism in bringing our new governance structure to life. Now we must focus fully on the game of tomorrow and ensure Scottish Rugby continues to lead the way on and off the park at all levels.

Club rugby is the beating heart of Scottish rugby for it is here, through hard work, dedication and innovation, that our stars of tomorrow can be moulded.

I am particularly pleased that our national Women's team have made Hive Stadium and Scottish Gas Murrayfield their home. We are on a journey with the Women and Girls' game and we must all continue to push for equality and inclusion at all levels. The awarding of professional contracts is just another one of many strides forward we will take.



COLIN RIGBY
President
Scottish Rugby Union

Scotland Women celebrated their return to the world stage by playing in the Rugby World Cup in New Zealand at the end of 2022 and showed encouraging progress during the TikTok Women's Six Nations, including an inspiring victory against Italy in front of our Patron, HRH The Princess Royal, a passionate supporter, for whom we are grateful.

Our Men's national team have enjoyed healthy attendances at Scottish Gas Murrayfield both in Autumn Nations Series and GUINNESS Six Nations and there was something very special about handing the Calcutta Cup over to our Captain Jamie Ritchie at Twickenham earlier in 2023!

The season of course was marred by the sad passing of the inspirational Doddie Weir. A tireless Motor Neuron Disease campaigner in the face of his own adversity, Doddie helped present the match ball against New Zealand just days before his passing in November 2022 in what would prove to be an emotional farewell. I pass my condolences on behalf of Scottish Rugby to all who have lost family and friends in the past year.

In that same sphere, our decision to award retrospective Scotland caps to more than 50 players who represented their country in matches that had previously not carried Test status, was very warmly received both by past players and the families of those players who are no longer with us.

An extensive period of research, months in the making, was carried out for what is an important piece of work and one which in time will be looked at for other national teams.

In the past year I've seen and met people out in all weathers and at all hours of the day giving freely of their time without fuss, simply because of their love of the game of rugby.

To continue to meet so many of you and share your tangible enthusiasm remains the greatest of privileges for me. Rugby at all levels depends on volunteers and I want to take this opportunity to thank you for the time that you give. Your role is crucial.

Sometimes we forget that those who play for Scotland, Edinburgh or Glasgow started either at a club or school, with no bright lights and sponsors on Saturday mornings or Sunday afternoons. Our professional and national teams need and depend on you, our clubs, for the health of the community game, creating a strong base and the creation of talent pipelines.

Our sport is a most special one and each of us has a part to play in its future.





CHAIR'S REPORT (SRU)

Rugby has been a lifelong passion and a great friend to me. I turned to refereeing after a brief yet enjoyable playing career which included selection for a Scotland under-21 squad. Unfortunately, a knee injury when aged 19 put paid to any designs on further progress but through match officiating, I have been fortunate to referee at a senior level before taking on the roles of Chairman of the Discipline Panels for Scottish Rugby, Six Nations and EPCR.

After being a Judicial Officer at four Rugby World Cups, I concluded that part of my career at the Olympic Games in Rio de Janeiro in 2016. A lifelong journey through many aspects of rugby, but none that come close to the enormous privilege and consequent responsibility of being the Chairman of the Board of the Scottish Rugby Union and implementing the aspirations of the recent Governance Review.

This is the first Annual Report since the Members approved the Governance Review proposals which came into effect on 1 November 2022.

It has been a very busy year with the Scottish Rugby Union Board (the Custodians) now in place. There were several preliminary meetings, reflective of the need to adjust to the new governance arrangements, but we have settled into a pattern of regular quarterly meetings with our operating company, Scottish Rugby Limited (SRL).

These meetings now have a shape and form which updates the Custodians in relation to progress on budgetary targets and strategic objectives, as well as any material matters affecting Scottish Rugby.

Our target is to provide minutes of these meetings within 14 days, thereby enabling their publication on the Scottish Rugby website, together with an update from the President to the members on matters important and material to Scottish Rugby.



PROF. LORNE CRERAR

Chair
Scottish Rugby Union

We have overseen much change to SRL including the appointment of a new Chair, John McGuigan, who took up office at the end of May 2023. We are working hard with John and the Board of SRL to ensure the ambitions of the Governance Review are realised, enabling not just accountability to the Members but also a clear view of the operations of Scottish Rugby, its progress and all matters important to the brand and wellbeing of Scottish Rugby. I can assure the Members that such progress is positive at the early stages of our new structure.

We also operate three joint working groups with SRL for: the Siobhan Cattigan family tragedy and lessons learned; Inclusion & Diversity and Complaints procedures; and appointments to international rugby governing bodies. In addition, in an observer capacity, a Custodian attends the SRL Audit and Risk Committee meetings.

At our July 2023 meeting, we approved a budget and strategy for Scottish Rugby for the 23/24 financial year, recognising that SRL has embarked on a strategic review for 2024 and beyond, enabling the fullest of consultations and engagement.

Once agreed it will be an opportunity to affirm strategic and budgetary targets in line with the direction and ambitions of the new strategy.

At the quarterly Board Meetings, the Custodians also receive an update upon progress of the Club Rugby Board (CRB) from the Vice-President Keith Wallace and Gavin Scott, Director of Rugby Development. I am also pleased to report good progress of the CRB, reflected by the very encouraging outcomes and feedback from the Club Engagement Day at Scottish Gas Murrayfield in June 2023.

As we move towards the first anniversary of the implementation of the governance reforms, I can report encouraging progress in meeting the aspirations of the Members. It is but the start of a journey and, as matters evolve, we will ensure transparency and openness in advising the Members upon matters affecting the brand and wellbeing of Scottish Rugby.

Since before and after my appointment as Chair of the Custodian Board I have received many messages of support and encouragement for which I am very grateful. I am acutely aware of the responsibility and importance of my role in ensuring the aspirations of the reform of governance of Scottish Rugby are

realised in the interests of Scottish Rugby, and I look forward to reporting further progress for our game in Scotland going forward.

You will have read that total Group revenues finished the year at a record £67.864m (2021/22: £57.928m) with an overall deficit of £10.545m (2021/22: £29.046m). The accounting treatment for the investment transactions carried out in prior years and the use of strategic funds is complex and has contributed to the significant swing from profit to loss and is explained in more detail in the financial statements. The core business is operated through Scottish Rugby Limited and details on the financial performance of that company (and hence the largest part of the Group) is contained in the relevant sections of this Report.

The business of Scottish Rugby Union itself is limited to oversight of SRL operations and costs during the financial year to 31 May 2023 are £450k, which include one-off set up costs for the new legal entity and governance structures. Ongoing costs are anticipated to be roughly £175k per year.





CHAIR'S REPORT (SRL)

Taking up my role as Chair of Scottish Rugby Limited at the end of May this year I arrived at a very exciting time for Scottish rugby and the sport globally. The national Men's team were already into preparations for the Rugby World Cup and the Women's team were gearing up for a series of games in the late summer.

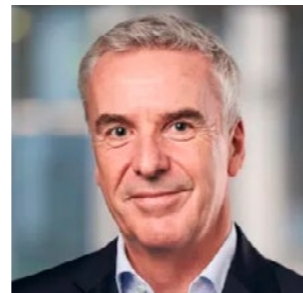
My priority on arrival was to get out and meet as many people from across the game as possible to understand their views on the game and the issues they want the SRL Board to focus on. Another key action on arrival was to recruit new non-executive directors onto the Board which continues. We are making good progress with three very talented colleagues joining over the summer and the process for a further two non-executives underway, with appointments on track to be completed before the end of 2023.

Whilst I will continue with my own induction programme which has been accelerated from meeting key stakeholders during the Rugby World Cup in France, there are a number of pivotal issues that are already obvious that will shape our Board agenda. The first of these is the creation of a new strategy for the organisation, taking a 10-year view on how the game will develop globally and what we need to do in Scotland to ensure we are at the heart of these discussions.

It's also clear we need to take a view on the development of the Murrayfield estate, an iconic facility which generates memories. It's clear that our plans will be founded on upgrading the existing structure to allow for a better fan experience and to create opportunities to host events that will generate funding to be reinvested in Scottish rugby.

A critical part of being progressive in our outlook is to ensure all parts of the game are well-funded. We then can all play our part to grow the game, thus ensuring our national Men's team remains competitive at the top end of the rankings and that we can be global leaders in how the Women's game develops. This journey starts from a very successful game at club level, attracting more people to play and watch the game and to support the communities they operate in. The connection between sport and physical and mental wellbeing is clear so it's critical we play our part in encouraging more people to participate. It also should be recognised the important benefits that come with volunteering which is a key part of how we maintain the sport at grassroots.

There is however fundamental change blowing through our sport here in Scotland and globally. All unions are wrestling with very similar challenges around growing the game at all levels, attracting more fans to the sport and securing increased sponsorship and media revenues. Competition from other sports is fierce and therefore we need to be fully aligned on how we present our sport going forward.



JOHN MCGUIGAN

Chair
Scottish Rugby Limited

In terms of the new governance model which was introduced earlier this year, it's still early days and work will continue to ensure the respective roles of the Custodians and SRL are harmonious for the good of the game. It's critical both boards work to ensure, from the club game to the national teams, everyone is clear on the direction of travel and their contribution to making Scottish rugby a success.

Thank you again for welcoming me into the family and I look forward to playing my part in the sport's next chapter.

Total group revenues
finished the year at

£67.864m

(2021/22 £57.928m)





CHIEF EXECUTIVE'S REPORT

The sport of rugby has been challenged firstly by the Covid pandemic and again throughout last year as the whole country faced super-inflationary market pressures.

We came through this period of economic uncertainty in good shape with money in the bank and revenues at a record number however our costs were also rising at unprecedented levels.

As we wrestled with historically high utility increases, across the board inflation and rising player costs at all levels of the business, we additionally needed to invest in the growth areas of our Union such as the Women and Girls' game.

It was therefore important for us to fulfil our strategic objective of moving 28 senior female players onto a full-time contracted model and so a further tranche of investment was made to bring this to a reality.

The performance of our national team in the GUINNESS Six Nations, sell-out crowds at Scottish Gas Murrayfield and a series of A-list concerts supported a wider body of work which generated our highest ever revenues of £67.9m.

We took a series of strategic decisions to use investment funds, which has contributed to our reported annual deficit.

Monies were invested in our professional teams on two fronts. Firstly to off-set reduced income through the URC tournament impacted during Covid and secondly to lay a stronger national team foundation given the high percentage of players who represent Scotland based out of Glasgow Warriors and Edinburgh Rugby.

The Men's national team continues to generate the lion's share of our income and the strategic decision in the mid-term to strengthen the depth of this group was done against that position.

Although tolerable in the short-term this investment position is unsustainable in the long-term and requires the Group to examine the market over a more extended period gauging what the sport needs over a ten-year horizon to stay relevant and competitive.

As the Chair says in his piece, it is clear to see how the current market has affected professional clubs elsewhere as independent owners and Unions make heavy losses as they come to terms with the new reality of our sport.

This is why I am focusing a great deal of my attention on driving aggregated revenues from our partnership investments and using Scotland's influence at the top table of rugby's geo-politics to focus on change.

Rugby is facing a world where it is judged less on the old metrics of success such as traditional sponsorship and ticket sales and more on how it can attract a newer, younger demographic that allows the sport to drive digital revenues and in turn stay relevant with other sports entertainment offerings. If we fail to achieve this, we will drift into a fractured tail of sports properties that cannot fulfil their global ambitions and over time will decline in audience importance and share of exposure.



MARK DODSON

Chief Executive
Scottish Rugby Limited

We need to work on this whilst keeping the community game thriving, focussing our clubs on providing facilities, opportunities, and clear pathways for male and female players.

Scottish Rugby will need all its constituent parts to play a role in delivering on the strategy we are developing. I am sure we are up to the task and will meet the challenges that face us with courage and ingenuity.

Men's National Team

I have recently returned from Rugby World Cup 2023. The tournament has provided some wonderful moments of rugby and provided a fine spectacle but was ultimately disappointing from a Scotland team point of view.

Everyone understood that the group we were in was incredibly tough with the number one and two teams in the world rankings lying in wait for us.

Although we gave everything, it is becoming clear that there is now perhaps a difference between the top four nations in the world and the next five countries. I know Gregor and his team will be working hard to get the squad in the right place for the upcoming GUINNESS Six Nations tournament and all the players I have spoken to are desperate to build on last year's third-place finish.

Women's National Team

As I write this the Women's national team have returned from South Africa as winners of WXV2, with excellent wins over the hosts, USA and Japan reaping some well-deserved silverware as the team marked six consecutive victories stretching back to the TikTok Women's Six Nations – a run that has not been achieved since 2001.

This is really encouraging for a team that went through a long period without success but through hard work and a maturing talent base they have begun to enjoy some sustained success. The group really deserve the rewards of hard work and improved game management. Without doubt, the professional contracts introduced last year have helped but credit must go to the coaching group and most of all, the players themselves. We have a long way to go before we can say that we have a strong base from which to build sustained success at a global level but this is a solid start to a new future for the Women's game.

U20s

Everyone acknowledges that our performances at this level over the last few years have not been acceptable. Programme cuts through Covid made our restart to a competitive tournament environment more difficult for the young players. I take responsibility for that as I put the overall protection of the business above the need for a sustained focus on the U20s.

Other countries have made greater improvements than us and although our High-Performance coaches have worked incredibly hard to raise standards, they have been hindered by a variety of issues that will take some time to fix.

As part of our strategy review, we are examining our pathways from the ground up, looking to see how we can develop and prepare young players with the conditioning and appropriate level of competition that allows them to be successful at international level. We have involved clubs from the Premiership, Super Series and National league levels together with independent input to crystallise our thinking. We intend to make up any lost ground in the swiftest manner possible.

Glasgow Warriors and Edinburgh Rugby

Having appointed Franco Smith as head coach ahead of the 2022/23 season, Glasgow Warriors crafted a good campaign in the United Rugby Championship (URC) and the European Rugby Challenge Cup, a competition where they enjoyed a run to the final, only to lose out to an excellent Toulon side.

Franco has done a fine job at Scotstoun in developing a culture that players have bought into and after a productive first season at the helm, the club will be striving to improve on a fourth-place finish in the URC as well as a strong showing in the European Rugby Champions Cup.

Edinburgh Rugby are going through a similar process in that a new senior coach, Sean Everitt, was appointed to replace Mike Blair, who departed the club at the end of the 2022/23 season. The opportunity to improve on last season's 11th place URC finish is one that we expect the club to deliver on.

Business and Commercial

We signed a landmark purpose-led partnership with Scottish Gas which will underpin the revenues of the Union for the foreseeable future. Scottish Gas Murrayfield is the flagship for a net zero drive across all clubs in Scotland that sees our partnership introducing tangible benefits to clubs across the nation.

You will read more about our commercial activity and the extensive work done by colleagues in the following pages. As always, credit is due to them for their continuing commitment and contribution to the organisation and rugby in Scotland.



One of the widest-ranging agreements in Scottish Rugby history saw Scottish Gas join the sponsorship family as a Principal Partner in July 2023. Whilst this game-changing relationship was confirmed and announced after the period of the 2022-23 Annual Report, the hard work from both sides was months in the making.

Scottish Gas is pledged for action over the next five years with initiatives far beyond Scottish Rugby's 26-acre Murrayfield estate. These include:

Naming rights to Scottish Gas Murrayfield and Hive Stadium	A £2million Club and Community Net Zero Fund
Growth of the women's game through front-of-shirt sponsorship	Drive to tackle carbon emissions across Scottish Rugby's 26-acre estate

Scottish Gas teams up with Scottish Rugby

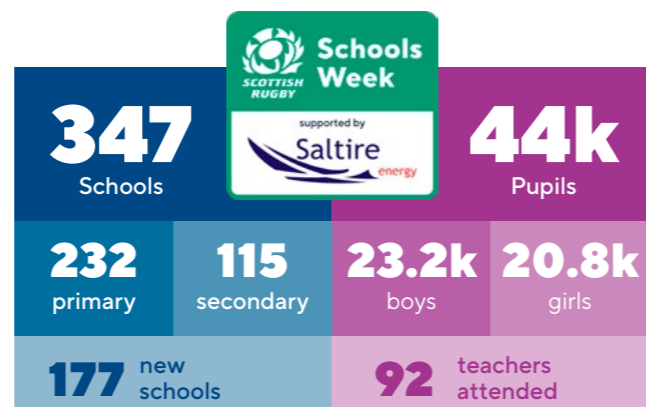
Across the 2022/23 rugby season, numerous partners continued to showcase the excellent working relationships we enjoy with them. Our Principal Partners, Macron, BT and Peter Vardy, all remained front and centre of international match days at Scottish Gas Murrayfield. Peter Vardy Group 'Lead the Charge' with their vehicles escorting our squads into the stadium on match days, and supporters enjoyed their car driving simulators to enhance their pre-match experience.

Macron continue to deliver exceptional support through state-of-the-art kit and leisurewear; and BT remain proudly on back of shirt for our Men's and Women's national teams.

Ahead of the Guinness Six Nations 2022, Dove Men+Care renewed their support of Scottish Rugby with an extension to their deal as 'male grooming partner' across our Men's national team.

Elsewhere, The Famous Grouse were title sponsors for The Famous Grouse Nations Series 2023, as we hosted three full Tests from the tail end of July and throughout August, serving as Scotland's warm-up matches ahead of Rugby World Cup 2023 in France.

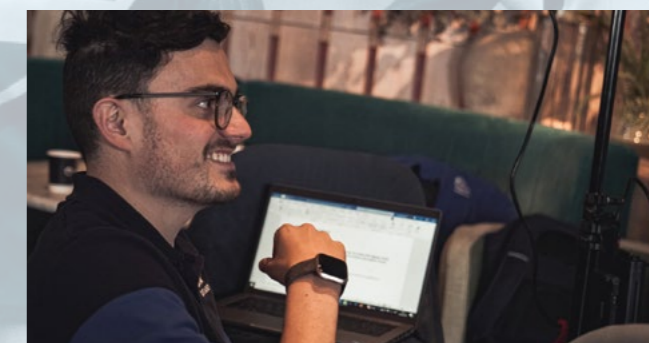
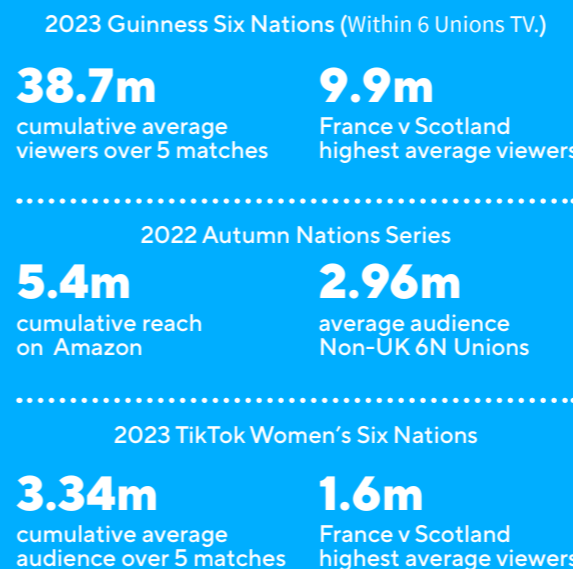
As part of Scottish Rugby's commitment to protecting and nurturing our environment, our waste and recycling partner, Biffa, continues to work with clubs and supporters to protect our planet and resources. We have achieved zero landfill waste for every year since 2011 and with sustainability at the forefront of global sport, this crucial landscape will continue to be of utmost importance.



Scottish Rugby is grateful for and proud of the work with all our partners. They continue to support and invest in Scottish rugby to help the game to flourish across the country.



BROADCAST OF SCOTLAND MATCHES





OUR PEOPLE

Our ambition for all our colleagues to have purpose, be connected and feel valued is a thread that continues to run through all aspects of our People and Engagement strategy.

Engagement and Communications

Communicating with all of our people in a more agile and interactive manner has been a strong focus for us. The People and Comms team developed InTouch, our intranet digital system which provides an interactive communication platform housing real time news updates and key information from around the organisation to help make it easier for our people to both stay connected and carry out their role.

Townhall quarterly briefings and regular all-colleague updates have provided a great opportunity for connecting colleagues informally and making sure everyone is up-to-date on the organisation-wide direction of travel and strategy progress, as well as looking ahead and providing opportunities for two-way communication and feedback.



Listening to our people

Speaking of two-way communication, this year we decided to undertake listening groups to allow us to meet, discuss and explore views face-to-face with our people. This continues our commitment to listening to our colleagues' views on their employee experience at Scottish Rugby. Participants from a range of age demographics across the business were invited to attend sessions based on age groups and were asked three questions:

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- What would make Scottish Rugby better?
- What would make Scottish Rugby a better place of work?
- What are we good at?

What we heard was that levels of commitment and being proud to work for Scottish Rugby remain consistently high, as they have been in previous employee surveys. As expected, there are always areas to improve on, however much acknowledgement was given to the improvements that have already been made to our approach for internal communications; our approach to flexible working and access to development opportunities were also highly valued. We will continue to look at how we can improve in all areas of our employee experience in 23/24 and beyond.

Building an Inclusive culture and a focus on Wellbeing

Our Inclusion & Diversity commitments

1 I&D is everyone's responsibility:

Everyone has responsibility to help grow an inclusive culture; culture is made up by what each of us say and do in the every day.

2 We promise to keep getting better:

We will continually look at examples of best practice and evaluate our processes – both internally and externally. Every one of our people will understand their responsibility to work inclusively and keep learning.

3 Scottish Rugby is a great place to be:

We will make our environment one where excellent people belong, thrive and progress.

4 We will take a stand:

We will use our reputation and influence to lead and advocate diversity, equity and inclusion in our sporting sector, in the environment and in the wider communities within which we operate.

 [See our Inclusion, Diversity and Wellbeing policy for further info](#)

Inclusion & Diversity

Our previous Safeguarding, Wellbeing, Diversity and Inclusion Committee (SWDI) has now been evolved into our Environmental, Social and Governance committee (ESG) which operates as a subcommittee of the Scottish Rugby Limited Board.

As part of the 'Social' aspects of the evolving ESG strategy, we continue to evolve and update our Inclusion & Diversity and Wellbeing initiatives.

On Inclusion & Diversity, this year one of our key areas of focus was anti-racism and the delivery of Show Racism the Red Card training for our colleagues both on and off field.

Being a Force for good

We have continued to work with Police Scotland to embed the messaging from their 'Don't Be That Guy Campaign' which focuses on creating male allyship. We have been collating the relevant information to support rolling out Male Ally workshops for all our rugby clubs.

We have also recently delivered Positive Culture workshops with our colleagues both on and off field to continually support and reinforce what we mean by positive culture and inclusive behaviours across our organisation.

Wellbeing

On Wellbeing, we continue to review and consider the relevant range of wellbeing support and initiatives for all our people and players.

Our Unmind platform and app provides an extensive selection of wellbeing tools and content to suit all ages and demographics in line with changing societal expectations, including

- a recent focus on neurodiversity webinar
- an online wellbeing toolkit designed especially for line managers

We also have our help@hand platform which includes access to medical support and counselling services seven days a week for our people, in addition to a wide range of life advice including financial wellbeing tools.

During this past year, to support financial wellbeing for our people within the current cost-of-living crisis environment we have implemented a pension salary sacrifice approach to maximise take home earnings and put in place a discount voucher scheme 'Each Person' whereby people can access a wide range of offers, tailored to them.

Safeguarding

As part of our continuous review approach, and acknowledging the changing landscape for young people, we have trained seven dedicated Safeguarding tutors, working with us on an associate basis to deliver bespoke training to all our community clubs who have youth sections. This has been a key development in enhancing further our resource, as we continue to review and evolve our policies and approach in this very important area.

Additionally, our Safeguarding Conference was held in November 2022 with around 100 delegates in attendance, with three key speakers from safeguarding experts Inequ, Children 1st and LEAP all securing excellent feedback.



SCOTLAND MEN

In the lead-up to Rugby World Cup 2023, Scotland's Men's national team played no fewer than 13 international matches over the course of 10 months, with only three being played away from home in that period.

For the purposes of this Annual Report, and for illustrative reference, we have included The Famous Grouse Nations Series fixtures, despite them taking place as recently as August 2023.

Scotland's international card was played out in three acts: the Autumn Nations Series 2022, the 2023 GUINNESS Six Nations and the aforementioned The Famous Grouse Nations Series.



Stuart Hogg and his son Archie

Year in Review

Scotland held four matches at BT Murrayfield as part of the Autumn Nations Series 2022, with Australia, Fiji, New Zealand and Argentina visiting Edinburgh on consecutive weekends from 29 October.

A one-point defeat to the Wallabies on that day was tempered first by a comfortable 28-12 win against Fiji the following week, before Scotland threatened a first-ever victory against the All Blacks on 13 November.

Recovering from an early two-try New Zealand burst, the hosts rallied to score 23 unanswered points, only for their opponents to come again, a late try adding considerable gloss to a 23-31 final scoreline.

An excellent eight-try win against Argentina in 2022's final international fixture ended the Autumn Nations Series in fine style.

The 2023 GUINNESS Six Nations started in historic fashion, with Scotland recording back-to-back wins at Twickenham for the first time, Duhan van der Merwe's outrageous tries helping to retain the Calcutta Cup and make it three wins in a row against England.

Calcutta Cup Highlights



[watch here](#) ▶

Wales were swept aside 35-7 in match week two – the first time Scotland had won their opening pair since 1996 - although talk of a title challenge was curtailed after defeats in Paris and at home to eventual Grand Slam champions Ireland. A promising championship ended with victory over Italy, meaning Scotland finished in third place – a joint-highest Six Nations spot.

The 2023 The Famous Grouse Nations Series, held as a preamble to Rugby World Cup 2023, saw Scotland play four matches in July and August; three at the newly renamed Scottish Gas Murrayfield and another against France in St Etienne.

Italy were defeated in the opener before a statement victory over Rugby World Cup hosts France the following weekend. Scotland recovered from an 18-point half-time deficit to record a memorable 25-21 win, and almost accounted for the same opposition in the reverse fixture a week later, missing out 30-27 after an excellent performance where they registered four tries to Les Bleus' three. Scotland then recorded a five-try, 33-6 win against Georgia in Edinburgh to complete their preparations.

Season in Review

325 points
25 per game

48 tries
3.7 per game

8 wins from **13**
61.5% win rate

Scotland Debuts

- HEALY 10
- WALKER 3
- DEMPSEY 8
- MCDOWALL 12
- HENDERSON 19

Autumn Nations Series 2022

Scotland	15	-	16	Australia
Scotland	28	-	12	Fiji
Scotland	23	-	31	New Zealand
Scotland	52	-	29	Argentina

Guinness Six Nations 2023

England	23	-	29	Scotland
Scotland	35	-	7	Wales
France	32	-	21	Scotland
Scotland	7	-	22	Ireland
Scotland	26	-	14	Italy

The Famous Grouse Nations Series 2023

Scotland	25	-	13	Italy
Scotland	25	-	21	France
France	30	-	27	Scotland
Scotland	33	-	6	Georgia

5th
World Ranking

(as at July 2023; equal-highest ranking)



SCOTLAND WOMEN

The 2022/23 season marked a new era for Scotland Women, with first steps into professionalism, new competitions and fresh opportunities.

In December, Scottish Rugby made a significant step towards the professionalisation of the women's game, awarding contracts to 28 players.

The contracts run from December 2022 to November 2023, with the first year focusing on the skills and physical development of each individual player, who are based at their existing clubs, while also providing players the opportunity to have greater time for off-field performance activities such as analysis and recovery.

Shortly after the announcement, another significant step was made as Scottish Rugby, IRFU and WRU created a pilot Celtic Challenge competition, supported by World Rugby, to provide a high-performance tournament window across January.

The tournament helped to uncover and develop future talent, such as Francesca McGhie and Meryl Smith, ahead of the 2023 TikTok Women's Six Nations championship.

Year in Review

Scotland kick-started their season in glorious sunshine with a Summer Test fixture against USA at Hive Stadium, formerly known as DAM Health Stadium, as part of their preparations for the side's first Rugby World Cup in 12 years.

Despite an encouraging performance from the hosts, USA were able to secure a narrow 17-21 victory, with Scotland's second Summer Test against Spain being cancelled due to the passing of Her Majesty, The Queen.

Following the warm-up test against USA, a 32-player squad was selected to travel to the showpiece event in New Zealand, with the side facing Pool A opponents Wales, Australia and the hosts, New Zealand, at the Northlands Event Centre in Whangarei.

Despite putting themselves back into contention in the final moments of the game, Scotland were pipped to the post by Wales in their opening Rugby World Cup fixture, with the Welsh taking the lead after the clock went red following a successful penalty attempt by Keira Bevan to secure an 18-15 win.



Scotland were narrowly defeated 14-12 by Australia, as they came heartbreakingly close to a win for the second week in a row. The side's Rugby World Cup campaign ultimately came to an end following an impassioned performance by the eventual tournament champions, the Black Ferns, following a 57-0 defeat.

Focus turned to the upcoming TikTok Women's Six Nations, with the side facing a tough opening fixture against last year's champions, England, at Kingston Park. The hosts proved too strong for the Scots, recording a comprehensive 58-7 win.

Up next was Scotland's first home fixture of the tournament, with the side reuniting with Wales for the first time since the Rugby World Cup. It was an eight-try thriller at Hive Stadium but Scotland unfortunately fell short with a 22-34 defeat.

The third round saw Scotland travel to Vannes to face France, with the hosts coming out firing in front of a fervent home crowd to record a 55-0 win.

Scotland were back to winning ways in the fourth round, after a valiant performance saw the side keep their composure to claim a 29-21 victory against Italy.

As the tournament came to a thrilling conclusion, Scotland experienced a night of record-breaking moments, with the side recording their first consecutive Six Nations win since 2006 in front of a 4,862 strong crowd at Hive Stadium beating Ireland 36-10.



Season in Review

Summer Tests 2022

Scotland 17 - 21 USA

Rugby World Cup 2021

Wales 18 - 15 Scotland
 Scotland 12 - 14 Australia
 New Zealand 57 - 0 Scotland

TikTok Women's Six Nations 2023

England 58 - 7 Scotland
 Scotland 22 - 34 Wales
 France 55 - 0 Scotland
 Scotland 29 - 21 Italy
 Scotland 36 - 10 Ireland

TikTok Women's Six Nations

94 points
18.8 per game

4,862 record home crowd
v Ireland

15 tries
from 8 players



Scotland Debuts



9th
World
Ranking

(as at July 2023;
retained highest ranking)



Mike Lee, KLC Photos for World Rugby

SEVENS

Team GB 7s

With the news in July 2022 that Scotland, England and Wales would merge their Men's and Women's sevens programmes, on the back of a World Rugby mandate, a number of players were awarded full-time 7s contracts for the 2022/23 World Sevens Series, which began in Hong Kong the following November.

[Team GB Announcement](#)

Scotland internationals Lisa Thomson, Rhona Lloyd and Shona Campbell played a vital part in Team GB securing qualification for the 2024 Olympic Games in Paris. In finishing seventh in the HSBC World Rugby Sevens Series standings, Team GB reached the 2023 European Games in Poland, where they stormed to victory in the final against the host nation to seal a berth in France next year.

Team GB Men could not quite replicate those exploits, despite performing well as the series progressed, a fourth-place event finish proof of potential of a group that Scotland were represented through Robbie Fergusson, Jamie Farndale, Paddy Kelly, Kaleem Barreto, Max McFarland and Ross McCann as core contracted players.

Scotland Win Historic Gold at Commonwealth Youth Games

Team Scotland produced an outstanding performance to win gold at the Commonwealth Youth Games in Tobago, defeating



Fiji in extra time in a pulsating sevens encounter on Tuesday 8 August.

Scotland, who had never medalled before at the event, reached the final as one of the two top-ranked countries, their win over South Africa laying the platform to go for gold.

It mattered not, though, as a Scottish squad full of determination and no less ability took the match the distance and went

[Read the full story](#)

on to win an historic first rugby medal of any kind at either a Commonwealth Games or its younger athlete iteration.



Ben Afshar (v Zimbabwe, World Rugby U20 Trophy)

SCOTLAND U20

Co-captained by Liam McConnell and Duncan Munn and based at Scotstoun for the first time, Scotland entered the 2023 Under-20 Six Nations in hope rather than expectation but impressed in their opener at Twickenham Stoop against England, narrowly missing out 41-36 in a thriller in which Richie Simpson landed 21 points from the tee.

A week later, Scotland earned a much-needed home win against Wales, edging an 18-17 affair with Dan King's penalty in the 70th minute proving the telling score. Having not tasted success in some 15 matches, an important experience of victory was obtained.

Heavy defeats followed, though, to France, Ireland and Italy as Scotland ended the championship in fifth place with some positive results but with plenty to do in order to consistently compete with the best sides in the world.

This year saw the return of the World Rugby U20 Championship and Trophy, the age-grade competitions that haven't taken place since 2019 due to the Covid-19 pandemic. Scotland U20 travelled to Nairobi, Kenya to compete for the Trophy after the team were relegated from the Championship in 2019. To be promoted back up to the top tier tournament, Scotland would have to win the Trophy.

The young side were drawn in Pool A, where Scotland ran out comfortable victors against Zimbabwe and USA, winning 64-33 and 40-13 respectively. The team missed out on a vital win against Uruguay, resulting in a clash against Samoa in the third/fourth place decider, an 83-10 success a positive way to end an ultimately tough competition.



Richie Simpson (v England)



CLUB RUGBY

It has been yet another tremendously busy year for the grassroots game, with our first full calendar of matches completed since the 2018/19 season.

We've seen finals events hosted at Scottish Gas Murrayfield, launched specialist programmes such as Scrum School, welcomed record numbers of female match officials to the game and began delivering on a brand-new State School Strategy to develop pathways and programmes for both curriculum-based and extra-curricular rugby.

None of this would have been possible without our passionate and hard-working volunteers including club officials, coaches, referees and other inspiring leaders, supported by our fantastic

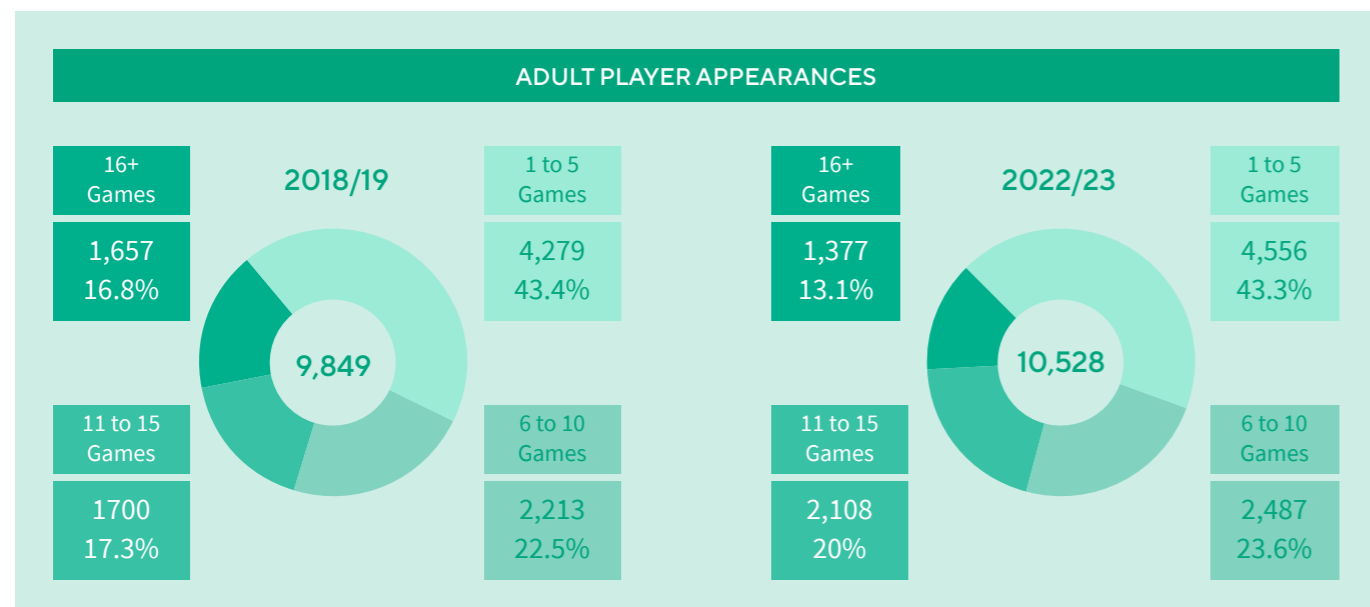
network of Development Officers and dedicated Rugby Development department. I'd like to share my appreciation to all those within the grassroots community – the heartbeat of our game – for their tireless efforts to drive our game forward, year on year.



GAVIN SCOTT

Director of Rugby Development

Community Game Conference Highlights



CHAIR'S REPORT (CRB)

I'd like to start with huge thank you to all who contributed to our great game this season. It has been a season of change for many reasons – we have a new governance structure which is bedding in well, with excellent collaborative working between Rugby Development, the Elected Members on CRB, and clubs, schools and societies.

Our competitions resumed to full capacity with the added, well-received and successful inclusion of the revived Inter-District Championship, and we've seen a number of new developments, for example more than 300 attendees at Scrum School, to help sustain, and ultimately grow the game.

Reflecting on the season, a real highlight was rounding off the year with our Community Game Conference at Murrayfield. With over 400 passionate volunteers in attendance, there was a superb positive buzz from the outset, and a great offering of "time and talents". We saw an immense amount of best practice shared, together with one of several planned opportunities to "have your say" in the development of the new strategy, and it was a great day of connection between clubs, schools, societies and Scottish Rugby.

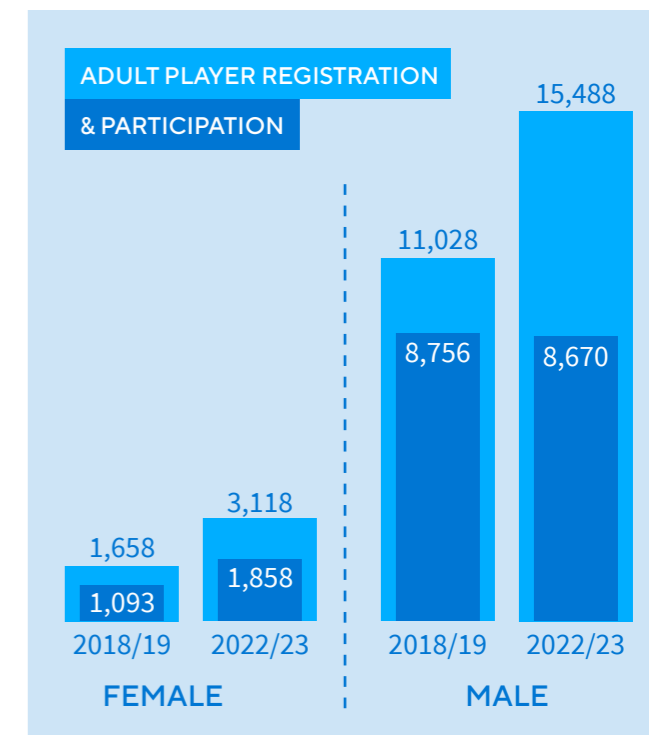
There are exciting times ahead: the Club Rugby Board and Rugby Development Department will complete consultation to develop and finalise the new community game strategy, and associated budget, for start next July; shortly we commence an exercise to calculate the social return on investment from the community game; and we look forward to competing on the field and lots more collaboration off the field.

Community Game Conference Podcast



KEITH WALLACE

Chair of Club Rugby Board and Scottish Rugby Vice-President





GLASGOW NORTH

“In this last year, Glasgow North has proven itself to be a community that is vibrant, diverse and committed to driving positive values and behaviours within our game.”

“There have been countless highlights in the last year, but one that stands out has been welcoming two Schools Rugby Officers to the region as part of Scottish Rugby’s State School Strategy. Both Andrew Lamont and Stephen Main have made huge strides in engaging local schools to drive participation in our game and create stronger links with our club communities.”

Uddingston Women make their debut

After less than two years, Uddingston Rugby Club have gone from having no rugby for women and girls to a thriving set up, with strong female participation.

The Uddingston Selkies, as they are known, began participating in the West Aspiring League, a brand-new format set up for entry-level teams to help them learn, develop and grow in an inclusive and non-competitive environment.

Following their successful growth in the Aspiring League, the Selkies went on to participate in the Women’s National Bowl competition giving them a taste of the 15-a-side game.

Now, moving into season 2023/24, the Selkies have graduated from the Aspiring league and will make their competitive debut in West Division 2 League with 34 primary registered players.

Waysiders

Drumpellier remove barriers for adult participation

Earlier this year, Waysiders Drumpellier Development Officer, David McCrae, ran free rugby taster sessions for 18- to 24-year-olds, as a means of breaking down barriers for adult entry-level rugby within the community. Operating in an area where there are pockets of high deprivation, the club opted to ensure their programme took a holistic approach to drive inclusion by providing individuals with an opportunity to take part in beginner sessions followed by a hot meal.

Across the eight weeks, the club engaged with over 30 different individuals, most of whom were brand-new to the sport. Whilst the vast majority of participants attended to take advantage of enjoying a hot meal, many were surprised that they chose to return because they were enjoying playing rugby and finding a sense of community.

As a result of the programme, a third of participants stayed on to play for the club.



PETER BURGON

Regional Director



GLASGOW SOUTH

“Embracing a well-integrated Development Plan and a strong commitment to nurturing others has created a positive ripple effect across the Glasgow South region. Achievements such as securing funding for facilities, engaging youth players, creating inclusive environments and celebrating club milestones reflect a dedication to excellence that inspires everyone.”

“I have been blown away by our network of dedicated volunteers across our clubs, schools and societies this season, and they have shown first-hand how collaboration and dedication to planning can create positive change for our game and communities beyond rugby.”



AL FALCONER

Regional Director

Women and Girls Development at Dumfries

Dumfries Saints Rugby Club has consistently demonstrated its commitment to the development of women and girls in rugby through a range of well-structured initiatives. Dumfries Saints’ achievements in this area are the result of sustained efforts, strategic planning, and a dedicated team of individuals who have effectively integrated these programmes into the club’s ethos.

Amongst some of their key initiatives they have implemented a school programme to introduce young girls to rugby which has served as a foundational platform for girls to explore and develop their rugby skills and provide transition from school-based activities to club participation.

Recognising a need to create a clear pathway for these young girls and develop their offering for women, the club launched a rugby fitness class for adult women. This initiative has not only helped promote physical fitness but has served as a gateway for women who may have never considered playing rugby before.

The introduction of this class has led to a notable increase in adult female participation in Scottish Rugby’s Aspiring League, further enriching the club’s community.

Developing Environments at Greenock Wanderers

Greenock Wanderers Rugby Club has made significant strides in recent years, transforming within its own community and acting as a beacon of success and collaboration within the broader rugby landscape in the region. The exceptional work undertaken by the club in the last year, particularly in the integration of a Club Development Plan, has helped the club improve its facilities, increase participation and make wider links into the local community. Some of the club’s key work this season has seen them improve their rugby facilities so that they are more functional and able to cater to their growing numbers and in particular, women and girls. The club has also utilised Scottish Rugby’s Growth & Participation Funding to start delivering activity at Clydeview Academy which has opened doors for more youth participants to engage with rugby, fostering a love for the sport with a clear transition point to long-term club participation.

Furthermore, the club’s commitment to community engagement and development led to the acquisition of CashBack funding for Inverclyde Academy. This funding directly impacts the lives of young individuals, providing them with opportunities for personal growth and skill development through the vehicle of rugby.



EAST



“It is very important for us to reflect and celebrate the achievements, contributions and successes of the hard-working and inspiring people in our game.”

“We have so many passionate and committed clubs, schools and individuals across our region who give up so much of their time to connect with the local community and break down barriers in ways which go beyond our sport, and I couldn’t be more grateful for everything that our network of volunteers, Development Officers and Community Coaches do.”

Women & Girls’ leadership at Boroughmuir

Throughout the 2022/23 season, like many clubs across the country, Boroughmuir RFC spent time shaping and refining their new club development plan. A key objective identified during this planning process was to find someone to lead and drive the Women & Girls’ section of the club. Step forward, Gillian Nimmo, the club’s brand-new Director of Women & Girls’ rugby. This newly established leadership role forms part of the executive board leading the rugby club, ensuring everyone is held to account for the growth and development of female members at the club.

Gillian has been leading the development of the club’s player base, has been expanding the reach and exposure of the girls’ section – known as the Boroughmuir Banshees – and creating bespoke events to put a spotlight on the female game. Gillian’s appointment is already bearing fruit, with playing numbers tripling in just over six months. On her appointment, Gillian said: “My immediate ambition is to build up age group teams for girls at Boroughmuir Rugby. This should lay the foundations for a full set of age groups and a senior women’s team in the future.”

The Green Machine is getting greener!

The 2022/23 men’s Premiership and Scottish Cup winning side, Hawick RFC, affectionately known as the Green Machine, are set to become even greener, following a recent retrofit survey carried out by Scottish Rugby principal partner, Scottish Gas. Hawick Rugby Club were the first club to benefit from Scottish Rugby’s new Net Zero fund, helping the club identify how to significantly reduce their energy costs and carbon footprint. The new partnership with Scottish Gas is set to act as a catalyst for all rugby communities across Scotland to start transforming their buildings into healthier, more comfortable, more resilient places to work and play on the journey to zero-emissions. The survey, which was carried out by Scottish Gas energy experts just after the club’s triumphant season came to an end, assessed everything from the efficiency of their heating systems, the insulation and ventilation throughout all their buildings, as well as lighting throughout the clubhouse, changing rooms, stand and pitch. Following the retrofit survey, the club met with representatives from Scottish Gas and the Rugby Development department to discuss how to implement the recommendations from the report, in their quest to de-carbonise their facility and reduce energy costs.



DAVID DRUMMOND

Regional Director

[Watch Here](#) 



CALEDONIA MIDLANDS



“This is my first season as the Caledonia Midlands Regional Director, and what a season it has been. I have been continuously impressed by the dedication from our clubs, schools and societies as they strive towards creating inclusive environments to grow our game.”

“There are many shining examples of this across the region, a few of which we’ve highlighted in this year’s annual report, and we’re excited to see what more is to come next season.”

Enhanced facilities for growing Falkirk

This season, Falkirk RFC were awarded £250,000 through Scottish Rugby’s Major Capital strand of the Growth and Participation Fund to support a significant redevelopment of the club’s changing facilities as the club continues to expand and grow its rugby delivery.

The club now provides rugby activity to a thriving mini section, youth boys and girls teams plus two senior men’s teams.

The club’s positive relationship with local secondary school Falkirk High has helped establish a comprehensive School of Rugby Programme. Originally established through Scottish Government’s CashBack programme, their School of Rugby continues to provide rugby-related benefits to participants and the wider community.

The club has recently moved away from collaborative youth teams with neighbouring clubs now to facilitate its own boys’ and girls’ pathways with future plans for the club including progression into a National Club Youth Conference and the creation of a women’s section to allow U18 girls to progress into the women’s Aspiring League.



CHRIS PACEY

Regional Director

Women and Girls rugby thrives in Dundee

Women and Girls’ rugby within Caledonia Midlands continues to see steady growth in playing numbers and nowhere is that more evident than in the city of Dundee.

Since their initiation, Dundee Valkyries have grown from participating in the initial Aspiring Leagues into two full playing squads participating in the Women’s regional leagues.

The club also have a thriving Girls’ section which now includes U14 & U16 Girls’ teams participating in regional events across the Midlands, with the club working towards developing a full girls’ pathway in the coming years.

Girls’ rugby in Dundee has been supported over the last season through brand-new Scottish Rugby Women and Girls’ Community Coaches, who work closely with the region’s Development Officer network to support and deliver rugby sessions throughout the city to numerous schools within the clubs’ local communities.



CALEDONIA NORTH

“It has been another excellent year of growth and development in the north of Scotland as our team strives to maintain meaningful engagements with our clubs and schools. We have remained focussed on developing a strong rugby culture, bringing to life the values of our game which extend beyond our game and into local communities.”

“As participation and interaction with our game continues to increase across our unique region, we remain cognisant of the high-quality work our volunteer workforce does to strengthen links with the communities they serve, and I for one cannot thank everyone enough for what they do.”



RUDI URBACH

Regional Director

Developing school environments on islands

Baltasound Junior High School on the Shetland Island of Unst is the most northern School in the United Kingdom, catering for 88 learners from Nursery, through Primary (1-7) to Secondary (1-4). The school is serviced by Shetland RFC who support them and the Shetlands Islands Council with the provision of curricular rugby activity and access to central game play opportunities in Lerwick. These are made possible through the deployment of a Community Coach funded through the State Schools strand of Scottish Rugby's Growth & Participation Fund.

PE Teacher, Caroline Hunter said "We're delighted to be able to host coaches from Scottish Rugby and Shetland Rugby Club. It is excellent that they can service even the furthest away schools. Access to a Community Coach is beneficial as staff can have professional dialogue to discuss differentiation of exercises to challenge all abilities and helpful hints to teach different skills." The school and its connection to the club represents the breadth, depth and reach of Rugby Development programmes across the North of Scotland removing barriers and providing opportunities for boys, girls, and teaching staff to engage with the game and its values in the remotest of locations.

Inclusive practices at Garioch

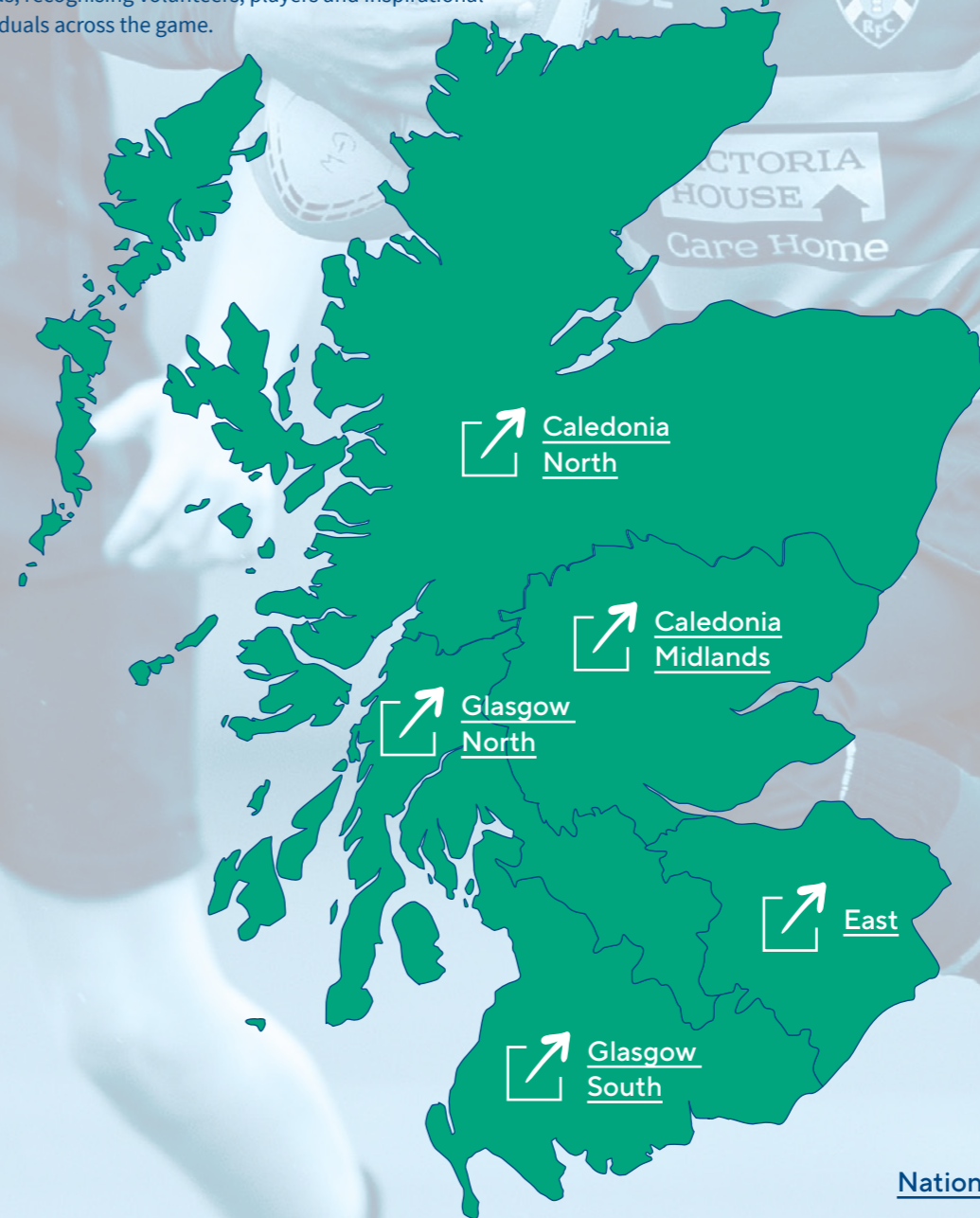
Over the last year Garioch RFC showcased the experiences of new mothers in re-engaging the game they love, supporting them to continue and thrive in the rugby community, being strong role models to their children. Recognising and embracing the mental and physical changes that returning to rugby after pregnancy present, the club and their group of "rugby mums" met the many challenges head on by promoting the game as self-care. The journey with pregnancy along with seeing teammates enter motherhood, opened their eyes to some of the unintentional barriers women were facing at the club.

The club now has highchairs, better changing facilities and baby bouncers in the gym, meaning the players can complete weight training whilst their child is safely entertained. Club Vice-President, Jess Silcocks commented: "The club is such a welcoming, family-orientated place but there's been wee things I've been able to help change and make things a bit easier for us mums. Prior to getting pregnant I didn't realise these things were missing. Our clubhouse is such a different environment now that we have the provisions to support people with babies and young families. The changes we've made have brought in new people, created a better dynamic and it's the best it's ever been."

NATIONAL & COMMUNITY RECOGNITION AWARDS

The Community Recognition Awards are the annual domestic game awards programme, focusing on the on and off-field efforts of clubs and schools across Scotland over the course of the last year.

This year we presented 40 Community awards and 14 National awards, recognising volunteers, players and inspirational individuals across the game.





YOUTH AND SCHOOLS

CashBack Annual Report

In the last year, Scottish Rugby has worked with 17 secondary schools situated in, or taking children from, the most deprived areas of Scotland and has implemented the CashBack 'Schools of Rugby & Community Rugby' programme.

The programme aims to provide opportunities to build capacity and confidence whilst developing physical fitness, cognitive skills, physical competencies, and personal qualities.

Phase 5 of the CashBack programme had a challenging start during the Covid-19 pandemic, but thankfully 2022-23 saw a return to rugby delivery in person.

The Project Officer team supported the Development Officer network to rebuild the practical elements of the programme following the pandemic and ultimately managed the successful delivery of an impactful three-year CashBack programme.

A key element of success for Phase 5 was the opportunity to get into schools and work with the local clubs and community on the delivery of the CashBack Community Rugby programme.

A prime example of this is the programme delivered by Wester Hailes High School and Murrayfield Wanderers. In conjunction with various partners, during the week-long event which included Police Scotland talking about how to look out for your friends when you are out and about. The group were put through their paces by visits from local boxing and judo clubs and on the final day they were taken to CrossFit Murrayfield for a session.

In our Caledonia region, we have been able to support a further school in Dundee – Craigie High School – by collaborating with Dundee Council. Craigie High School have just completed their first full year in the CashBack programme and we will look forward to continuing the good work with them as we progress into Phase 6.

As in previous years we would like to show our appreciation to the teachers and volunteers from our Schools and Clubs, who have all worked so hard to deliver the outcomes of their CashBack programmes. This wouldn't have been possible without the excellent support from our external partners and the support from our hard working Development Officers and dedicated Rugby Development teams.



STEVE TURNBULL

Head of Rugby Development Operations

In September 2022, Scottish Rugby launched its strategic approach to support rugby communities deliver a thriving and vibrant state school game over the next six years.

Led by the Rugby Development department, the strategy aims to increase the volume of rugby activity for school pupils in Scotland, with greater diversity of players, whilst also improving the quality of game play. The strategy also aims to provide stronger links to clubs in both player and volunteer retention.

The strategy encompasses six key areas which have a total of £540K brand-new budget allocated to support.

The first area of investment included the recruitment of six School Rugby Officers whose roles are aligned to working with schools to develop pathways and programmes for both curriculum-based and extra-curricular rugby, with scope to increase diversity of pupils involved in the game.

[Find out more](#)



We delivered our fourth instalment of Scottish Rugby Schools Week supported by Saltire Energy.

[Take a look at how some of the activity unfolded](#)



Schools and Youth Competitions

On Wednesday 7 December 2022, a host of schools finals were played at Murrayfield, across the pitches on the estate including the prestige of the main bowl, where Merchiston Castle School defeated Edinburgh Academy 19-7 to win the U18 Schools Cup.

[National Schools Cup Finals 2022/23 Match Reports:](#)



On Youth Finals Day, on 25 March 2023, no fewer than eight finals were played out across the Murrayfield estate, with highlights including Stirling County marching to the Girls U18 Youth Cup in a dominant display against Edinburgh Harlequins.

[Youth Cup Finals 2022/23 Match Reports:](#)





ALTERNATIVE FORMATS & NEW DEVELOPMENTS

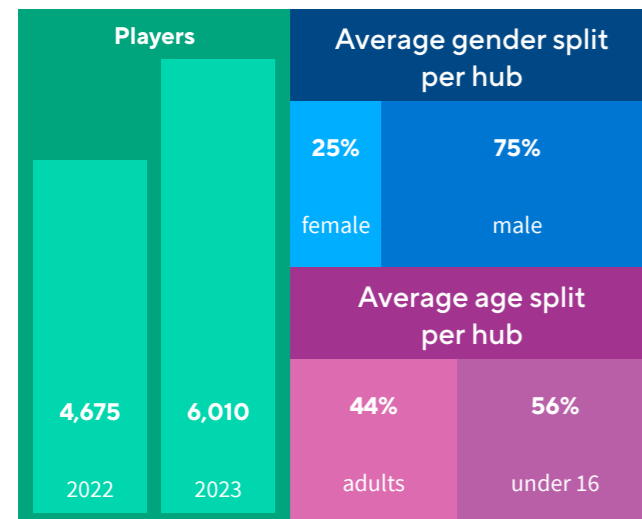
Alternative formats of rugby have become increasingly popular, including Walking Rugby and Scottish Rugby's touch rugby programme, Papa Johns Tartan Touch.

Last season we saw record numbers of player participate in Papa Johns Tartan Touch with over 6,000 players attending sessions over the 10-weeks.

Across the summer, players from the men's national team travelled across the country to surprise participants at five different Papa Johns Tartan Touch hubs including Perthshire, Madras and Portobello.



[watch here](#)



Walking Rugby is flourishing with more than 15 groups running across Scotland, participating in weekly sessions. Walking Rugby is providing accessible routes for men and women alike to remain or return to rugby, and is made suitable for all ages and fitness levels – our oldest player is 85!

[Walking Rugby](#)

Unified Rugby was set up so that players with physical and learning disabilities can train, play, socialise and compete alongside able-bodied players in the same team, playing contact and touch rugby. It was first pioneered in Scotland in 2012 by Trust Rugby International in partnership with the NHS and the Scottish Government. There are now seven Unified Rugby 'clans' around Scotland, who play against each other and mainstream clubs, supported by Scottish Rugby's regional teams.

[Unified Rugby](#)

This season we invested in two new roles to support the strategic development of the women and girls' game, state school rugby and player welfare.

Rosy Ryan joined as Lead Manager for Women and Girls in the Rugby Development department to help lead on a range of new structures and programmes to enhance competitive game play opportunities for players of all ages and abilities, and deliver opportunities for women at the grassroots level access courses in match officiating and coaching.

[Rosy Ryan](#)

Dr Karen Barclay joined as Rugby Development Welfare Manager to lead on developing and enhancing support and guidance for grassroots clubs on both on and off-field welfare matters.

[Dr Karen Barclay](#)

In July, Scottish Rugby launched a Player Welfare Action Plan designed to reduce and better manage injuries at all levels of the community game. The Action Plan has a dedicated focus on eight key objectives which put player welfare at the forefront of on and off-pitch activity delivery, utilising an evidence-based approach for decision making.

[Player Welfare Action Plan](#)

Scottish Rugby's Youth Panel returns

This year, Scottish Rugby formed a new Youth Panel with regional representatives selected to help shape the future of the sport. The new members of the Panel include players, match officials and coaches with a wide range of experiences in rugby, heralding from across the country.

Appointed for the next two seasons, the Youth Panel will provide a platform for youth perspectives to be listened to and understood. The group will also provide influence on a number of Scottish Rugby decisions as they work alongside the Rugby Development department.

[Scottish Rugby Youth Panel](#)

Inter-district Championship

In January, Scottish Rugby confirmed the return of the Scottish Inter-district Championship for the 2022/23 season.

The move to bring back the historic competition was made following an amended motion presented by GHA at the Scottish Rugby AGM in July 2021, where 72 clubs to 46 voted in favour to revive the tournament.

The competition, which was first established in 1953, used to be competed for annually in the amateur era by Edinburgh, Glasgow, the South, the North and Midlands and, laterally, the Scottish Exiles.

The Inter-district Championship continued to be played at the amateur level until 2002 with players selected to represent Glasgow, Caledonia, Edinburgh and the Scottish Exiles.

In the revived format, which took place in May, four men's teams from across the country – Caledonia Reds, Edinburgh, Glasgow and West & the South – competed in two rounds of competition followed by a third/fourth play-off and final at Braidholm.

The Caledonia Reds went on to win the championship, in an enthralling battle against the South (30-32).

Highlights from both play-off match can be found here:

[Glasgow & West v Edinburgh](#)

[The South v Caledonia Reds](#)





GAME DEVELOPMENT

The 2022/23 season saw the implementation of a variety of new and enhanced programmes to help improve the quality of rugby throughout the community game. These programmes include:

The introduction of **coaching minimum standards** for those coaching contact rugby is a significant step forward to improving the quality of coaching at all levels, with the target for all coaches to be qualified by August 2024. As of June 2023, 66% of all coaches were qualified.

Coaching Minimum Standards

To help improve the standard of front row play across Scotland, Scottish Rugby launched a new programme called **Scrum School**. The programme kicked off with a series of practical coaching workshops which helped to break down the core movements and skills to effectively scrummage and deliver various components to individuals, units, and wider squads, as part of our training sessions. 148 coaches attended workshops, and 251 players attending skills camps.

Scrum School

Tackle height Law Trials

Aspiring Match Officials Course

Same Game, Different Shirt

A new version of the Scottish Rugby **Blueprint 'Change Our Game'** was launched in November 2022 via a series of regional roadshows and online resources. The Blueprint is the playing and coaching philosophy for Scottish Rugby, aiming to improve the standard of rugby by all levels of the game. In order for Scottish Rugby to compete and win on the international stage, the game in Scotland needs to further develop and think differently. Our intention is to create amazing learning environments with the appropriate level of stretch and support to enable players to be more tactically adaptable.

Blueprint 'Change Our Game'

Course and Workshop Attendees 2022-23

COACHING	MATCH OFFICIATING
Coaching Essentials 1,018	Mini Rugby Refereeing 60
Aspiring Coaching Programmes 277	Introduction to Match Officiating 165
Advanced Coaching Programmes 26	Aspiring Match Officiating 31
Scrum School Coaching Workshops 148	OTHER
	First Aid 250
	Blueprint Roadshows 486



MATCH OFFICIALS

Our Scottish match officials continue to excel, gain exposure at the highest level, and represent Scotland with distinction both domestically and on the international scene.

Hollie Davidson and Mike Adamson have each taken charge of some of the biggest fixtures on the global calendar, with an ever-widening stable of quality referees displaying a level of depth never seen in the professional game.

In a year peppered with firsts, Hollie became the first female to referee a Men's Six Nations team when she took charge of Portugal v Italy in June 2022. She then officiated in two marquee finals: at the Commonwealth Games in Birmingham and then the Rugby World Cup 7s in Cape Town.

Perhaps the most notable selection was Hollie's appointment to oversee the Rugby World Cup final between eventual champions New Zealand and England in Auckland in November of last year.

Mike Adamson's refereeing journey has also continued apace, as he became the first Scot to officiate in a Rugby Championship fixture (Argentina v Australia, August 2022). Mike also took charge of Italy v Ireland in the 2023 GUINNESS Six Nations, before taking the whistle for the EPCR Challenge Cup quarter-final (Toulon v Lyon) in April and the semi-final of the URC (Stormers v Munster) a month later.

Our six regional referee societies continue to do great work to help develop match officials across the domestic game, with our numbers of active officials in their hundreds.

Society Referees 264	National Panel Referees 55
National Panel Coaches 12	Assistant Referees 25

OTHER NOTABLE ACHIEVEMENTS:

Sam Grove-White featured as a URC/EPCR Challenge Cup referee through the season; Assistant Referee in Italy v South Africa in November 2022.

Andrew McMenemy and Ben Blain both being selected as TMO in Women's Six Nations in April 2023.

Michael Todd refereeing the Rugby Europe U18 Final in Georgia in October 2022 and refereeing Spain v Belgium in the Rugby Europe Championship in October 2022.

Ru Campbell refereeing the final of the Super Series Sprint in June 2023.

Sam O'Neil and Rob McDowell making Super Series refereeing debuts in May 2023.

Ian Kenny refereeing the final of the Super 6 Championship in October 2022.

Mary Pringle made her debut as an Assistant Referee in the Women's Six Nations in 2023.

Beatrice Casares Fernandez officiated at the U18 Women's Six Nations competition.

Chelsea Gillespie was appointed to Assistant Referee in the Super Series.



Chelsea Gillespie, Mary Pringle, Beatriz Casares



GLASGOW WARRIORS

As debut campaigns go, Franco Smith's first season at the helm of Glasgow Warriors will surely go down as one of the most instantly impressive in the history of Scottish rugby.

Appointed in the summer of 2022 after a stint developing the next generation of Italian rugby, the former Benetton and Cheetahs Head Coach's impact at Scotstoun was near-instantaneous. An unbeaten regular season at Scotstoun, coupled with outstanding away victories over Munster – the club's first triumph at Thomond Park since 2014 – and Dragons, spearheaded a campaign that saw the Warriors roar to a top-four finish in the BKT United Rugby Championship, a first Scottish-Italian Shield victory, and re-establish themselves amongst the league's leading teams. Whilst eventual champions Munster got their revenge in the quarter-finals at Scotstoun, the Warrior Nation were with their team every step of the way.

It was in Europe, however, that memories were made for supporters young and old. An outstanding away victory over Bath – a performance that showcased the full depth of Smith's squad – and a comprehensive double victory over Perpignan sent the Warriors into the knockout stages of the EPCR Challenge Cup, and from there the Scotstoun side cut loose. A record-breaking 73-33 victory over the Dragons – including a club record-setting five tries from Johnny Matthews – set the Warriors on a path through the knockout stages that saw them vanquish the Emirates Lions at Scotstoun, then the Scarlets in Llanelli. Whilst the Warrior Nation took over Dublin on the occasion of the club's first-ever European final, defeat to Toulon meant that the wait for silverware would continue, yet those in Glasgow colours left the Aviva Stadium knowing that their team would be back.

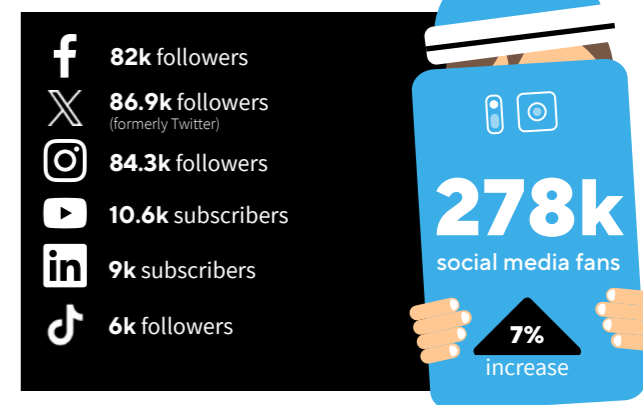
Indeed, throughout the season, new faces made themselves known to the Scotstoun faithful. Summer signing JP du Preez played more matches than any other Glasgow player, the tallest



player in club history bringing an additional dimension to the engine room; Tongan powerhouse Sione Vailanu became an immediate cult hero with the Warrior Nation by racing 65 metres for an unforgettable try on his first start for the club, bringing the West Stand to its feet in a 37-0 win over Benetton at Scotstoun; and Tom Jordan's breakthrough saw the New Zealand-born, Ayrshire Bulls-made man make the fly-half jersey his own across 2022/23.

Such was the form of Smith's squad overall that it was perhaps to be expected that the club's annual Awards Dinner, sponsored by The Malcolm Group, would see the prizes shared amongst the squad, and so it would prove. George Horne would take home the McCrea Financial Services Player of the Season trophy for the third time in his career, whilst the exploits of Argentinian magician Sebastian Cancelliere would see the flyer pick up the Denholm Energy Services Players' Player of the Season award. Jordan's efforts saw him named as Defender Breakthrough Player of the Season, with Nathan McBeth awarded the title of Mackenzie Construction Most Improved Player of the Season. Other winners included club captain Kyle Steyn who took home The Malcolm Group Leadership Award, Stafford McDowall recognised with The Famous Grouse Coaches Award, and Huw Jones' scintillating length-of-the-field score against the Dragons voted as the club's Try of the Season, sponsored by the University of Strathclyde.

As with every season, however, the conclusion of the action on the field would see a host of fan favourites take their final bow at Scotstoun. Nowhere was this more keenly felt amongst the Warrior Nation than the departure of the unmistakable figure of Ryan Wilson. After 222 appearances across 13 years with the club – a tally only bettered by Rob Harley in the club's history – the back-rower bowed out in front of the Warrior Nation, his family accompanying him onto the field. Fellow club centurion Sam Johnson was another to bid his farewells to the Scotstoun faithful as the centre headed to Brive, whilst stalwarts Lewis Bean and Cole Forbes made the move to Montauban and Bay of Plenty respectively.

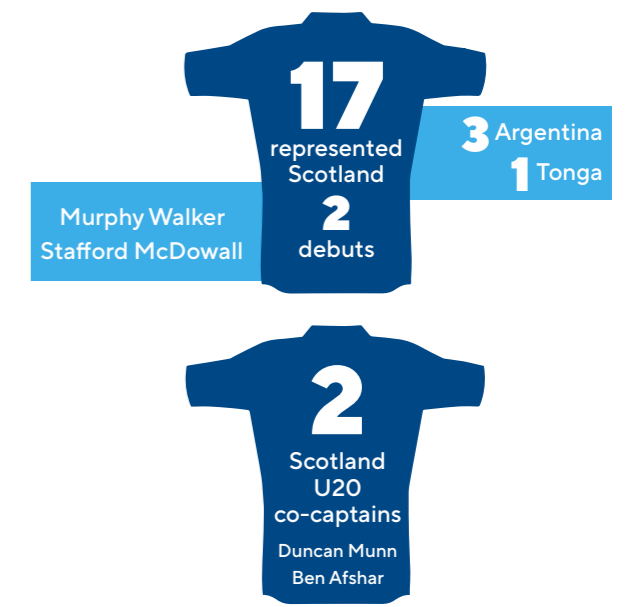


Proud to support **Glasgow Children's Hospital Charity**. As always, though, the true story of Glasgow Warriors' season encompassed more than just results on the field. With the goal of making a tangible difference to the community at the front and centre of the club's philosophy, nowhere was this more evident than during the annual Plaster It Purple fixture in support of Glasgow Children's Hospital Charity. Despite torrential rain on match night as the Warriors battled to a 12-7 win over the Scarlets, over £21,000 was raised by the Warrior Nation in support of the club's Official Charity Partner, showing once again that community remains at the forefront of the minds of all associated with the club.



The next generation of Glasgow Warriors continued to make their mark on the pitches of Scotstoun, too, as the SP Energy Networks Warriors Championship returned once more. Over 1000 young people from 29 schools across the Glasgow, west of Scotland and Caledonia regions showcased that the future of Scottish rugby is in good hands, with Balfron High School emerging victorious by edging out Stonelaw High School in a hotly-contested final. The club's Official Community Partner also supported a development day at Scotstoun for prospective future entrants, with 10 schools from across Scotland taking advantage of a unique opportunity to train at the home of the Warriors.

Glasgow Warriors and SP Energy Networks also strengthened their partnership, collaborating on a new multi-project community action plan. The plan is being delivered by a new cross-department Community Development Team and is focussed on initiatives that will benefit the club's accessibility services at events, the women's and girls' game and promoting the two organisations to non-traditional audiences.





EDINBURGH RUGBY

Edinburgh Rugby celebrated its 150th anniversary in 2022/23, paying tribute to a century and a half of rugby history since the club's first-ever match against Glasgow District in November 1872.

Edinburgh kickstarted the special season with the unveiling of a history project that was two-years in the making, detailing the club's full list of captains alongside every player to have worn the castle on their chest throughout the district and professional club's entire existence.

In a project chronicling over 1300 players – from the very first, EM Bannerman of Edinburgh Accies in 1872 to more recent debutants like Sam Skinner (2022) – the club is now able to celebrate its extensive history, while mapping out the evolution of rugby in the Scottish capital, with every player given a unique 'Edinburgh number'.

The special and historic year also saw Edinburgh Rugby return to the Heineken Champions Cup, where they reached the knockout stages of European rugby's premier competition following impressive group stage wins against Saracens and Castres Olympique.

Despite an up and down BKT United Rugby Championship campaign, the capital club continued to make great strides off the field, with attendances reaching record levels, and an all-new community engagement initiative – Our Burgh – bringing the club closer than ever to its supporting regions.

With the club's matchday experience rated as the best in class for entertainment in the BKT United Rugby Championship, while also featuring among the fastest-growing social media channels in the league, Edinburgh continues to develop a strong off-field culture.

The club continued to expand its commercial family in 2022/23 with Uhuru Rum and Cold Town House both joining as on-kit

sponsors, while Galbraith extended their sponsorship to become the club's longest standing on-kit sponsor, having backed the club since 2015.

Edinburgh Rugby also welcomed a new Official Energy and Stadium Naming Rights Partner – Hive – in the summer.

Edinburgh Rugby and Hive will collaborate on several exciting projects in the coming seasons, with sustainability and the journey to Net Zero at the forefront of the wider deal which sees the team's home renamed, Hive Stadium.

In year two of the club's new 7,800 capacity stadium, Edinburgh Rugby continued to see growth in attendances, with a 6% increase in average attendances from 2021/22 (including the 1872 Cup), with notable increases in the 12-25 age-bracket.

2022/23 also saw more games with a 7,000+ crowd (3) than the previous season's total, while the average attendance of South African (7%) Irish (5%) and EPCR fixtures (9%) all increased from year one in Hive Stadium.

With Edinburgh Rugby breaking its attendance record for the second straight season, this also meant significant commercial growth as the club broke its overall income record for the second year – in fact, Edinburgh has now doubled its club income since 2018/19, while the club's annual 1872 Cup derby at Scottish Gas Murrayfield broke the single match income record for the third straight season.

Edinburgh Rugby extended the contracts of several key internationalists in 2022/23 with Ben Vellacott, Mark Bennett,

WP Nel and Argentine sensation Emiliano Boffelli all penning new deals, while FOSROC Scottish Rugby Academy players Cammy Scott, Mikey Jones, Nathan Sweeney and Harry Paterson stepped up to first-time pro contracts.

With a variety of school visits and community training sessions scheduled throughout the 2022/23 season, the programme kicked into hyperdrive this past summer as the squad dropped by 18 different rugby clubs in three months of #OurBurgh Summer Sessions.

Edinburgh Rugby was also able to hold two open training sessions at The University of St Andrews and Netherdale, the home of Gala RFC, bringing the club closer to fans in two key regions: The Borders and Fife.

With two new co-captains announced to start the season – Scotland duo Jamie Ritchie and Grant Gilchrist – Edinburgh Rugby got their campaign off to the best possible start with a resounding 44-6 home victory over Dragons RFC.

A disappointing October saw Edinburgh suffer three narrow losses against South African opposition, however the capital side returned to winning ways with a 53-8 rout of Benetton, which saw Duhan van der Merwe grab a brace of tries on his return to the club.

Edinburgh solidified their position in the BKT United Rugby Championship with impressive away victories at Zebre Parma and Cardiff Rugby before returning to Heineken Champions Cup action in December.

Bouncing back from a Round 1 defeat to Saracens at StoneX Stadium, Edinburgh delivered a comprehensive victory at home to Castres Olympique, paving the way to the knockout stages of the tournament.

Edinburgh then fell short in both festive 1872 Cup derbies but bounced back in fine form in the New Year with historic back-to-back European victories away to Castres Olympique and at home to Saracens, teeing up a Round of 16 tie at Welford Road with reigning English Premiership Champions, Leicester Tigers.

Despite a courageous performance, Edinburgh suffered a 16-6 loss to the Tigers, bringing an end to their European journey. A home 45-21 victory against Ospreys on 'Fan Appreciation Night' did however see the capital club finish the league campaign on a positive note.

Mike Blair then announced his decision to step down as Edinburgh Rugby Head Coach at the end of the 2022/23 campaign. The capital side moved to appoint former Sharks and Vodacom Bulls boss Sean Everitt as the club's new Senior Coach, where he spearheads an exciting coaching group of Stevie Lawrie (Forwards Coach), Michael Todd (Defence Coach) and Rob Chrystie (Skills and Assistant Attack Coach) heading into the new campaign.

Edinburgh Rugby have made a number of exciting signings entering the new season, with BKT URC Champion and Scotland stand-off Ben Healy, English Premiership Champion Robin Hislop and Scotland front-row duo Ewan Ashman and Javan Sebastian all joining the capital side for 2023/24.





FOSROC SUPER SERIES

2022 FOSROC Super6 Championship

The top two FOSROC Super6 teams went head-to-head in October 2022 at the then DAM Health Stadium in Edinburgh, with both Watsonians and Ayrshire Bulls reaching the final boasting 10 wins from their 11 fixtures, the clubs' sole defeats coming in their own reverse fixtures.

Watsonians ran out 43-24 victors in a thrilling contest that went to extra time, which came as little surprise to many given the sides' campaigns.

[Watch the highlights here](#)

Name Change

In March 2023, the competition restructured under a new name, FOSROC Super Series, in order to reflect the addition of new teams into the two tournaments, the Sprint and Championship.

During the 2023 Super Series Sprint, each of the six licenced sides faced one another, as well as their aligned professional team – Glasgow Warriors A or Edinburgh Rugby A. The development pro sides' involvement was aimed at providing an opportunity for the six core squads to challenge themselves against fresh opposition, in front of full-time professional coaches.

For the 2023 Super Series Championship, a new seventh team was introduced in the form of the FOSROC Future XV. Formed from the next generation of young Scottish players, its purpose is to better prepare them for the rigours of international U20 rugby and beyond. Many of those that have featured have represented Scotland U20, with increased game time at Super Series level a priority for such progress.

2023 FOSROC Super Series Sprint

Over the course of April and May 2023, the FOSROC Super Series Sprint was played, with Ayrshire Bulls securing the title of Sprint winner for the first time.

In the deciding fixture, Heriot's Rugby were the opposition and in a hard-fought affair, Bulls managed to overturn a half-time deficit to take the spoils 19-15 thanks, in part, to a try brace from captain Blair Macpherson.

PLAYERS	COACHES
<p>OLLIE SMITH (Ayrshire Bulls) Made Scotland debut in the third Summer Test v Argentina 16 July 2022.</p>	<p>PETE HORNE (Ayrshire Bulls) Stepped up into the full-time coaching environment at Glasgow Warriors in June 2022.</p>
<p>MURPHY WALKER (Stirling Wolves) Made Scotland debut v Fiji on 5 November 2022 in the Autumn Nations Series.</p>	<p>FERGUS PRINGLE (Watsonians) Moved to be the Scotland U20 forwards coach in December 2022.</p>



Patrick Harrison with an 1872 Cup try for Edinburgh Rugby

FOSROC SCOTTISH RUGBY ACADEMY

In June 2023, Scottish Rugby confirmed the 30 young male players contracted to the FOSROC Scottish Rugby Academy for the 2023/24 season.

The Academy players are aligned to either Edinburgh Rugby or Glasgow Warriors, where they train alongside the professional club's senior group, at the same time being available to feature in the FOSROC Super Series. This year saw a greater focus placed on U20 players being contracted, thus providing the opportunity for more of them to be in fulltime environments in preparation for U20 International Rugby.

Having this base in the pro-teams allows the young players to not only accelerate their development by being immersed in the pro-team club environment earlier and more often, but also benefit from professional coaches and support staff.

The approach, which saw its second iteration following last year's inaugural selection, has seen several players progress within the Scottish Rugby system with eight from the 2022/23 cohort graduating to sign their first professional rugby contracts with either Edinburgh Rugby or Glasgow Warriors.

Jacob Henry, Jamie Campbell, Patrick Harrison, Cameron Scott, Nathan Sweeney, Harry Paterson and Mikey Jones have all signed with Edinburgh Rugby, whilst Euan Ferrie signed with Glasgow Warriors.

Edinburgh Rugby welcomed 11 new players to the club this summer, who will join the system alongside four current Academy players: Robbie Deans (loosehead prop), Harri Morris (hooker), Liam McConnell (back-row) and Finn Douglas (winger).

Glasgow Warriors introduced 10 new players to their club at the start of the new season, who join the retained Tom Banatavala (loosehead prop), Callum Norrie (tighthead prop), Harris McLeod (lock), Ben Salmon (centre) and Logan Jarvie (winger).



Ben Salmon is part of the set-up at Glasgow Warriors

[The 2023/24 FOSROC Scottish Rugby Academy contracted players](#)



OUR CHARITIES

The power of rugby to be a force for good was illustrated once again throughout Scotland last season.

The most moving occasion saw Doddie Weir, joined by his wife Kathy, sons, Hamish, Angus and Ben, and Ross Sutherland mini rugby player and determined fund-raiser Charlie Mackenzie, as they delivered the match-ball ahead of the Scotland v New Zealand Autumn Nations Series Test in November 2022. Doddie was greeted by a standing ovation from both teams and the capacity Murrayfield crowd. It was five years since he had launched his own charity – the My Name’s 5 Doddie Foundation – at the corresponding game in 2017. Five years, too, since his diagnosis with the appalling condition of Motor Neuron Disease, had been made public.

Sadly, Doddie passed away later last November. But his indomitable spirit and zest for life transcended rugby and his ultimate legacy could yet be to find that elusive cure for MND. More than £8 million has been donated to MND research by his Foundation and the part the rugby community in Scotland and beyond has played in that fund-raising has been truly humbling, in particular the lead of former Scotland captain, Rob Wainwright, the mastermind of the Doddie Aid initiative, which taps into competitive instincts and the alignment to Scotland’s age-old rugby districts. Scottish Rugby continues to work closely with Doddie’s family and Foundation and conversations are ongoing around a permanent memorial to Doddie at Murrayfield Stadium, in addition to the fabulous ‘Oor Doddie’ statue, donated by members of the Scottish rugby community.

Whether giving supporters who had been through some traumatic experiences – like the firefighters of Blue Watch at McDonald Road fire station in Edinburgh who lost their colleague Barry Martin at a blaze in Edinburgh city centre – the chance to present the match ball for a Scotland game, to clubs the length and breadth of Scotland supporting worthy causes in their own community, rugby continues to show its generosity.

The example was set by the men’s Scotland team, who made two impromptu donations to local foodbanks during the 2022 Autumn Nations Series.

Signed merchandise from the team also boosted many charities, whether on a national or local scale throughout the season.

The Scotland Women’s team worked in tandem with 14-year-old Mid Argyll player Feorlin Renton to support her fund-raising on behalf of the My Name’s 5 Doddie Foundation, while former Scotland Women players, from the pioneering days of women’s rugby in the 1990s, are aligned to another of Scottish Rugby’s charity partners, Wooden Spoon, to raise the profile of the women’s game.

We are also supporting former Scotland Women players Sandra Colamartino and Sue Brodie, in their attempts to bring to the stage, a play telling how Scotland saved and staged the 1994 Women’s World Cup.

Mental wellbeing is a key focus for Scottish Rugby, and we were honoured to support the Come Ashore Cup, celebrating the links between Caithness and Orkney rugby clubs and providing their communities with practical assistance after some tragic loss.

The clubs’ over-35s teams raised more than £18,000 for two charities, the Royal Scottish Agricultural Benevolent Institution and the John O’Groats Development Trust Playpark Project, through taking part in the inaugural Come Ashore Cup.



ENVIRONMENT, SOCIAL AND GOVERNANCE

Scottish Rugby is placing a greater emphasis on ESG – Environment, Social and Governance.

As you will have read in the Chief Executive’s contribution earlier in the report, our new principal partnership with Scottish Gas – unveiled in July 2023 – will help us to tackle carbon emissions across Scotland, starting with our stadium at Scottish Gas Murrayfield and its 26-acre estate.

The landmark deal will also give more than 130 clubs assistance with energy bills and could reduce energy consumption by over 50% through a joint £2m Club & Community Net Zero Fund.

We continue to work closely with our suppliers and with fans attending matches, to recycle as much waste as possible.

Much of our activity thus far within ESG has been tactical rather than strategic. But working alongside specialist environmental consultants, ARUP, we are building a strategic plan to bolster the importance we place on environmental considerations.

Our focus so far has largely been on the “S” for social through our charity partnerships, both formal and ad hoc, supporting requests from member clubs and schools designed to increase participation in the game, enhance rugby development and foster stronger community affiliation.

Inclusion and diversity remain key to our “S” approach. Colleagues in Rugby Development have upweighted their determination to increase participation in state schools in Scotland. We continue to reach out to organisations as diverse as Police Scotland; Scottish Women’s Aid; Show Racism the Red Card; CEMVO Scotland (a strategic partner of the Scottish Government’s Equality Unit), and LEAP, to welcome anyone and everyone to our sport in Scotland and dismantle barriers, whether real or perceived.

As far as the “G” is concerned, we see this as critical to driving our overall ESG approach. The “G” is about our desire to do the right thing, which is not always the easy thing.

At a time of financial challenge, and a cost-of-living crisis, it’s vital that we should always consider the impact of our decisions on the environment. That’s the required step change from where we have been relatively recently. But it is one we are determined to make and in a timescale of the next three to five years.

		
Recycling processes	Diversity and inclusion	Stakeholder/fan engagement
Net zero energy tariffs	Wellbeing of our people, fans and rugby community	Broadening our fan base
Renewable fuels	Health and safety	Removing barriers (real or perceived)
Energy efficiency	Doing the right thing, not the easy thing	Ethical standards
Greenhouse gas emissions	Working with charities	Growing the game



GOVERNANCE

The recommendations of the Crerar Report on Governance were published and approved in September 2022 by the members of the then Scottish Rugby Union.

Those recommendations were implemented through new constitutional documents and changes to various bodies which took effect on 1 November 2022. A new company limited by guarantee, Scottish Rugby Union (SRU), replaced the former unincorporated association, which was dissolved, as was the Council and the SRU Trust.

Custodian Directors were appointed to the Board of SRU during the year and the Club Rugby Board (CRB) was formed as an SRU standing committee. The CRB members in the transition period have included the former Council's members.

Scottish Rugby Union Limited changed its name to Scottish Rugby Limited (SRL), and it continues as the main operating vehicle within the Group. Changes in the membership of the SRL Board also occurred during the financial year.

The 2022/23 financial year has therefore seen a significant transition from the old structures to the new, with this Report including information covering both periods.

The list below sets out those serving on the SRU Board, the SRL Board and the CRB as at 31 May 2023.

Patron	
Her Royal Highness, The Princess Royal	
President	Vice-President
Colin Rigby	Keith Wallace
Scottish Rugby Union (SRU) Board	
Professor Lorne D Crerar CBE	Chair & Custodian Director
Ian Barr	Immediate Past President & Custodian Director
Cheryl Black*	Custodian Director
David Grevemberg*	Custodian Director
Colin Rigby	President & Custodian Director
Keith Wallace	Vice-President & Custodian Director
Scottish Rugby Limited (SRL) Board	
John McGuigan*	Chair & Independent Non-Executive Director
Shona Bell	Chief People & Engagement Officer
Mark Dodson	Chief Executive
Jim Mallinder *	Director of High Performance Rugby
Bob Richmond	Non-Executive Director
Hilary Spence	Chief Financial Officer
Hazel Swankie	Non-Executive Director

Club Rugby Board (CRB)	
Keith Wallace	Chair, Vice-President & SRU Board member
Gavin Scott	Director of Rugby Development
Kevin Quinn	Premier Division
Gerry Tosh	National Division 1
Neil Sutherland	National Division 2
Ian Carse	National Division 3
Murdo Gillanders	Edinburgh Region
David Jamieson	Glasgow North Region
Jim O'Neill	Glasgow South Region
Alistair Forsyth	Scottish Borders Region
Hazel Swankie	Midlands Region & SRL Non-Executive Director
Bob Richmond	North Region & SRL Non-Executive Director
Mike Bruce	Scottish Women's Forum Representative
Mhairi Hay	Referees' Representative
Gibb McMillan	Schools' Representative

* denotes part year

Changes in membership of the various entities occurring during the year, and those after the year end but before the date of approval of the FY22/23 financial statements have been outlined in the accompanying sections.

The reporting of attendance includes the former Council for part of the year, as well as the part year for each of the SRU Board and CRB, and the full year for the SRL Board.

Scottish Rugby Union Board 2022/23

Membership and Terms of Office

SRU Board membership reflects the outcome of the governance review and its implementation. Ian Barr, Colin Rigby and Keith Wallace were appointed in October 2022 as SRU's first Custodian Directors. Lorne Crerar joined in early November 2022 as independent Chair.

David Grevemberg and Cheryl Black joined as independent Non-Executive SRU Custodian Directors in December 2022, following an external recruitment process. Ms Black left the SRU Board for a short period to serve as interim Chair of SRL before rejoining the SRU Board on 22 May 2023.

Maxine Manditsch and Alison Milne MBE joined the SRU Board immediately after the financial year end, on 1 June 2023, also after an external recruitment process. Their appointments provided the full complement of SRU Custodian Directors but are subject to ratification at SRU's 2023 AGM, in accordance with the motion passed by the former association's members in September 2022.

The SRU Custodian Directors currently serving, their dates of appointment and remaining terms of office are set out below.

Name	Term
Lorne Crerar	Appointed 2 November 2022 as an independent NED and Chair for initial period of 12 months. Term extended on 1 June 2023, to 31 October 2025.
Ian Barr (Immediate Past President)	Appointed 28 October 2022. Term as Immediate Past President runs to AGM 2024.
Cheryl Black	Appointed 16 December 2022 for 3 years, expiring 15 December 2025. Term suspended while serving as interim Chair of SRL between 26 April 2023 and 22 May 2023, before resuming on SRU Board on 22 May 2023.
David Grevemberg	Appointed 16 December 2022 for 3 years, expiring 15 December 2025.
Maxine Manditsch	Appointed 1 June 2023. Term runs to 31 October 2025, subject to ratification.
Alison Milne	Appointed 1 June 2023. Term runs to 31 October 2025, subject to ratification.
Colin Rigby (President)	Appointed 28 October 2022. Term as President runs to AGM 2024, then further 2 years to AGM 2026, as Immediate Past President.
Keith Wallace (Vice-President)	Appointed 28 October 2022. Term as Vice-President runs to AGM 2024, then further 2 years as President until AGM 2026, then 2 years to AGM 2028 as Immediate Past President.

Role and Activity

The new governance structures resulted in the delegation of various responsibilities to the operating subsidiary, SRL. The role of the SRU Board, comprising the Custodian Director is to then exercise oversight, on behalf of SRU and its members, of how SRL undertakes those responsibilities and to report to the Union's members.

SRU retains the right of approval of the strategic plan and annual budget.

SRU entered into a Relationship Management Agreement and various other documentation with SRL setting out how this was to be done. This includes regular quarterly Reporting Meetings at which the SRL Chair presents a report and answers questions on strategic progress, budget performance, and significant operating activity, with support from SRL's Chief Executive and other executive directors.

There is regular liaison and exchange of information between the SRU and SRL Chairs, with joint working groups on matters of significance including members of both Boards.

SRU Committees and SRU Board Committees

The SRU Board currently has one standing Committee - the Nominations Committee - created on 1 June 2023 and therefore falling outside the reporting period.

SRU itself has two standing Committees, being the CRB (with powers delegated under a Memorandum of Understanding reflecting the terms of the Crerar Report approved by members) and the Standing Committee on Governance, which has Terms of Reference set by the SRU Board.

Only the CRB met during the financial year. SRU Custodian Directors have participated in informal joint working groups formed with the SRL Directors during the year.

Meeting Attendance

Attendance at the SRU Board (and its Committees) is compulsory unless there is good and substantial reason for a Custodian Director not attending. Meetings during the year have been held by video conference or on a hybrid basis, with decisions made at meetings and by electronic written resolution when required.

Attendance of Custodian Directors at Meetings of the SRU Board for the period from 1 November 2022 (the effective date of the new structures) until 31 May 2023 are set out below.

Name	Number of Meetings	Eligible	Attended
Lorne Crerar (Chair) (from 2.11.22)	10	9	9
Ian Barr (from 28.10.22)	10	10	10
Cheryl Black (from 16.12.22)	10	7	7
David Grevemberg (from 16.12.22)	10	7	7
Maxine Manditsch (from 1.06.23)	10	0	0
Alison Milne (from 1.06.23)	10	0	0
Colin Rigby (from 28.10.22)	10	10	10
Keith Wallace (from 28.10.22)	10	10	10

Scottish Rugby Council 2022/23(Part Year) and CRB 2022/23 (Part Year)

Membership and Terms of Office

The Council of the former association operated until 1 November 2022 and was dissolved when the new governance structures came into effect.

Most of the Council members became members of the new Club Rugby Board on 1 November 2022, charged with oversight of the domestic game. They serve on the CRB for the remainder of their original 3-year terms of office as Council members before being potentially eligible for election to the CRB for a further three-year period. The CRB members elected from forums can serve for a maximum period of 6 years in a 12 year period. Service as Vice-President is excluded from that limitation.

Under the new governance structures, the Vice-President (Keith Wallace) and Director of Rugby Development (Gavin Scott) also became members of the CRB ex officio on 1 November 2022.

The ex officio members of the former Council, John Halliday, Gavin Hastings and Ian Rankin, ceased to be Council members on its dissolution and did not then join the CRB.

Attendance at the former Council meetings reported below covers the period from the 2022 AGM (Part 1) held on 13 August 2022, which was the start point of that Council "year" until the Council was dissolved.

Council member attendance in the period prior between the 2021 AGM and 13 August 2022 was reported in the 21/22 Governance Report.

CRB meeting attendance (4 meetings held) is for the period 1 November 2022 to 31 May 2023.

Name	Council (13.08.22- 1.11.22)		CRB (1.11.22- 31.05.23)	
	Eligible	Attended	Eligible	Attended
Colin Rigby (President)	5	5	n/a	
Keith Wallace (Vice-President)**	5	5	4	4
Mike Bruce	5	5	4	4
Ian Carse	5	3	4	4
Alistair Forsyth	5	5	4	3
Murdo Gillanders	5	5	4	4
John Halliday*	5	1	n/a	
Gavin Hastings*	5	0	n/a	
Mhairi Hay	5	3	4	4
David Jamieson	5	4	4	4
Gib McMillan	5	3	4	4
Kevin Quinn	5	5	4	4
Jim O'Neill	5	5	4	4
Ian Rankin*	5	4	n/a	
Bob Richmond	5	5	4	4
Gavin Scott **	n/a		4	4
Neil Sutherland	5	5	4	4
Hazel Swankie	5	5	4	4
Gerry Tosh	5	5	4	2

(* Ex officio Council member)

(**Ex officio CRB Member)

Council business in the period was mainly related to the governance review outcomes, Council approval of those and the placing of that business before the former association's members in general meeting. Decisions were taken at Council meetings and also by electronic resolution when required.

The role and activity of the CRB is set out in more detail in the preceding pages of the Annual Report.

SRL Board 2022/23

Membership and Terms of Office

Membership of the SRL Board altered significantly over the course of the financial year, reflecting the change in President in August 2022, changes arising from the governance review, the expiry of an existing SRL Director's term after 6 years in office and also the departures of several non-executive directors.

The Board was chaired by John Jeffrey until his departure in April 2023. Cheryl Black stepped down from the SRU Board temporarily and served as interim SRL Chair from 27 April 2023 until 22 May 2023, when John McGuigan took up office as the new independent SRL Chair. Ms Black waived any fee for the period of her service on the SRL Board.

Julia Bracewell, David McMillan and Lesley Thomson KC left the SRL Board in the course of the year.

Jim Mallinder, the SRL Director of High Performance Rugby, joined the SRL Board temporarily, serving for a short period between 28 March 2023 and 12 June 2023, to enable minimum SRL Board membership numbers required by SRL's Articles of Association to be maintained, pending new independent Non-Executive Directors taking up office.

Several additional appointments were made after the financial year end, with Alexandra Whelan, Mike Soutar and Ruth Davidson now serving as independent Non-Executive Directors following a recruitment process supported by external consultants.

Two of the former Council-nominated Non-Executive Directors - Bob Richmond and Hazel Swankie - have continued in office on the SRL Board to fulfil their underlying terms.

The independent SRL Non-Executive Directors are appointed for terms of up to three years. They are eligible to be reappointed for one further three-year term in any period of 12 years. Appointment of independent Non-Executive Directors to the SRL Board is made by that Board, on the recommendation of its Nomination Committee.

The appointment of the independent Chair of the SRL Board is also made by the SRL Board on the recommendation of its Nomination Committee but, under SRL's Articles of Association and the Relationship Management Agreement between SRU and SRL, this appointment is subject to the approval of the SRU Custodian Directors.

Executive Directors serve under the terms of their employment or service contracts. There are currently three executive Directors.

The Directors currently serving and their remaining terms of office are:

Name	Position	Term
Non-Executive Directors:		
John McGuigan	Independent Chair & Non-Executive	Appointed 22 May 2023 for 3 year term, ending 21 May 2026.
Ruth Davidson	Independent Non-Executive	Appointed 19 July 2023 for 3 year term, ending 18 July 2026.
Bob Richmond	Former Council Nominated Non-Executive	Appointed 16 August 2020. Scheduled expiry SRU AGM 2023 (18 November 2023)
Mike Soutar	Independent Non-executive	Appointed 3 July 2023 for 3 year term, ending 2 July 2026.
Hazel Swankie	Former Council Nominated Non-Executive	Appointed 14 August 2021. Scheduled expiry SRU AGM 2024.
Alexandra Whelan	Independent Non-Executive	Appointed 12 June 2023 for 3 year term, ending 11 June 2026.
Executive Directors:		
Mark Dodson	Chief Executive	Appointed 19 September 2011. Fixed term expires 30 June 2025.
Shona Bell	Chief People & Engagement Officer	Appointed 1 January 2021.
Hilary Spence	Chief Financial Officer	Appointed 2 August 2021.

Role and Activity

The SRL Board is responsible for the ongoing management and operations of the Scottish Rugby Union Group under powers delegated to it by SRU under the SRU Articles of Association and the Relationship Management Agreement. It reports quarterly, through the SRL Chair, to the SRU Custodians on the main aspects of its operating role, including strategy and financial and various other significant topics set out in the Relationship Management Agreement.

The SRL Board oversees the work of executive management, led by the Chief Executive.

The organisation's financial performance is also monitored by the SRL Board and reported on at each SRL Board meeting. Decisions are made at SRL Board level on material capital expenditure projects, significant contracts and investment decisions as well as on a range of policies. Health and safety, data protection and environmental matters and risk and insurance all fall under its remit.

Elements of the SRL Board's responsibilities are delegated to several standing committees. Further information on the work of those Committees is provided below. The Annual Report, the financial statements of SRL and the Scottish Rugby website all contain more details on SRL's activities.

SRL Board meeting minutes are published on the Scottish Rugby website and provide further information on the SRL Board's activities during the year.

Meeting Attendance

The SRL Board met 11 times during the 2022/23 financial year.

Attendance at SRL Board, and as appropriate, Board Committee meetings is compulsory unless there is good and substantial reason for a Director not attending. In each case of non-attendance, the Chair has been satisfied that such reasons existed, particularly when additional meetings have been called, at short notice, outside of the previously scheduled dates. Meetings during the year have been held by video conference or on a hybrid basis, with decisions made at meetings and by electronic written resolution when required.

Attendance at the SRL Board meetings is summarised below and also includes attendance of those serving for part of the financial year, with relevant dates provided.

Name	Number of Meetings	Eligible	Attended
John Jeffrey* (Chair, until 18.04.23)	11	9	9
Ian Barr* (until 13.08.22)	11	1	1
Shona Bell (full financial year)	11	11	11
Cheryl Black* (Interim Chair, 26.04.23- 22.05.23)	11	1	1
Julia Bracewell* (until 28.09.22)	11	3	3
Mark Dodson (full financial year)	11	11	11
Jim Mallinder* (28.03.23-12.06.23)	11	2	1
John McGuigan* (Chair, from 22.05.23)	11	0	0
Murdo Gillanders* (23.08.22-31.10.22)	11	2	2
David McMillan* (to 28.02.23)	11	7	6
Bob Richmond (full financial year)	11	11	11
Colin Rigby* (until 31.10.22)	11	3	3
Hilary Spence (full financial year)	11	11	11
Hazel Swankie (full financial year)	11	11	11
Lesley Thomson KC* (until 14.03.23)	11	8	8

* denotes part year

SRL Board Committees

During the period, the SRL Board had five standing sub-committees. Each Committee has detailed terms of reference approved by the SRL Board and updated from time to time.

All SRL Board Committee Terms of Reference are published on the Scottish Rugby website.

Membership of SRL Board committees, other than the Investment Committee is restricted to Non-Executive Directors. The membership of SRL Committees altered significantly during the transition period due to the change in SRL Board membership during the year. A series of temporary appointments were made during the financial year to maintain Committee minimum membership numbers and quorums pending completion of the recruitment processes for new SRL Non-Executive Directors.

The Chair of each Committee presents a report to the SRL Board on that Committee's work at the following SRL Board meeting, if the Committee has met in the intervening period. Committee minutes are either circulated to or are otherwise available to other SRL Board Members on request and have also been made available to the SRU Custodian Directors to assist with induction and education.

Under the new Relationship Management Agreement between SRU and SRL, to assist with the oversight function of the SRU Board, each SRL Committee Chair is to attend an SRU Board Reporting Meeting at least once per year to report on the work of that SRL Committee.

Various decisions and approvals by SRL Committees during the year were also regularly dealt with by electronic means, as well as at Committee meetings.

Audit & Risk Committee

Julia Bracewell, Bob Richmond, Hazel Swankie and Lesley Thomson KC all served on this Committee at various points during the financial year. The Committee was chaired by Lesley Thomson for part of the year and Bob Richmond for the remainder.

The Committee met three times during the 22/23 financial year.

As part of its regular remit the Committee considered detailed financial reports and accounting policies, the accounting treatment to be applied to investment projects and risk management reports throughout the year. The review and approval of the audit plan and auditors' reports, and review and recommendation of summary and detailed financial statements all form part of the Committee's work.

Meetings are also routinely attended by the Chief Financial Officer, Financial Controller and Company Secretary, with

the auditors invited to participate in all meetings. Part of the meeting to discuss the year-end financial statements and audit report is held without the finance team members present.

Attendance at the Committee's meetings is summarised below.

Name	Number of Meetings	Eligible	Attended
Lesley Thomson KC* (until 23.03.23)	3	2	2
Julia Bracewell* (to 28.09.22)	3	1	1
Bob Richmond (full financial year)	3	3	3
Hazel Swankie (full financial year)	3	3	2

* denotes part year

Investment Committee

Julia Bracewell (to 28 September 2022), Mark Dodson, David McMillan (to 28 February 2023), Bob Richmond, Colin Rigby (until 31 October 2022) and Hazel Swankie (from 27 March 2023) were members of the Committee during the financial year. Cheryl Black was also a member of the Committee for a short period while serving as SRL's interim Chair (27 April 2023 to 22 May 2023).

The Committee is responsible, amongst other things, for considering the potential for external investment into Scottish Rugby, investment opportunities, and reviewing proposals and accompanying terms relating to third party investment transactions affecting Scottish Rugby's interests. It meets as required for those purposes. Committee meetings are also attended by the Company Secretary and Chief Financial Officer and external professional advisers if needed.

Having overseen the completion of the private equity investment transactions occurring in FY21/22, the Committee did not require to meet during the 22/23 financial year.

SRL Nominations Committee

John Jeffrey, Ian Barr, Bob Richmond, Hazel Swankie and Lesley Thomson KC were all members of the Committee at various times during the financial year. Cheryl Black also served as a member of the Committee during her tenure as the interim Chair of the SRL Board.

The Committee was chaired by John Jeffrey for most of the financial year, with Bob Richmond chairing for the remainder.

The Chief Executive, Company Secretary and Chief People & Engagement Officer also attend the Committee's meetings as

required. This Committee is responsible, among other things, for making recommendations to the SRL Board on membership of the SRL Board and its Committees, the identification and recruitment of new Executive Directors and independent Non-Executive Directors when required, the identification and appraisal of international body representatives, and various aspects of succession planning.

The Committee met six times during the 22/23 financial year.

Attendance at the Committee's meetings held in the financial year is summarised below.

Name	Number of Meetings	Eligible	Attended
John Jeffrey* (until 18.04.23)	6	4	4
Ian Barr* (until 14.08.22)	6	0	0
Cheryl Black* (27.04.23- 22.05.23)	6	1	1
Bob Richmond (full financial year)	6	6	6
Hazel Swankie* (from 27.03.23)	6	2	2
Lesley Thomson KC* (until 23.03.23)	6	4	3

* denotes part year

SRL Remuneration Committee

David McMillan, John Jeffrey, Bob Richmond, Colin Rigby, Lesley Thomson KC and Hazel Swankie were members of the Committee at various points during the 22/23 financial year.

Cheryl Black was appointed as a member of the Committee for the period of her tenure as the interim Chair of the SRL Board, between 27 April 2023 and 22 May 2023.

The Committee was chaired by David McMillan until 28 February 2023, with the remaining meetings chaired either by Lesley Thomson or Bob Richmond.

The Committee is responsible for making recommendations within agreed terms of reference, on remuneration policies, monitoring and approving executive Directors' and certain senior executive remuneration packages and changes to those, and the setting and monitoring of key performance targets and application of any incentive schemes in place. Approval of the remuneration of senior coaches and higher-earning players and any employee severance terms also fall within the Committee's remit. External advice is obtained when needed.

The Committee's work during financial year 2022/23 also included a review of the incentive scheme structures for

potential future application and the approach to be adopted to refreshing benchmarking data and principles for consideration by the Committee later in the financial year.

Further information on various aspects of remuneration during the 22/23 financial year is contained within the Remuneration Report below.

The Committee met three times during the 22/23 financial year. Committee decisions and approvals were also obtained outside of meetings through the use of electronic resolutions.

Attendance at the Committee's meetings is summarised below.

Name	Number of Meetings	Eligible	Attended
David McMillan* (until 28.02.23)	3	2	2
Cheryl Black* (27.04.23-22.05.23)	3	0	0
John Jeffrey* (27.03.23-18.04.23)	3	1	1
Bob Richmond (full financial year)	3	3	3
Colin Rigby* (until 31.10.22)	3	1	1
Hazel Swankie* (from 27.03.23)	3	0	0
Lesley Thomson KC* (until 23.03.23)	3	3	3

* denotes part year

SRL Environmental, Social and Governance Committee

Cheryl Black, Julia Bracewell, John Jeffrey, Hazel Swankie, Bob Richmond, Colin Rigby and Lesley Thomson KC were members of the Committee at various points during the 22/23 financial year.

Lesley Thomson chaired the meetings that were held during the year. Hazel Swankie was appointed as interim chair following Lesley Thomson's departure from the SRL Board in March 2023.

The Chief People & Engagement Officer and Head of People & Engagement also attend the Committee's meetings, with other colleagues attending as required.

The Committee is responsible for overseeing Scottish Rugby's activity and policies on Safeguarding, wellbeing programmes and Equality, Inclusion and Diversity matters.

Throughout the 2022/23 financial year the Committee received a number of presentations, and ongoing updates, on the following topics:

Gender Participation – The Committee’s detailed examination of transgender issues and participation in sport, a body of work commenced in 21/22, concluded during the year, with recommendations made to the SRL Board on a new Transgender Policy, after a comprehensive consultation process led by the Committee.

The Well-being of Scottish Rugby’s People – As a central component of Scottish Rugby’s Strategy, the Committee received regular updates from the People Department on the well-being initiatives and measures put in place for Scottish Rugby’s employees, clubs and other relevant stakeholders.

Inclusion & Diversity – The importance of encouraging and supporting inclusion and diversity in Scottish Rugby’s Clubs was highlighted by the Committee and was reflected in strategy plans and responses to the governance review consultation early in the financial year.

The Committee were kept up to date on the planning and delivery of Inclusion and Diversity training and also considered reports and recommendations on associated matters and learnings from other sports during the year.

Scottish Rugby Safeguarding – Scottish Rugby’s Safeguarding team updated the Committee on its work and any matters arising at each Committee Meeting as well as the planning of the annual safeguarding conference.

“Don’t be that Guy” Campaign – The Committee monitored progress on the "Don’t be that Guy" campaign that Scottish Rugby continues to promote in conjunction with Police Scotland. The campaign encourages men to take responsibility for ending sexual violence by changing their attitudes and behaviours towards women, as well as challenging those of their peers. Its aim is to help effect a culture change to tackle sexual crimes against women.

Gender Pay Gap – The Committee considered the findings of Scottish Rugby’s Gender Pay Gap Reporting. Gender Pay Gap reports are published on the Scottish Rugby website.

Terms of Reference – transition to include environmental issues within Committee remit. The Committee began to consider how best to include environmental matters, and the scope of those, within the Committee’s remit.

The Committee met three times during the 22/23 financial year.

Attendance at the Committee’s meetings is summarised below.

Name	Number of Meetings	Eligible	Attended
Cheryl Black *(26.04.23-22.05.23)	3	0	0
Julia Bracewell* (until 28.09.22)	3	2	2
John Jeffrey* (27.03.23 – 18.04.23)	3	0	0
Bob Richmond* (from 15.09.22)	3	1	1
Colin Rigby* (until 31.10. 22)	3	2	2
Hazel Swankie (full financial year)	3	3	2
Lesley Thomson KC* (until 14.03.23)	3	3	3

* denotes part year

Remuneration Report

This Report contains information relating to remuneration and benefits within the Group, including SRU and SRL and the former association, for the financial year 1 June 2022 to 31 May 2023.

SRU Custodian Directors, former Council Members and CRB Members

SRU Custodian Directors

The SRU Custodian Directors are volunteers and are not remunerated for the services they provide as directors. However, they are provided, at SRU’s expense, with certain benefits arising from the office they hold and the responsibilities they have. These are declared internally by each Custodian.

During the period from 1 November 2022 (the effective date of the new structures) and 31 May 2023 these primarily consisted of match tickets, accompanying hospitality, travel and accommodation as part of the official party and in some cases, the issue of some official Scottish Rugby branded apparel to the Custodian Director. If a spouse or partner accompanies a Custodian Director on an official trip, the cost of travel and any additional accommodation for the spouse or partner is met by the Custodian.

Separately, the President and Vice-President, as holders of elected offices, are each paid an honorarium (£20,000 per year, pro rata for part years, in the case of the President and £10,000 per year, pro rata for part years for the Vice-President) which takes account of the significant additional time and commitment associated with the responsibilities of those elected offices. The President, Vice-President, and Immediate Past President are also invited to attend a significant number of other functions and events as a result of the offices they hold.

Custodian Directors, in common with CRB members and SRL Directors, are entitled to be reimbursed for expenses wholly, exclusively and properly incurred on Scottish Rugby business, in accordance with the SRL expenses policy.

Former Council

The Council was dissolved on 1 November 2022. The former Council members serving until the effective date of the new structures were volunteers and were not paid for their involvement, other than the reimbursement of expenses wholly, properly and legitimately incurred on Scottish Rugby business.

As part of their duties Council members were expected to attend various functions, including matches, in an official capacity and on those occasions Scottish Rugby met the reasonable costs of tickets, travel, subsistence and accommodation for attending, in accordance with SRL’s expenses policy. Council members were also entitled to receive some items of official Scottish Rugby branded apparel.

CRB Members

The members of the CRB elected from forums are volunteers and are not paid for their involvement, other than expenses wholly, properly and legitimately incurred on CRB business. CRB members are entitled to some limited benefits, principally to two complimentary tickets, to each Scottish Rugby international match at Scottish Gas Murrayfield, in line with the Scottish Rugby ticket policy for employees.

The Vice-President is ex officio Chair of the CRB. Benefits received by him as a result of his office as Vice-President are disclosed under the SRU Custodian Directors section above. No separate fee or benefit is paid for chairing the CRB.

The Director of Rugby Development serves ex officio as a CRB member and is remunerated under his employment contract with SRL, with no additional fee or payment for serving on the CRB.

SRL Directors

The aggregate emoluments to the SRL Directors (Executive and Non-Executive) serving during the financial year comprised:

SRL Directors’ Aggregate Emoluments	2023 £000	2022 £000
Fees and salaries	1,405	1,191
Contributions to pension schemes	29	27
	1,434	1,218

From 1 June 2022, as part of a general cost-of-living package, base salary rates for FY22/23 were increased by 3.5% for the non-playing /coaching employees of SRL, including most but not all, of the SRL Executive Directors. As a result of SRL’s standing policy, the fee rates of the SRL Non-Executive Directors were increased by an equivalent percentage.

In the financial year, the highest paid Director of the Group received aggregate emoluments of £676k (2022: £570k), comprising salary and benefits of £676k (2022: £570k) and pension contributions of £nil (2022: £ nil). There was no change in the highest paid director’s underlying remuneration entitlement during the year. The difference between the figures quoted for 2021/22 and 2022/23 is due to an accrual for accounting reasons to provide towards a contractual payment which is due when the director’s service contract ends. Payment of an equivalent amount which was due to that director from the Long Term Incentive Plan that was in place in 2018/19 and which was terminated during the Covid-19 pandemic, was deferred voluntarily by that director at that time.

The aggregate figures quoted for 2022/23 reflect (i) part periods served on the SRL Board during the financial year by those holding office as statutory directors; and (ii) fee waivers by some SRL Non-Executive Directors.

Executive Director Pay Policy

Remuneration of SRL Executive Directors is decided by the Remuneration Committee, with core remuneration packages consisting of base salary, allowances and any pension entitlements.

Packages are designed to be competitive in the marketplace, taking account of the skills and experience of the individuals but without paying more than is considered by the Committee to be necessary or appropriate to attract and retain the individuals.

The Chief Executive's service contract is for a fixed term, with the remaining Executive Directors employed on regular service contracts. Notice periods are reciprocal and vary between 9 months and 12 months depending on the individual.

Employee category		Coaches & Players	Core Employees	Board Directors included within Core Employees
Under £50k	2023	93	267	
	2022	84	237	
£50k - £75k	2023	16	37	
	2022	14	28	
£75k - £100k	2023	11	14	
	2022	12	12	
£100k - £200k	2023	34	9	1
	2022	36	8	1
£200k +	2023	25	3	3
	2022	15	4	2
Total employees	2023	179	326	
	2022	161	289	

Further information on salary rates and employment costs within the Group as a whole is set out above and in the Notes to the Financial Statements. SRU does not have any employees.

The information provided above refers to actual employee headcount numbers and base salary rates, as at 31 May 2023 and includes the 4 Executive Directors serving on the SRL Board at that date.

Incentive Schemes and Reward

SRL did not operate a company-wide discretionary bonus scheme in FY22/23. Accordingly, no discretionary bonus awards were made to any regular (non-playing/ coaching) employee or SRL Executive Director in the financial year. Non-Executive Directors do not participate in bonus schemes.

Players and coaches have separate schemes within their contracts which relate to on-field success. Some employees in sales-based roles are entitled to participate in a limited, self-funding scheme if sales targets are met.

SRL does not operate a Long Term Incentive Plan.

The fees paid to SRL Non-Executive Directors serving during the financial year are set out below and reflect part-year service in some cases, as well as waivers given by some SRL Non-Executive Directors. Fees are pro-rated for part years.

The Representative Body fees quoted are the amounts payable to the individuals concerned for the financial year but actual payment to the individuals may not have occurred within the financial year.

Board Member	Annual Fee Rate	Representative Body Fee(s) Due	Total
	£	£	£
John Jeffrey* (Chair)	37,503	22,500 (WR)	58,897*
Ian Barr*	16,072	-	3,261*
Cheryl Black (Interim Chair)	0	-	0
Julia Bracewell*	16,072	-	6,594*
Murdo Gillanders*	16,072	-	3,112*
John McGuigan* (Chair)	37,503	-	1,008*
David McMillan*	16,072	-	0
Bob Richmond	16,072	-	16,072
Colin Rigby*	16,072	-	6,697*
Hazel Swankie	16,072	-	16,072
Lesley Thomson KC*	16,072	7,000 (WR)	20,393*

International Representatives (Former Council Members)	Position Held	Paid / Payable by	Value
			£
Ian Rankin	URC/ CRDAC	SRL	7,000
Dr John Halliday	Rugby Europe	SRL	7,000
Gavin Hastings	British & Irish Lions	B&IL	5,000

*denotes part year

Notes:

- World Rugby and British & Irish Lions (BIL) compensate the representatives/directors serving on those bodies for their services either directly or through SRL and the service fees paid or payable to the Scottish Rugby representatives involved were as noted above. Any fees payable by those bodies during the financial year to Mark Dodson (WR, BIL) were disclaimed and are retained by Scottish Rugby.
- John Jeffrey is a Scottish Rugby representative at 6 Nations and at World Rugby. Fees payable to him by World Rugby are set out in the table above. No fees were payable by 6 Nations or Scottish Rugby in relation to positions held at 6 Nations.
- Mark Dodson and Robert Howat were Scottish Rugby's nominated Board Members at Pro Rugby Championship DAC (the operating Board of the United Rugby Championship) during the financial year. No fees were payable by that organisation or Scottish Rugby for their services.
- Expenses (if any) incurred by representatives/ Directors serving on international bodies are normally reclaimed directly from that body in accordance with the relevant body's own expenses policy.

Registered Office and Advisers

Registered Office

Murrayfield Stadium
Edinburgh, EH12 5PJ

Bankers

Bank of Scotland
Head Office
The Mound
Edinburgh, EH1 1YZ

Auditors

Johnston Carmichael LLP
7-11 Melville Street
Edinburgh
EH3 7PE

Solicitors

Pinsent Masons
Princes Exchange
1 Earl Grey Street
Edinburgh, EH3 9AQ



STRATEGIC REPORT

The Directors present their Strategic Report for the year ended 31 May 2023.

During the year and following on from the recommendations of the Crerar Report on Governance the corporate structures within the group changed. With effect from 1 November 2022 Scottish Rugby Union – the former unincorporated association – was dissolved. Its assets, including the entire issued share capital in the main operating subsidiary, were transferred to the Company, a company limited by guarantee, whose membership mirrors that of the former Union. The Company, also called Scottish Rugby Union, is the parent entity within the Group. The main subsidiary, Scottish Rugby Union Limited, changed its name to Scottish Rugby Limited (formerly known as Scottish Rugby Union Limited) (“SRL”).

The Company was created as part of that group restructuring. Given that SRL’s shares are ultimately controlled by the same party, compliance with the Companies Act 2006 and FRS 102 section 19 allows the restructuring to be accounted for as a merger (see basis of consolidation section of accounting policies).

Principal Activities

Scottish Rugby Union’s principal activity is to promote the game of Rugby throughout Scotland. And to exercise oversight of the operating activities of the main subsidiary Scottish Rugby Limited (SRL). This report encompasses the activities of SRL as well as those of the Company.

The core business is operated through SRL; those operations are described in more detail below. The business of Scottish Rugby Union is limited to oversight of SRL operations and ongoing costs are anticipated to be roughly £175k per year. Costs during this financial year are relatively higher at £450k as these include one-off set up costs for the new legal entity and governance structures.

Business Review – Scottish Rugby Limited

(formerly known as Scottish Rugby Union Limited)

Commentary below and up to page 64 is related to the operations of Scottish Rugby Limited.

Much has happened this last financial year, with the Group focusing on:

- 1 Performing on the pitch;
- 2 Delivering the 2021 – 2024 Strategic Plan;
- 3 Doing the groundwork to secure a major new sponsor;
- 4 Starting to build Murrayfield as a non-rugby venue; and
- 5 Rebuilding and restructuring the business in a once in a generational hyper-inflationary environment.

As was introduced last year, to simplify financial reporting and in support of our financial strategy we have split the business into two parts: –

Core Business

This is the largest part of Scottish Rugby operations and is concentrated on maintaining the sport of rugby in Scotland in perpetuity. It should look to generate a small surplus each financial year, sufficient to maintain the estate. The key focus areas for the last financial year were performance on the pitch, securing new sponsorship and on restructuring and rebuilding the business to cope in a hyper-inflationary environment.

Strategic Investments

Focused on ensuring the investment funds received from private equity transactions are invested wisely in areas that benefit the game of rugby in Scotland for the future.

For simplicity and clarity of messaging, in line with last year’s Financial Report, reporting on these two parts of the business has been separated in the SRL business commentary below.

Core Business vs Strategic Investments

Overall, the Group has delivered a loss of £10.1m (2022: profit of £29.0m). We continue to use EBITDA (earnings before interest, tax, depreciation and amortisation), a measure commonly used in business as an indicator for profitability. Income from investments and provision for impairments are not considered as part of the EBITDA calculation.

	FY23				FY22		
	Core Business	Strategic Investments	Exceptional Restructuring	Total	Core Business	Strategic Investments	Total
	£000	£000	£000	£000	£000	£000	£000
EBITDA	231	(7,300)	-	(7,069)	(3,122)	-	(3,122)
Interest	(197)	429	-	(232)	(213)	-	(213)
Depreciation and Amortisation	(2,236)	-	-	(2,236)	(2,406)	-	(2,406)
Exceptional Item	-	-	(1,036)	(1,036)	-	-	-
Income from investments	-	-	-	-	-	34,178	34,178
Write down of investment	-	-	-	-	-	(881)	(881)
Tax credit / (charge)	-	-	-	-	437	1,054	1,491
(Deficit) / Surplus after tax	(2,202)	(6,871)	(1,036)	(10,109)	(5,304)	34,351	29,047

Core Business

RESPOND, RESET, RECOVER, REBUILD

The core business has produced a small positive EBITDA for the year. Revenues have hit their highest level ever but at the same time inflationary pressures and continued investment have soaked up a considerable amount of those additional revenues, but the trend to positive is encouraging.

Revenues £68.3m (21/22 £57.9m)

The core business continued its bounce-back from Covid with revenues finishing at £67.9m, the highest revenue Scottish Rugby has ever delivered, and significantly higher than its pre-Covid turnover.

Revenues	2023	2022
	£000	£000
Ticket Income	23,662	16,413
Broadcast Revenues	15,165	15,265
Commercial Income	8,605	9,264
Professional Rugby	10,514	10,585
Development Income & Grants	2,221	3,198
Hospitality and Other Income	7,697	3,203

The key drivers of revenues are as follows:

- **Ticketing** revenues been buoyed by performance on the pitch; all home 6 Nations games sold out and a rare visit from New Zealand helped drive performance in the Autumn Tests. Ticketing income has increased on 2019 base (which included 3 home 6 Nations games) due to a better pricing profile for the main bowl and better performance on the pitch driving volume as well as yield.
- **Six Nations (6Ns)** income was buoyed by the best ever performance of the Men's National Team in the 6Ns which attracts increased payments dependent on placing within the tournament; however settlement of Covid-related debt to 6Ns offset this.
- **Commercial** income has reduced slightly but reflects timing of recognition of income from sponsorship deals.
- **Professional Teams** - an apparent reduction in revenues since 2019 in relation to the Professional Teams is due to a reduced income stream from the URC competition as a result of the disposal of a share of our investment in that business in the last financial year. In fact, our Pro Teams revenues generated directly by Glasgow Warriors and Edinburgh Rugby have grown 20% on the 2019 base, driven largely by increased capacity created at the Hive Stadium for Edinburgh and on-field performance for Glasgow.
- **Hospitality and other income** benefited from the highly successful May events calendar which saw Beyonce, Harry Styles and Bruce Springsteen play 4 nights over 2 weeks at Murrayfield. Note that revenues include £1.1m of recharges to the concert organisers for costs that are a pass-through in the accounts.

Expenditure £75.4m (21/22 £61.1m)

Expenditure in total was £75.4m, of which £7.3m was utilisation of strategic funds previously received from private equity deals. Core business expenditure totalled £67.6m. Of the £7.3m, £2.5m was invested into Womens and Girls Rugby, £2.5m into the Professional Teams and £2.3m used to compensate the Professional Teams for the loss of revenue from URC.

Where revenues increased costs increased too. This is primarily due a) additional investment required to re-start activities stopped during Covid including investment in age grades rugby and the Mens National Team Summer Tour; b) Strategic investment into Women's and Girls rugby; c) continued support for the Professional Teams who provide a substantial part of the players who play in the National Team; d) response to the hyper-inflationary environment that we find ourselves in and; e) increased investment in Domestic Rugby and Club Support Funds.

Expenditure	2023	2022
	£000	£000
International Rugby	13,683	11,261
Professional Rugby	25,683	21,129
Performance Rugby	4,672	4,136
Domestic Rugby	4,251	4,151
Club Support Funds	4,293	3,517
Commercial	6,522	4,508
Facilities	10,156	6,601
Administration & Governance	6,122	5,748

International Rugby

Investment continues into both national teams. Investment into the Men's National Team is made directly in support of the coaching and supporting medical, strength and conditioning and analysis staff, creation of the high performance environments that they work in and indirectly through the Pro Teams to seed the players for the future.

Playing opportunities were increased year-on-year with the reinstatement of the Summer warm-up tour in Argentina / Chile. The remainder of the increased investment largely relates to additional reward-based payments delivered through the highest ever, 3rd place 6 Nations performance: performance attracts an additional revenue distribution from 6 Nations depending on placing that is shared with the players. £2.5m of Strategic Funds were invested into the Women's National Team, predominantly in establishing player contracts and into creating playing opportunities, including travel to the Rugby World Cup. Most of the additional cost in this area is investment in or reward for performance.

Professional Rugby

Some £2.5m of strategic funds were invested in our Professional Rugby teams during the year, with both teams securing increased player budgets. A benchmarking exercise in the prior year showed that this type of investment was necessary to secure performance in the Pro Teams and also ensure the National Team has a strong base from which to source its national players. The remainder of the increase in Professional Rugby costs has predominantly been as a result of a de-centralisation of the strength and conditioning, medical and other performance rugby costs from Performance Rugby to absorb into the Professional Rugby structures.

Performance Rugby

This is investment in our High-Performance structures including Super 6 and age grades to ensure that all levels of rugby have the support and investment in coaching, technology, medical and strength and conditioning and other development that they need to support team performance. The continued availability of strong Scottish talent for the future is a key measure of success in this area. Additional investment this year vs last represents the cost of re-establishing the Age Grades programmes stopped during Covid.

Domestic Rugby and Club Support Funds

Support for the grass roots game in Scotland is provided in several ways:

- 1 Domestic Rugby £4,251k (up £100k): delivered by the Rugby Development team within Scottish Rugby, led by the Director of Rugby Development. This activity supports the Club game directly.
- 2 Club Support Funds £4,293k (up £776k): direct support through funds that are available to clubs in the way of cash to support the individual clubs' specific needs. Funds set up or utilised in 2022/23 include the Club Sustainability Fund and the Growth and Participation Fund.
- 3 Through other areas within Scottish Rugby where dedicated heads or software / other technology is used to support Club Rugby directly. This cost is estimated at c£200k.
- 4 Through indirect support of the events, health and safety, finance, people, commercial, legal or other teams in supporting events, processing payments to suppliers, invoices, payroll, legal services and other costs incurred in the natural course of business. These costs are not charged to Club Rugby.

Whilst the new governance rules around the level of investment into the grassroots game do not come into effect until the 23/24 budget year it is useful to note that should those rules have applied (15% of the average of SRL's annual turnover as per their audited statutory accounts in the preceding four financial years) our Club and Domestic Rugby investment would have been £8,531k of spend. Actual direct spend (i.e. areas 1 and 2 above) was slightly higher at £8,544k or 15.02%.

If we include the additional costs that are directly attributable to Club Rugby under item 3, this % increases to 15.37%.

If we were to further include an estimate of items at 4 above and pro-rate these support costs across the business, Club Rugby would be allocated an estimated additional £1.0m in costs, taking overall investment in Club Rugby under that scenario to 17.1%.

Commercial

Commercial costs are those of running ticketing operations, supporting sponsors and in our marketing and sales organisations supporting the increased revenue, investment in customer experience through the ticketing app and costs of our contribution to 6 Nations running costs and the revenue share to private equity.

Facilities and Events

These costs are mainly the costs of running Scottish Gas Murrayfield (formerly known as BT Murrayfield) and the events that happen there, including insurance costs, maintenance, utilities and rates. More games means more investment here, with 7 vs 6 international home games and improved Women and Girls events in the period.

The May 2023 concert season was hugely successful and we managed over £1m of costs on behalf of the concert organisers. Other investments relate to international team payments for activity outside Regulation 9 (the regulation that governs the release of players for international duties) and removal of post-Covid rates relief.

External pressures on electricity and gas wholesale prices combined with an ageing infrastructure within Scottish Gas Murrayfield meant utilities costs remained at an extremely high level throughout the year although significant actions put in place to help mitigate these costs saw gas utilisation drop significantly. Unfortunately, market rates higher than the previous year meant that the benefit of the drop in usage did not benefit the profit and loss account.

Administration and Governance

This area includes the cost of the legal structures that the Group operates within, covering finance, IT, legal, regulatory and procurement functions, audit, accounting and tax fees, software and hardware costs across much of the organisation and costs of senior management. The main cause of the slight increase in costs was foreign exchange losses on transactions in non-GBP currencies due to fluctuating exchange rates.

Exceptional Costs £1.0m

Exceptional costs are one-off in nature and include the following:

- £659k restructuring costs internally within Scottish Rugby to better align organisational structures in a post-Covid world.
- £377k related to one-off legal, tax and accounting costs related mainly to the establishment of the new governance structures and issues relating to external review of concussion processes.

Investments Business

Funds generated from the investment transactions and resultant tax implications merit further explanation.

As noted in last year's Financial Report, this is a complex area but in summary, there has been strategic investment in rugby by private equity over the last 3 years in two ways – one into the United Rugby Championship, which is benefitting our Pro Teams, and the other into the 6 Nations Championship, benefitting the international game. The latter investment was concluded in 2021/22 and is commented on further below. The investment mechanisms themselves, and the associated accounting are complicated because of the number of parties, legal jurisdictions and tax regimes involved but simply put, United Rugby Championship and 6 Nations were restructured, with rights to participate in revenue streams sold to private equity in return for cash injections in the short to medium term. That in turn has enabled funds to be made available to the participating Unions, including Scottish Rugby, for longer-term benefit.

The funds generated for Scottish Rugby have been set aside to support capital and operational projects which pay back for the longer-term benefit of the organisation, including improvements in the infrastructure at Scottish Gas Murrayfield (formerly known as BT Murrayfield). These monies are held in a separate account that is subject to strict control.

Investment into 6 Nations

During the previous financial year a significant restructuring of the 6 Nations organisation was carried out to accommodate investment from a private equity firm, CVC Capital Partners.

The non-contingent consideration for Scottish Rugby amounted to £37,205,000 (gross) and in line with accounting and tax advice from our professional advisors, we accounted for the entire non-contingent amount as of the completion of the transaction, as seen in 2022 financial statements, even although the consideration is spread over several years.

A further payment may fall due in the future if EBITDA performance of the Six Nations exceeds targets set as part of the transaction. This contingent receipt has not been recognised in the accounts at this time due to its uncertain nature.

The accounting treatment is complex but accounting rules require us to recognise cash already received differently to cash that will be received in the future. That means that the accounting for the transaction needs to reflect the timing of receipts of cash using discounting. At 31 May 22 we had received the first tranche of payments and the second was in the bank at 6 July 22. The third, fourth and fifth payments due to be made in July 2023, July 2024, and July 2025 respectively were discounted at a 2% discount rate. This resulted in a credit to the profit and loss account of £34,178k at May 22 as shown below.

At May 23 we have revisited this discounting and with the third payment in the bank at 6 July 23 it is only the two last tranches that require to be discounted. The difference of £429k is credited to the profit and loss account as interest in the financial year to May 23. Similar amounts will be released as interest in the next two financial years.

The discount rate selected is a matter of judgement for the Directors. The rate settled on reflects our estimated cost of capital of CVC as they are effectively “borrowing” this money from us from the date of the transaction until the date of settlement of funds. There is no impact on actual cash received (amounts are shown in the “Cash Consideration” column in the table below) and this is simply an accounting treatment matter.

The table below should help to make this easier to follow.

Year	Cash Consideration	Costs	Net Cash	Discounted Amount May 22	Discounted Amount May 23	Change	Status
	£000	£000	£000	£000	£000	£000	
2021	7,441	(2,165)	5,276	5,276	5,276	-	Cash in bank at 31 May 2022
2022	7,441	-	7,441	7,441	7,441	-	Cash in bank at 6 July 2022
2023	7,441	-	7,441	7,296	7,441	146	Cash in bank at 6 July 23
2024	7,441	-	7,441	7,153	7,295	143	Amount to be received
2025	7,441	-	7,441	7,012	7,152	140	Amount to be received
	37,205	(2,165)	35,040	34,178	34,605	429	

Write down of investment in Old Glory

The Group took a prudent approach and wrote down the full carrying value of the investment in the financial year to 31 May 2022. It was noted at the time that the write down was instead a reflection of prudent financial management, the circumstances prevailing at the time and rules on accounting treatment.

Reflecting on movements in the US market over the last year, the Directors do not believe there is a rationale to reinstate the investment value.

Financial Strategy

The financial strategy of the business is to generate sufficient monies from the Core Business to sustain the sport of rugby in Scotland for the foreseeable future. The Core Business needs to make sufficient profit in the medium term to look after itself. Specifically this means the Core Business needs to make sufficient profit at EBITDA to maintain assets in their current condition and to repay the Scottish Government Loan referenced below.

Strategic funds, for longer-term investment, are kept separate, and can only be accessed if there is a) an appropriate financial justification or business case supporting the proposed use; and b) specific approval for release. A cash report is provided to the Group's Board regularly.

The funds received from the Scottish Government Loan that have been set aside for the Growth and Participation Fund are also held separately. £250k of this loan was repaid to the Scottish Government in September 2022, being the first repayment of the loan, which is due to be repaid over 20 years. This repayment of funds comes out of the Core Business operations. £313k of Growth and Participation monies was disbursed to clubs during the year.

Cash Position

Following the injections of cash through the initiatives pursued, the business cash position is reasonable. Cash is made up as follows:

- 1 Scottish Government Loan of £4.7m being the initial £5m received less the £0.3m disbursements made to the Clubs during the year;
- 2 receipt of £5m from World Rugby in advance of Rugby World Cup year;
- 3 proceeds from the injection of funds from private equity into the United Rugby Championship of £17.9m, of which £4.0m was used to repay bank funding loan for the Stadium and £9.0m to invest in the Professional Teams, leaving £4.9m at 31 May 23; and
- 4 net proceeds to date from the injection of funds from private equity into the 6 Nations Championship of £11.8m, of which £2.5m has been used to invest in Women and Girls and £0.3m in Data and Digital leaving £9.0m at 31 May 23.

A table showing the cash position is below:

Account	Amount
Core Business	(£3.1m)
World Rugby Advance	£5.0m
Government Loan	£4.7m
CVC – Pro 14 / URC	£4.9m
CVC – 6 Nations	£9.0m
Total Balance at 31 May 2023	£20.5m

The net position on cash balances on 31 May 23 as a result was £20.5m (31 May 22: £21.4m). The deficit on the core business is a slight improvement on the position at prior year end of £3.6m, but is driven largely by timing of advance ticketing sales which have differed year-on-year.

The Group completed a refinancing in November 2020, which comprised a working capital facility with gross value of £11.8m and net value of Nil, together with a Revolving Credit Facility of £8.5m. During the year the Revolving Credit Facility was retired as there was no scenario under which it was anticipated to be required.

Capital Expenditure

Capital Expenditure in the year of £1.2m comprised primarily investment in a new CCTV system at Murrayfield stadium, the implementation of our TixServe app and other stadium safety enhancements, office plant and infrastructure improvements.

Capital and Reserves

The Capital and Reserves position at the year-end reduced to £28m compared with the prior year-end of £38.1m due to a combination of capital investments noted above and continued strategic investment in the Professional and Women's games.

The Directors do not recommend the payment of a dividend.

Key Financial Indicators

The Directors continue to monitor key financial indicators, including cash, income and expenditure against budget on a monthly basis. They also monitor other key performance indicators across all areas and levels of the game, including: Professional and National Team performance, ticketing sales, commercial income and the overall cost base, including in the grass roots game.

On pages 65-96, the Directors present their Report and audited consolidated financial statements for the year ended 31 May 23. The financial statements comprise the consolidated financial statements of the Company and its subsidiaries.

Principal Risks and Uncertainties

The principal risks and uncertainties facing the Group have changed coming out of the Coronavirus pandemic. While the prior (2021/22) financial year was focused primarily on recovering from Covid-19 pandemic, this last financial year has been characterised by rebuilding and restructuring in a hyper-inflationary environment.

The principal risks and uncertainties affecting the business relate primarily to the following:

- the uncertainty of outcomes from sporting events and the sporting performance of the organisation's professional and international teams;
- the financial performance of external bodies running competitions and tournaments from which important revenue streams are derived;
- the once in a generational hyper inflationary environment we operate in;
- participation levels, and the popularity of the sport at grassroots and community level.

The Group operates a risk management framework which seeks to identify, evaluate and monitor the status of key business risks. As at the balance sheet date, the key risks which were scoring highest in the framework applied were:

- under-performance of professional teams relative to targets;
- declining participation numbers in the male community game; and
- the risk of adverse consequences arising from player concussion or claims or involvement in claims arising from historic head injuries.

During the year the risks scoring highest on the risk framework reduced in number and severity, with those remaining reflecting on field performance in the course of the season for one Pro Team, the continuing concern over adult male community game participation and claims risk in connection with historic head injuries.

On field performance is expected to improve through sustained funding and coaching. Male participation numbers are supported through continuing investments and support through the Rugby Development department.

The risk associated with potential claims arising from historic head injuries reflects developments in other jurisdictions as well as in Scotland. These developments are monitored closely and reported on to the Board, with regular contact also maintained with other governing bodies and with the insurance market through external brokers.

Risks identified in the prior year relating to uncertainty around

governance structures declined significantly as the year progressed and implementation was completed. Insurance renewals were successfully conducted at affordable rates.

Continuing financial risk mitigation involves detailed budgeting, monthly board reports, balance sheet reviews, detailed profit and loss statements and expenditure monitoring, as well as cash flow forecasting, financial modelling and where appropriate hedging to mitigate the impact of fluctuations in currency. Scottish Rugby continue to nominate representatives to participate on international bodies generating significant revenues, and who play an active role in monitoring the performance of those bodies.

The results of the identification, evaluation and status update of business risks are periodically presented to the SRL Audit & Risk Committee and the Scottish Rugby Board.

Financial Instruments

Interest rate swaps and forward sale currency contracts have been used in the past to reduce exposure to interest rate and exchange rate movements respectively. Details of these are noted in the Accounting Policies and in Note 11 to the financial statements. The Group does not currently use interest rate swaps or forward sale currency contracts and none are in place at the balance sheet date. Financial instruments are not used for speculative purposes.

Companies Act 2006 - S172

The Companies Act 2006 places various responsibilities upon the directors of a limited company, including a duty to promote the success of the company for the benefit of the members as a whole. In doing that, the Directors must have regard to a number of matters set out in s.172 (1)(a)-(f) of the Act.

The Directors are also obliged to provide a report on how the responsibilities listed in s172 are undertaken by the Directors. That report, setting out some examples of how those responsibilities have been discharged during the 2022/23 financial year, is set out below.

The governance and ownership structure within the Scottish Rugby Union group of companies changed significantly during the year, with Scottish Rugby Union being formed as a company limited by guarantee. It, and its Custodian Directors, took on responsibilities from the former unincorporated association from 1 November 2022.

Various powers and responsibilities were delegated as part of the restructuring to the existing subsidiary, Scottish Rugby Limited, which continues to be the main operating vehicle. As a result, many decision-making responsibilities within the wider Group are undertaken by Scottish Rugby Limited and its directors, with oversight exercised by the Custodian Directors of Scottish Rugby Union. Further details on operational decision-

making can be found within the Strategic Report of Scottish Rugby Limited.

The main activities of the Directors of the Company in the financial year have been in the implementation of the new governance reforms and structures approved by the organisation's members, and in exercising the oversight of Scottish Rugby Limited and the new Club Rugby Board required under the new constitutional documentation. This Report focusses on those functions.

(a) Consequences of any decision in the long term

The Custodian Directors have applied the principles and contents of the new constitutional documents and put arrangements in place to enable the intended oversight responsibilities to be discharged, setting a template for reporting and disclosure for future periods. This included entering into a Relationship Management Agreement with Scottish Rugby Limited which continues on an evergreen basis with regular reviews to ensure the arrangements remain appropriate.

Recruitment of Custodian Directors during the year has been for periods of around 3 years, with the skillsets identified recognising the need for well-informed, diverse and experienced individuals to populate the SRU Board, and the potential for re-appointment for a further 3 year term. The period of office of the independent Chair was extended during the year from the initial 12-month period, to a full 3 year term so as to provide stability and continuity beyond the initial transition period.

Custodian Directors form the majority of members of a Joint Working Group on Inclusion, Diversity and Complaints Procedures, whose work is expected to provide guidance and recommendations that will assist in improving practices and procedures in the Group over a long term period, as well as dealing with any immediate improvements that may be identified.

(b) The interests of employees

The Company has no employees of its own but in exercising its oversight function the Custodian Directors have continued to emphasise the importance of employee wellbeing, player welfare issues, employee attrition rates, and the effect of the voluntary redundancy scheme applied by Scottish Rugby Limited during the year have all been the subject of questions and discussion at the reporting meetings held with the directors of Scottish Rugby Limited.

(c) Fostering business relationships with suppliers, customers and others

The Custodian Directors, although having limited direct day-to-day involvement with suppliers due to the delegated powers given to the operating company, have

attended numerous events and provided support for the operating company's activities, meeting suppliers, sponsors, customers and guests. The President, Vice-President and Immediate Past President all perform additional ambassadorial functions promoting the interests of the Group.

Throughout the implementation period, the Custodian Directors have highlighted the importance of engagement and consultation with stakeholders and interested parties including member clubs, local and national government, sportscotland, sponsors and other rugby governing bodies.

(d) Impact of operations on the community and the environment

The Custodian Directors were particularly interested in ensuring that the new sponsorship arrangements between the main operating subsidiary and Centrica plc were appropriately structured and scrutinised, recognising the significance of the transaction for the Group, its employees, member clubs of Scottish Rugby Union, and the profile of the new sponsor in the energy sector. The Custodian Directors welcomed and encouraged the Community Net Zero Fund element of the agreement and the positive benefit expected to be achieved in improved energy efficiency within the Scottish Gas Murrayfield stadium and in member clubs throughout Scotland.

(e) Maintaining a reputation for high standards of business conduct

The integrity of the organisation, its officials, directors, employees, and members is crucial to the organisation's standing and reputation. The Code of Conduct binds directors of the parent and subsidiary companies, and members of the Club Rugby Board and sets out procedures for declaring and dealing with potential conflicts of interest or misconduct. All Custodian Directors are signatories to the Code.

Custodian Directors are volunteers and unremunerated for that role. However, the Custodian Directors are entitled to some benefits attaching to their positions and performance of their official functions, such as match tickets, hospitality, travel or accommodation. All of the Custodian Directors serving during the year have provided declarations of the benefits they received during the financial year.

In the recruitment of new Custodian Directors key responsibilities highlighted to candidates have included the need to actively promote high standards of corporate governance, ethics, probity and collaborative behaviour at all times.

(f) Acting fairly between members

The new governance structures were approved overwhelmingly by the former association's members in September 2022, coming into effect in November that year. Member's rights were preserved so far as possible in that process, with similar classifications of membership continuing. All members were encouraged to consider and submit candidates for potential selection as Custodian Directors.

The general meetings held during the year were held either on a hybrid or virtual meeting platform, to enable as wide an attendance and participation as possible, regardless of geographic location of members. This approach has been adopted again by the Directors for the 2023 AGM which will be held on a hybrid basis.

The Club Rugby Board, chaired by the Vice-President (who is also a Custodian Director) is a standing committee of the Union, overseen by the Custodian Directors and continues to provide a forum for community rugby issues to be discussed and resolved. It has representation from across the game in Scotland. The Vice-President provides a regular report to the Custodian Directors on the CRB's activities. Communications are provided regularly to all members including through the President's newsletter and media releases.

More information on the activities of the Club Rugby Board in overseeing domestic rugby in Scotland can be found in the Club Rugby section of the Annual Report.

By order of the Board

Robert M Howat
Secretary
Edinburgh
19 October 2023



The Directors present their report and the audited consolidated financial statements of the Group and Company for the year ended 31 May 2023. The Company is a private company limited by guarantee and is incorporated in Scotland.

During the year and following on from the recommendations of the Crerar Report on Governance the corporate structures within the group changed. With effect from 1 November 2022 Scottish Rugby Union – the former unincorporated association – was dissolved. Its assets, including the entire issued share capital in the main operating subsidiary, were transferred to the Company, a company limited by guarantee, whose membership mirrors that of the former Union. The Company, also called Scottish Rugby Union, is the parent entity within the Group. The main subsidiary, Scottish Rugby Union Limited, changed its name to Scottish Rugby Limited (formerly known as Scottish Rugby Union Limited) (“SRL”).

The Company was created as part of that group restructuring. Given that SRL's shares are ultimately controlled by the same party, compliance with the Companies Act 2006 and FRS 102 section 19 allows the restructuring to be accounted for as a merger (see basis of consolidation section of accounting policies)

Going Concern

In determining whether the going concern basis of preparation for the financial statements is appropriate, the Directors have considered the sources of revenue, the ongoing running costs of all aspects of the Group's operations and the availability of funding, in particular the investments into 6 Nations and into the professional rugby game by CVC Capital Partners. A base case cash flow forecast has been prepared covering the next 4 years.

Because of the level of investment secured through the disposal of investments in 6 Nations and URC the financial Group's cash flow outlook appears robust.

Revenues generated from broadcast, sponsorship, ticket sales and other match day income are anticipated to remain robust, with crowds at record levels both for the National and Professional Teams during the last financial year as we exited the pandemic. While the cost base is largely fixed, opportunities exist for optimisation of existing cost structures as well as consolidation.

In the course of the year, further funds were received from the CVC investment into 6 Nations. These receipts contributed to a strengthening of the Balance Sheet position at 31 May 2022; the utilisation of these investment funds over 2023 and the next few years will of course result in a reduced balance sheet position.

The Directors' base case cash flow forecast, which shows clear liquidity headroom through the going concern period, is based on the following key assumptions:

- The contractual obligations related to the sale of investments and resultant cash inflows from private equity investment are met
- A return to the pandemic situation does not recur

Based on this assessment of the Group's financial position, forward cash flow projections, as well as a number of assumptions, mitigating measures already taken and further measures which could be taken including cost reductions, the Directors have a clear and reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future and do not foresee a scenario where additional funds will be required.

The directors have considered the company net liability position of £450k which is primarily due to a loan from their subsidiary. The directors have received written support from their subsidiary that they do not intend to seek repayment of the intercompany balance for a period of at least 12 months from signing the financial statements.

The Directors are therefore satisfied to adopt the going concern basis in preparing the financial statements.

Employees

Inclusion and diversity

The Company does not have any employees. However, within the group, Scottish Rugby Limited (formerly known as Scottish Rugby Union Limited) employs a substantial number of people. As an employer and a National Governing Body, we want to ensure all barriers to participation in rugby - real or perceived - are removed. This is particularly the case for groups currently under-represented in our game and also for those who traditionally may not have seen rugby as their sport of choice, or considered Scottish Rugby as a potential employer.

We want inclusion and diversity to be at the heart of everything we do. Whether you are an employee, player, a member club or a sponsor/partner, we want to ensure everyone is treated with dignity, respect, and an inclusive mindset.

We believe everyone should be given equal opportunity irrespective of age, ethnicity, disability, sex, gender reassignment, religion or belief, sexual orientation, marriage & civil partnership or pregnancy & maternity.

In the previous year we launched our inclusion and diversity commitments to help us achieve this.

I&D is everyone's responsibility: Everyone has responsibility to help grow an inclusive culture; culture is made up by what each of us say and do every day.

We promise to keep getting better: We will continually look at examples of best practice and evaluate our processes - both internally and externally. Every one of our people will understand their responsibility to work inclusively and keep learning.

Scottish Rugby is a great place to be: We will make our environment one where excellent people belong, thrive and progress.

We will take a stand: We will use our reputation and influence to lead and advocate diversity, equity, and inclusion in our sporting sector, in the environment and in the wider communities within which we operate.

Further detail on our approach to Inclusion, Diversity & Wellbeing can be found below.

Attracting a diverse pool of talent

When we are advertising for candidates for job vacancies within the Group, we continually try to widen our reach, on occasion specifically targeting under-represented groups. This year we have been working with CEMVO (Council of Ethnic Minority Voluntary Sector Organisations) to help us reach out to wider pools of potential candidates. We have backed this as a focus on building our employer brand. We recognise our need to articulate our story as an employer and the benefits of working for us more clearly in order to attract a diverse pool of candidates in the highly competitive employment market we are operating in.

Scottish Rugby remains a Disability Confident Employer and has Silver status on the Armed Forces Covenant.

In addition to our employment practices, SRL have achieved the Intermediate Level of the Equality Standard and are now working towards the Advanced level: A Framework for Sport which is a collaborative effort between the four national Sports Councils, UK Sport and equality organisations to achieve measurable stands of equality.

Our ESG Committee is established, ensuring inclusion and diversity remains a focus for the Group's Board. Scottish Rugby has also signed the Equality Network Scottish LGBTI Sports Charter.

Having purpose, Feeling valued & Being connected

Having purpose, feeling valued and connected is a key thread that runs through our People, Culture and Engagement business strategy and is a fundamental theme in Scottish Rugby's 2021-24 Strategy. We believe creating an inclusive and supportive culture will encourage a sense of belonging. This is generated by each person knowing their purpose in the organisation, feeling valued and being connected to both colleagues and our organisational values.

We also asked for specific views on communication to inform a refreshed employee communications strategy. A regular rhythm of face-to-face and digital content has focused on building knowledge of our strategy and decisions and introducing more content from employees at all levels, supporting greater connection throughout the organisation.

The Senior Leadership Group (SLG) set up in previous years to act as a conduit between our executive team and our people is now firmly established and supports the cascade of business information and provides an additional channel for the employee voice to be heard.

Streamlined Energy and Carbon Report

The following data meets the requirements of the Streamlined Energy and Carbon Reporting (SECR) regulations.

Emission factors are sourced from the Department for Business, Energy & Industrial Strategy (UK Government GHG Conversion Factors for Company Reporting). These are updated annually and the corresponding emission factor applicable to the reporting year is used i.e. 2023 is assumed for financial year 2022-23. Emissions are reported in Tonnes of Carbon Dioxide Equivalent (T CO2e).

In calculating the data for this year, some items are of note:

- Gas Oil/Petrol: No records of fuel consumed. Estimation of volume of fuel consumed was made based on quantity of litres invoiced from suppliers in the period.
- LPG: Based on number of bottles invoiced and delivered in the period.
- Grey Fleet: There are a number of employee-owned vehicles for which business mileage expenses are claimed back from the company. As the type of car and fuel is not known in all cases, factors for 'average' car type and 'unknown' fuel type were used.
- Fleet Vehicles: the Company fleet of vehicles includes Plug-in Hybrid Electric Vehicles (PHEV). Data includes Scope 1 and Scope 2 emissions and energy consumption for these vehicles.
- Scope 2 emissions have been assumed as proportional to mileage, at the same conversion factor as the prior year.

In the financial year ended 31st May 2023 the Company used 10,295,851 kWh of energy, resulting in carbon emissions of 2,073 T CO2e (using location-based emission factors). This was reduction of 0.58 T CO2e/FTE (-11.7%) when compared to last financial year 2021-22 and also a reduction of 0.6 T CO2e/FTE (-12.8%) when compared to baseline year 2019-20.

Scope 1 emissions decreased by 23.1% this financial year when compared to 2021-22, driven by a 28.4% reduction in natural gas consumption. However, business travel emissions associated with company cars was nearly three times higher than the prior year, up from 33 to 89 T CO2e, due to road vehicle travel activity returning to pre-pandemic levels, albeit 27.6% lower than the baseline year of 2019-20.

Scope 2 emissions increased by 1.9% when compared to the previous financial year. This is largely as a result of greater electricity consumption due to an increase in office attendance following further pandemic restrictions reduced. As per 2021-22, Scope 2 emissions for this year also includes emissions assumed in relation to the charging of PHEV. It was assumed that the PHEV charging is not included with the grid electricity emissions and therefore not double accounted.

Scope 3 emissions, via grey fleet business mileage claimed by employees and those working on Company business, increased by 166%. However, the mileage data recorded for 2022-23 is actual data, compared with the prior year which was an estimate.

The data has been prepared using the GHG Reporting Protocol - Corporate Standard methodology, taking best available data and estimates where required. The reporting meets the minimum requirements for SECR. This report is based on location-based emission factors which use country-specific average factors for each utility.

Emissions Scope	Source	2019/20		2020/21		2021/22		2022/23	
		kWh	T CO2e	kWh	T CO2e	kWh	T CO2e	kWh	T CO2e
Scope 1	Natural gas	4,697,808	864	6,759,791	1,238	5,908,692	1,082	4,230,009	774
	Gas oil/Petrol	120,754	31	31,154	8	71,134	17	31,668	8
	LPG	2,201	0	2,187	0	2,121	0	1	0
	Business travel (company vehicles)	511,286	123	43,413	11	133,832	33	361,377	89
	F Gas Refrigerant			0	0	0	0	0	0
	Scope 1 total	5,332,049	1,018	6,836,545	1,257	6,115,779	1,132	4,623,056	871
Scope 2	Electricity (Grid)	4,284,377	990	4,178,997	887	4,648,221	987	4,808,101	996
	Electricity Fleet PHEV	n/a	n/a	n/a	n/a	26,885	6	72,596	16
	Scope 2 total	4,284,377	990	4,178,997	887	4,675,106	993	4,880,697	1,012
Scope 3	Business travel (hired or employee vehicles)	458,115	105	140,740	34	287,009	71	792,099	189
	Scope 3 Total	458,115	105	140,740	34	287,009	71	792,099	189
Scopes 1 and 2 total		9,616,426	2,008	11,015,542	2,144	10,790,885	2,125	9,503,753	1,883
Scopes 1,2 and 3 total		10,074,541	2,113	11,156,282	2,178	11,077,894	2,196	10,295,851	2,073
FTE number of employees*			422		432		443		474
Intensity Ratio			5.01		5.04		4.95		4.37

Table 1: Annual emissions using location-based emission factors

*Based on average monthly number of employees in the year with Full Time Equivalent status.

Intensity Ratio

To convert absolute emissions to an emissions intensity metric, the Company has calculated emissions per a relevant unit of measure.

An intensity ratio is a way of defining the Company's emissions data in relation to an appropriate business metric, such as tonnes of CO2e per £ of revenue, or tonnes of CO2e per total square metres of floor space, or per full time employee. This allows comparison of energy efficiency performance over time and with other similar types of organisations.

SECR intensity ratios are calculated by dividing the Company's emissions by its organisation-specific metric.

In the case of the Company, the most appropriate metric to normalise the emissions continues to be the number of FTE employees. Its intensity ratio is shown above. FTE, as a

divisible unit of measurement, is deemed most appropriate due its relative stability from year to year and the fact that the nature of the Company's operations across Scotland, with a number of employees utilising fleet vehicles and reimbursement of fuel costs, contributes to the total energy usage figures.

Energy Efficiency Actions During the Year

We are committed to continued improvements to reduce energy utilisation and have during the year completed the following changes to our infrastructure to reduce energy utilisation across the Murrayfield Stadium:

- Continued to monitor our Building Management system operating hours to reduce the need for electricity and gas utilisation in non-core working hours
- Reduced the gas utilisation involved in circulating air around the building
- Continued to work with our partners at the Murrayfield stadium to ensure they have a clear understanding of their utilities usage so they can action as appropriate.

In 2023/24, Scottish Rugby will be pleased to work in partnership with Centrica Business Services on a pathway to Net Zero.

Statement of Directors' responsibilities in respect of the financial statements

Preparation of Financial Statements

It is the Directors' responsibility under Company law to prepare financial statements for each financial year in a manner which allows them to be audited. The Directors have therefore prepared the Group financial statements in accordance with the appropriate accounting policies and standards. These standards are the Generally Accepted Accounting Practice which in the United Kingdom is set out in FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Compliance with Accounting Standards

Under company law the Directors must only approve the financial statements when they are satisfied that they give a true and fair view of the state of affairs and of the profit or loss of the Group and Company for that period. In preparing the financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Company will continue in business.

Other Responsibilities

The Directors are also responsible for:

- safeguarding the assets of the Group and Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities; and
- keeping adequate accounting records that:
 - are sufficient to show and explain the Group's and Company's transactions; and
 - disclose with reasonable accuracy at any time the financial position of the Group and Company;
 - and enable them to ensure that the financial statements comply with the Companies Act 2006.

The Directors are responsible for the maintenance and integrity of the Group's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In the case of each Director in office at the date the Directors' Report is approved:

- so far as the Director is aware, there is no relevant audit information of which the Group's auditor is unaware; and
- they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the Group's and Company's auditor is aware of that information.

Independent Auditor

In accordance with the company's articles, a resolution proposing that Johnston Carmichael LLP be reappointed as auditor of the company will be put at a General Meeting.

Directors

The Directors of the Company who were in office during the year and up to the date of signing the financial statements are listed below.

Ian Barr (appointed 28 October 2022)

Cheryl Black (appointed 16 December 2022) (resigned 26 April 2023) (re-appointed 22 May 2023)

Lorne Crerar (appointed 2 November 2022)

David Grevemberg (appointed 16 December 2022)

Maxine Manditsch (appointed 1 June 2023)

Alison Milne (appointed 1 June 2023)

Colin Rigby (appointed 28 October 2022)

Keith Wallace (appointed 28 October 2022)

Company Number and Registered Office

The Company is registered in Scotland, with company number SC748672, and its registered office is Murrayfield, Edinburgh, EH12 5PJ.

By order of the Board

Robert M Howat
Company Secretary
Edinburgh
19 October 2023



INDEPENDENT AUDITOR'S REPORT

to the Directors of Scottish Rugby Union

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Scottish Rugby Union ('the parent company'), and its subsidiaries ('the group') for the year ended 31 May 2023, which comprise the Company Profit and Loss Account, Group Profit and Loss Account, Group Statement of Comprehensive Income, Group Balance Sheet, Company Balance Sheet, Group Statement of Changes in Equity, Company Statement of Changes in Equity, Group Statement of Cash Flows and notes to the financial statements, including 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 UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice). In our opinion the financial statements:

- Give a true and fair view of the state of the group's and of the parent company's affairs as at 31 May 2023 and of the group'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 Companies Act 2006.

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 responsibilities for the audit of the financial statements section of our report. We are independent of the group 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. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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 or parent company'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 Directors with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. The Directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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 themselves. 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and their environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Directors' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

Responsibilities of Directors

As explained more fully in the Statement of Directors' Responsibilities set out on page 17, the Directors are 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 Directors 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 Directors are responsible for assessing the group's and parent company'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 Directors either intend to liquidate the group or parent company or to cease operations, or have no realistic alternative but to do so.

Auditors' 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.

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

Extent the audit was considered 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.

We assessed whether the engagement team collectively had the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations by considering their experience, past performance and support available.

All engagement team members were briefed on relevant identified laws and regulations and potential fraud risks at the planning stage of the audit. Engagement team members were reminded to remain alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

We obtained an understanding of the legal and regulatory frameworks that are applicable to the group and the parent company and the sector in which they operate, focusing on those provisions that had a direct effect on the determination of material amounts and disclosures in the financial statements. The most relevant frameworks we identified include:

- UK Generally Accepted Accounting Practice;
- Companies Act 2006;
- UK Tax legislation; and
- VAT legislation

We gained an understanding of how the group and the parent company are complying with these laws and regulations by making enquiries of management and those charged with governance. We corroborated these enquiries through our review of relevant correspondence with regulatory bodies and board meeting minutes.

We assessed the susceptibility of the group's financial statements to material misstatement, including how fraud might occur, by meeting with management and those charged with governance to understand where it was considered there was susceptibility to fraud. This evaluation also considered how management and those charged with governance were remunerated and whether this provided an incentive for fraudulent activity. We considered the overall control environment and how management and those charged with governance oversee the implementation and operation of controls. We identified a heightened fraud risk in relation to:

- Management override of controls
- Revenue recognition

In addition to the above, the following procedures were performed to provide reasonable assurance that the financial statements were free of material fraud or error:

- For each material revenue stream, verifying the revenue for occurrence, completeness and cut off through reviewing a sample of transactions to supporting documentation/contracts and tracing to bank statements as appropriate;
- Reviewing minutes of meetings of those charged with governance for reference to: breaches of laws and regulation or for any indication of any potential litigation and claims; and events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud;
- Reviewing the level of and reasoning behind the group's procurement of legal and professional services
- Performing audit work procedures over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing judgements made by management in their calculation of accounting estimates for potential management bias;
- Completion of appropriate checklists and use of our experience to assess the Company's compliance with the Companies Act 2006; and
- Agreement of the financial statement disclosures to supporting documentation.

Our audit procedures were designed to respond to the risk of material misstatements 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 intentional concealment, forgery, collusion, omission or misrepresentation. 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 would become aware of it.

Use of our Report

This report is made solely to the Union's directors, as a body, in accordance with the Union's Bye-Laws and in accordance with our engagement letter issued 4 April 2022 and signed 11 May 2022. Our audit work has been undertaken so that we might state to the Union's directors 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 Union and the Union's members as a body, for our audit work, for this report, or for the opinions we have formed.

Grant Roger (Senior Statutory Auditor)
for and on behalf of Johnston Carmichael LLP
Statutory Auditor
Edinburgh, United Kingdom
19 October 2023



FINANCIAL STATEMENTS

Principal Accounting Policies

Scottish Rugby Union is a private company Limited by guarantee incorporated in Scotland.

The financial statements have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland ("FRS 102") and the Companies Act 2006.

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of Preparation

These financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the recognition of certain financial assets and liabilities measured at fair value.

The company is a qualifying entity for the purposes of FRS 102 and has taken advantage of the exemption available from the requirement to present a company only cash flow statement and related notes and disclosures.

Going Concern

In determining whether the going concern basis of preparation for the financial statements is appropriate, the Directors have considered the sources of revenue, the ongoing running costs of all aspects of the Group's operations and the availability of funding, in particular the investments into 6 Nations and into

the professional rugby game by CVC Capital Partners. A base case cash flow forecast has been prepared covering the next 4 years.

Because of the level of investment secured through the disposal of investments in 6 Nations and URC the financial Group's cash flow outlook appears robust.

Revenues generated from broadcast, sponsorship, ticket sales and other match day income are anticipated to remain robust, with crowds at record levels both for the National and Professional Teams during the last financial year as we exited the pandemic. While the cost base is largely fixed, opportunities exist for optimisation of existing cost structures as well as consolidation.

In the course of the year, further funds were received from the CVC investment into 6 Nations. These receipts contributed to a strengthening of the Balance Sheet position at 31 May 2022; the utilisation of these investment funds over 2023 and the next few years will of course result in a reduced balance sheet position.

The Directors' base case cash flow forecast, which shows clear liquidity headroom through the going concern period, is based on the following key assumptions:

- The contractual obligations related to the sale of investments and resultant cash inflows from private equity investment are met
- A return to the pandemic situation does not recur

Based on this assessment of the Group's financial position, forward cash flow projections, as well as a number of assumptions, mitigating measures already taken and further measures which could be taken including cost reductions, the Directors have a clear and reasonable expectation that the Group has adequate resources to continue in operational existence

for the foreseeable future and do not foresee a scenario where additional funds will be required.

The directors have considered the company net liability position of £450k which is primarily due to a loan from their subsidiary. The directors have received written support from their subsidiary that they do not intend to seek repayment of the intercompany balance for a period of at least 12 months from signing the financial statements.

The Directors are therefore satisfied to adopt the going concern basis in preparing the financial statements.

Basis of Consolidation

The consolidated financial statements cover the year to 31 May 2023 and include Scottish Rugby Union, Scottish Rugby Limited (formerly known as Scottish Rugby Union Limited) and its subsidiaries, Edinburgh Rugby Limited, Glasgow Warriors Limited, Saltire Rugby Holdings Limited and The Murrayfield Experience Limited, all of which are companies registered in Scotland. The Thistle Rugby Trust is also included in the consolidation. The only trading company in the Group is Scottish Rugby Limited (formerly known as Scottish Rugby Union Limited).

A subsidiary is an entity controlled by the Group. Control, for accounting purposes, is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Group reconstructions are accounted for using the merger accounting method where the ultimate controlling parties and any non-controlling interest remain the same, the rights of each party are unchanged and use of the merger accounting method is not prohibited by company law or other relevant legislation.

Financial assets are derecognised when the contractual rights to the cash flows from the asset expire or are settled.

The merger method of accounting is applied to group reconstructions as if the entities had always been combined. The total comprehensive income, assets and liabilities of the entities are amended, where necessary, to align the accounting policies. The carrying values of the entities' assets and liabilities are not adjusted to fair value. Any difference between the nominal value of shares issued and the value of the consideration received is taken to other reserves in equity."

Functional and Presentational Currency

Both the functional and presentational currency of the Group and Company is Pounds Sterling. Monetary amounts in these financial statements are rounded to the nearest £000.

Turnover

Turnover represents ticket sales, broadcasting revenue, commercial income (including barter transactions) and all other income and is stated net of VAT. Recognition of revenues is as follows:

- Ticketing revenue - in the period during which the related event takes place.
- Broadcasting revenue – during the period in which the event or tournament takes place.
- Commercial and all other income - over the period of the individual agreements, based on the relevant contractual terms.

Value in Kind or Barter Transactions

The Group enters into value in kind or barter transactions through contracts with sponsors which result in consideration being received in kind for provision of sponsorship benefits. Where consideration is received in kind the related income and expenditure are recognised in line with the contractual arrangements in place, which represent arm's length commercial rates, but only on receipt of appropriate supporting invoicing documentation from both sides to ensure independent verification of income received.

Tangible Assets

The cost of tangible fixed assets is their purchase cost, together with any incidental costs of acquisition. Significant sums are spent on maintenance of the Group's main asset, Scottish Gas Murrayfield Stadium (previously known as BT Murrayfield Stadium); the de minimis level for capitalisation of assets is £10,000 for the first three asset categories below and at £5,000 for other equipment. Depreciation is calculated so as to write off the cost of tangible fixed assets, less their estimated residual values, over the expected useful economic lives of the assets concerned. The straight-line basis is used in respect of all assets and the principal annual depreciation rates are:

	%
Land	Nil
Stands and Heritable property	1-20
Fixtures and fittings	4-25
Other equipment	7-50

No depreciation is charged on Assets Under Construction.

Intangible Assets

Intangible assets comprise computer-related software. The cost of intangible fixed assets is their purchase cost, together with any incidental costs of acquisition. The level for capitalisation of intangible fixed assets has been set at £5,000. Amortisation is calculated so as to write off the cost of intangible fixed assets, less their estimated residual values, over the expected useful

economic lives of the assets concerned. The straight-line basis is used in respect of all assets and the principal annual amortisation rates are:

	%
Intangible Fixed Assets	10-50

Investment in subsidiaries, associates and other investments

Investments in subsidiaries, associates and other fixed asset investments are included at cost less any accumulated impairment losses.

Deferred Income

Capital grants and debenture premiums are transferred to deferred income and amortised over the estimated useful life of the associated fixed assets or the life of the debenture, respectively.

Income which is received in advance of the period to which it relates is classified within creditors as Advance Receipts.

Debenture issue costs

The costs associated with the issue of capital instruments are charged to the Profit and Loss Account on an annual basis over the minimum period remaining until the redemption of the associated instrument

Intercompany recharges

Costs which are incurred within the group that relate to the operations of Scottish Rugby Union are recharged from Scottish Rugby Limited to Scottish Rugby Union during the year. This includes a proportion of management time where directly attributable to Scottish Rugby Union business.

Pension costs

Contributions are made by the Group to money purchase scheme pension arrangements for certain employees. Amounts due to assurance companies are charged against the Profit and Loss Account in the period in which they become payable. The Group provides no other post-retirement benefits to its employees.

Operating leases

Costs in respect of operating leases are charged on a straight-line basis over the lease term.

Grants

Revenue grants are recognised on an accruals basis, whereby they are credited to the Profit and Loss Account in the same year

as the related expenses.

Taxation

The Group has mutual trading status for taxation purposes as regards its trading activities with the members of its parent body, the Scottish Rugby Union, and pays tax only on the profit derived from trading with non members.

Deferred Taxation is recognised on all timing differences where the transaction or events that give rise to an obligation to pay more, or less, tax in the future have occurred by the Balance Sheet date. Deferred tax assets are recognised when it is probable that they will be recovered. The tax rates in force at the Balance Sheet date are used to calculate the need for any deferred tax provision or asset.

Exceptional items

Exceptional costs relate to non-recurring expenditure possessing a high degree of abnormality or costs which fall outside of usual business operational costs which are not expected to reoccur. The Group's policy is to present such costs separately on the face of the Group profit and loss account.

Financial Instruments

The Group has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments.

(i) Financial Assets

Basic financial assets, i.e. trade and other debtors, cash and bank balances and loans, are initially recognised at transaction price, i.e. selling price.

At the end of each reporting year financial assets are assessed for evidence of impairment. Assessment takes place:

1. Individually (and collectively for smaller debtors) and
2. Collectively looking at groups of debtors with similar risk characteristics, which are assessed for recoverability based on their ageing.

If an asset is impaired, i.e. we believe the debt is irrecoverable, the difference between the carrying amount of the debtor and the present value of the estimated cash flows that will actually generate from the asset, discounted at the asset's original effective interest rate, is charged to the Profit and Loss Account.

If there is a decrease in this amount because of a subsequent event, the charge to the Profit and Loss account is reversed through the Profit and Loss account. The value of such a reversal will never exceed the original write off.

Other financial assets are initially measured at fair value, which is normally the transaction price and are subsequently carried at fair value with the changes in fair value being recognised in the Profit and Loss Account.

(ii) Financial liabilities

Basic financial liabilities, including trade and other payables, and bank loans, are initially recognised at transaction price i.e. purchase price.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers and are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

The derivative instruments utilised by the Group are foreign exchange forward contracts.

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

(iii) Hedging arrangements

The Group has in the past applied hedge accounting in respect of forward foreign exchange contracts held to manage the cash flow exposures of forecast transactions denominated in foreign currencies. These foreign exchange hedges have been designated as cash flow hedges. No such hedges exist at the Balance Sheet date.

Unrealised gains or losses on hedges are recognised in Other Comprehensive Income and reclassified to the Income Statement when the hedge matures. There are no such transactions or instruments in place at the Balance Sheet date.

Public benefit entity concessionary loans (including debentures)

In determining whether or not amounts received (including debentures) from third parties are financial liabilities, consideration is given to the terms and whether or not the Company has the unconditional right to avoid settling in cash or other financial assets and whether settlement is dependent on the occurrence or non-occurrence of uncertain future events beyond the Company and the third party's control.

Where there is not an unconditional right the amounts received are accounted for as concessionary loans arrangements, when received for the purpose of furthering the primary objective of the Group. This includes any debentures, bank loans or other Government loans received

below the prevailing market rate of interest which are initially measured at the amount received. In subsequent years, the carrying amount of concessionary loans in the financial statements is adjusted to reflect any accrued interest payable or receivable. A concessionary loan is a loan provided on more favourable terms than the borrower could obtain in the marketplace.

Critical accounting judgements and estimation uncertainty

Estimates and judgements are regularly evaluated. The Directors consider that their assessment of the going concern basis of preparation for the Financial Statements is a critical accounting judgement but do not consider that there are any further key accounting judgements and estimates in the preparation of these financial statements.

Project Light income discounting

In the prior year, the Group sold its investment in Six Nations Rugby Limited as part of a significant restructuring of the Six Nations tournament to facilitate further investment. As outlined in Note 8, the consideration is being received in instalments through to July 2025. In accordance with accounting standards, it is necessary to discount some of the deferred receipts to reflect the time value of money. The Directors are therefore required to exercise judgement over the appropriateness of the discount rate applied. In making this assessment, the Directors have estimated the cost of capital of CVC Capital Partners (as the investor into the tournament) and based on these considerations, a discount rate of 2% has been applied.

Revenue Recognition

Further, given the accounting year end of May, that the Group relies heavily on income from partners like 6 Nations, EPCR, URC and Scottish Rugby Hospitality (the trading name of the hospitality contract run by Elixir at Murrayfield) accounting judgements are required in the recognition of income from those parties, where year ends of those parties are all June.

Company Profit and Loss Account

for the year ended 31 May 2023

Notes	2023 £000
Turnover and Other Income	-
Expenditure	
Management re-charges	(450)
	(450)
EBITDA (earnings before interest, tax, depreciation and amortisation)*	(450)
Operating (Loss)	(450)
(Loss) before interest and taxation	(450)
Net interest	-
(Loss) before taxation	(450)
Tax credit/(charge) on profit	-
(Loss) for the financial year	(450)

The turnover and operating (loss) shown above are derived from continuing operations within the UK.

*EBITDA (earnings before interest, tax, depreciation and amortisation), a measure commonly used in business as an indicator for profitability.

Group Profit and Loss Account

for the year ended 31 May 2023

	Notes	2023	2022
			£000
Turnover and Other Income	1a		
Ticket Income		23,662	16,413
Broadcasting Revenues		15,165	15,265
Commercial Income		8,605	9,264
Professional Rugby		10,514	10,585
Development Income & Grants		2,221	3,198
Hospitality and Other Income		7,697	3,203
		67,864	57,928
Costs	1c		
International Rugby		(13,683)	(11,261)
Professional Rugby		(25,683)	(21,129)
Performance Rugby		(4,672)	(4,136)
Domestic Rugby		(4,251)	(4,151)
Club Support Funds		(4,293)	(3,517)
Commercial		(6,522)	(4,508)
Facilities		(10,156)	(6,601)
Administration & Governance		(6,122)	(5,748)
		(75,382)	(61,051)
EBITDA (earnings before interest, tax, depreciation and amortisation)*			(3,123)
Depreciation and Amortisation	1b	(2,236)	(2,406)
Exceptional Item	1d	(1,023)	-
Operating (Loss)		(10,777)	(5,529)
Gain on disposal of investments	8	-	34,178
Provision against investments	8	-	(881)
(Loss)/Profit before interest and taxation		(10,777)	27,768
Net interest	4	232	(213)
(loss)/Profit before taxation	2	(10,545)	27,555
Tax (charge)/credit on profit	5	-	1,491
(Loss)/Profit for the financial year	18	(10,545)	29,046

The turnover and operating (loss)/profit shown above are derived from continuing operations within the UK.

*EBITDA (earnings before interest, tax, depreciation and amortisation), a measure commonly used in business as an indicator for profitability. Income from investments, provision for impairments and gain on sale of commercial rights are not considered as part of the EBITDA calculation.

Group Statement of Comprehensive Income

for the year ended 31 May 2023

	2023	2022
	£000	£000
(loss)/Profit for the financial year	(10,545)	29,046
Other comprehensive (expenditure)		
Cash Flow hedges:		
Change in value of foreign exchange hedging instruments	-	(220)
Other comprehensive (expenditure) for the year	-	(220)
Total comprehensive (expenditure) for the year	(10,545)	28,826

Group Balance Sheet

as at 31 May 2023

	Notes	2023 £000	2022 £000
Fixed Assets			
Tangible assets	6	40,517	41,457
Intangible assets	7	395	412
Investments	8	-	-
		40,912	41,869
Current Assets			
Debtors falling due over one year	9	14,448	21,460
Debtors falling due within one year	89	13,787	12,480
Cash at bank		20,559	21,473
Cash in hand		-	4
		48,794	55,417
Creditors: amounts falling due within one year	10	(23,829)	(20,666)
		24,965	34,751
Net Current Assets			
		24,965	34,751
Total assets less current liabilities and provisions			
		65,877	76,620
Creditors: amounts falling due after more than one year			
Bank loans and Other Loans	10	4,500	4,750
Deferred income	13	1,501	1,531
Murrayfield Debentures	14	32,196	32,114
Irredeemable Debentures	15	97	97
		38,294	38,492
Capital and Reserves			
Merger reserve	17	50	50
Capital reserve		2,781	2,781
Profit and Loss Account	18	24,752	35,297
Total Equity		27,583	38,128
		65,877	76,620

The financial statements on pages 73-96 were approved by the Board of Directors and signed on its behalf on 19 October 2023 by:

Lorne Crerar, Chairman

Keith Wallace, Vice-President

Company Balance Sheet

as at 31 May 2023

	Notes	2023 £000
Fixed Assets		
		-
Current Assets		
Creditors: amounts falling due within one year	10	(450)
Net Current Assets		
		-
Total assets less current liabilities and provisions		
		(450)
Capital and Reserves		
Profit and Loss Account		(450)
Total Equity		(450)
		(450)

The financial statements on pages 73-96 were approved by the Board of Directors and signed on its behalf on 19 October 2023 by:

Lorne Crerar, Chairman

Keith Wallace, Vice-President

Group Statement of Changes in Equity

for the year ended 31 May 2023

	Profit and Loss Reserve £000	Capital Reserve £000	Hedging Reserve £000	Merger Reserve £000	Total £000
Balance as at 1 June 2021	6,251	2,781	220	50	9,302
Profit for the year	29,046	-	-	-	29,046
Other comprehensive income for the year:					
Fair value gain on foreign exchange derivative financial instrument	-	-	(220)	-	(220)
Total other comprehensive expense for the year	-	-	(220)	-	(220)
Balance as at 31 May 2022	35,297	2,781	-	50	38,128
Balance as at 1 June 2022	35,297	2,781	-	50	38,128
(Loss) for the year	(10,545)	-	-	-	(10,545)
Total other comprehensive income/ (expense) for the year	-	-	-	-	(10,545)
Balance as at 31 May 2023	24,752	2,781	-	50	27,583

Company Statement of Changes in Equity

for the year ended 31 May 2023

	Profit and Loss Account £000	Total £000
Balance as at 1 June 2021	-	-
(Loss) for the year	-	-
Other comprehensive expense for the year:		
Total other comprehensive income for the year	-	-
Balance as at 31 May 2022	-	-
Balance as at 1 June 2022	-	-
(Loss) for the year	(450)	(450)
Other comprehensive (expense) for the year:	-	-
Total other comprehensive (expense) for the year	(450)	(450)
Balance as at 31 May 2023	(450)	(450)

Group Statement of Cash Flows

for the year ended 31 May 2023

		2023	2022
	Notes	£000	£000
Cash Flow from operating activities			
Operating (deficit)/surplus		(10,777)	(5,529)
Depreciation charge	6	2,087	2,002
Amortisation charge	7	73	131
Deferred income amortisation	13	(30)	(60)
Decrease in debtors		(1,744)	855
Loss on disposal		-	222
(Decrease)/increase in creditors		3,053	(1,490)
Cashflows from operating activities		(7,338)	(3,870)
R&D tax credit		437	-
Net cash (used in) operating activities		(6,901)	(3,870)
Cash Flow from investing activities			
Payments to acquire Tangible Assets		(1,148)	(292)
Payments to acquire Intangible Assets		(60)	(172)
Proceeds on disposal of Fixed Asset Investments (net of transaction costs)		7,441	5,276
Net cash generated from investing activities		6,233	4,812
Cash flow from financing activities			
Repayment of bank loan		(250)	-
Interest paid on bank overdrafts and loans		-	(131)
Net cash generated from/(used in) financing activities		(250)	(131)
Net (decrease)/increase in cash at bank and in hand		(918)	811
Cash and cash equivalents at the beginning of the financial year		21,477	20,626
Cash and cash equivalents at the end of the financial year		20,599	21,477

Notes to the Financial Statements

1. Business analysis

	2023	2022
	£000	£000
a) Group turnover and other income are as follows:		
Ticket income	23,662	16,413
Broadcasting revenues	15,165	15,265
Commercial income	8,605	9,264
Professional rugby	10,514	10,585
Development income and grants	2,221	3,198
Hospitality and other income	7,697	3,203
	67,864	57,928

Grants include monies received from World Rugby, sportscotland and Cashback for Communities. There are no unfulfilled conditions on the grants received or other contingencies that have been recognised in income.

	2023	2022
	£000	£000
b) Total group costs are as follows:		
Operational costs (see note c below)	(75,382)	(61,051)
Depreciation and Amortisation	(2,236)	(2,406)
Exceptional items	(1,023)	-
	(78,654)	(63,457)

Grants include monies received from World Rugby, sportscotland and Cashback for Communities. There are no unfulfilled conditions on the grants received or other contingencies that have been recognised in income.

	2023	2022
	£000	£000
c) Operational group costs		
International Rugby	(13,683)	(11,261)
Professional Rugby	(25,683)	(21,129)
Performance Rugby	(4,672)	(4,136)
Domestic Rugby	(4,251)	(4,151)
Club Support Funds	(4,293)	(3,517)
Commercial	(6,522)	(4,508)
Facilities	(10,156)	(6,601)
Administration and Governance	(6,122)	(5,748)
	(75,382)	(61,051)

	2023	2022
	£000	£000
d) Exceptional group items		
Redundancy and restructuring	(659)	-
Governance and legal fees	(364)	-
	(1,023)	-

Redundancy and restructuring costs relate to a programme better align organisational structures in a post Covid world.

Governance and legal fees relate to one-off legal, tax and accounting costs related to the establishment of the new governance structures and other one-off legal costs attributed to the fact-finding review conducted during the year.

Notes to the Financial Statements

2. Group (Loss)/Profit before Taxation

	2023	2022
	£000	£000
The loss on ordinary activities before taxation is stated after crediting:		
Recognition of deferred income	75	60
Barter transaction sponsorship income	481	883
And after charging:		
Auditors' remuneration for the company only	8	-
Auditors' remuneration for the company's subsidiaries	48	40
Auditors' fees for non-audit services		
Tax compliance	12	11
Tax advisory	45	-
Other	4	7
Depreciation charge for the year:		
Owned fixed assets	2,087	2,002
Amortisation charge for the year:		
Owned intangible assets	73	131
Loss on disposal of fixed assets	-	222
Amortisation of government grants	76	51
Operating lease rentals		
Other	298	109
Barter transaction sponsorship costs	481	883

3. Group Staff Costs

The company had no employee's during the year. The average monthly number of persons employed by the group during the year who are involved in and support the Scottish game was:

	2023	2023	2022	2022
	No.	No.	No.	No.
Players				
Edinburgh Pro Player	47		47	
Glasgow Pro Player	49		48	
Glasgow Academy Player	15		14	
Edinburgh Academy Player	14		14	
Female Contracted Player	15		-	
GB 7's Player	4		-	
		144		123
Rugby				
Rugby Development	52		49	
People & Engagement	25		25	
Medical	18		18	
Legal & Governance	7		7	
High Performance Rugby	97		90	
Financial Operations	49		49	
Executive Office	5		7	
Commercial Operations	82		77	
		335		322
TOTAL		479		445

Notes to the Financial Statements

3. (cont)

Employment costs:

	2023	2021
	£000	£000
Wages and salaries	33,990	29,660
Social security costs	4,275	2,807
Other pension costs	961	450
	39,227	32,917

At the year end the pension accrual was £330k (2022: £264k).

4. Group Net Interest

	2023	2022
	£000	£000
Interest payable on loan from World Rugby	(115)	(131)
Amortisation of Debenture issue costs	(82)	(82)
Unwinding of discount	429	-
	(232)	(213)

5. Group Tax on surplus on ordinary activities

	2023	2022
	£000	£000
Current Tax:		
On profit arising from non-mutual trading	-	(1,173)
Adjustment in respect of prior periods	-	(318)
Deferred:		
Origination and reversal of timing differences	-	(142)
Movement in deferred tax unprovided	-	142
Tax on profit	-	(1,491)
Factors affecting the current tax charge for the year		
Profit on ordinary activities before taxation	(10,545)	27,556
Corporation Tax at 20% (2021: 19%)	(2,109)	5,236
Effects of:		
Net expenses not deductible for tax purposes	411	716
Crystallisation of tax losses	-	-
Income not subject to tax	(171)	(7,019)
Fixed asset differences	226	-
Adjustments to tax charge in respect of previous periods	-	(318)
Remeasurement of deferred tax charge for change in tax rates	(412)	35
Depreciation in excess of capital allowances	-	163
Movement in other timing differences	(4)	-
Pension creditor	-	-
Movement in deferred tax not recognised	2,059	(304)
	-	(1,491)

The Company has gross taxable profits arising in the year of £nil (2022: £nil).

Notes to the Financial Statements

5. (cont)

A change in the future UK Corporation tax rate to 25% with effect from 1 April 2023 was announced in the March 2021 budget and substantively enacted on 24 May 2021. This change will have a consequential effect on the group's future tax charge in the UK and as the 25% tax rate was substantively enacted prior to the reporting date, deferred tax expected to unwind after 1 April 2023 has been calculated at 25% as opposed to the current tax rate of 19% where applicable.

6. Tangible Assets

Group	Heritable Property £000	Fixtures and Fittings £000	Other Equipment £000	Assets Under Construction £000	Total £000
Cost					
As at 1 June 2022	50,705	14,797	7,713	131	73,346
Additions	87	1,019	66	-	1,172
Transfers	-	131	-	(131)	-
Disposals	-	(25)	-	-	(25)
As at 31 May 2023	50,792	15,922	7,779	-	74,493
Accumulated Depreciation					
As at 1 June 2022	15,782	12,726	3,381	-	31,889
Charge for year	996	521	570	-	2,087
As at 31 May 2023	16,778	13,247	3,951	-	33,976
Net book value					
As at 31 May 2023	34,014	2,675	3,828	-	40,517
As at 31 May 2022	34,923	2,071	4,332	131	41,457

The company had no tangible assets at 31 May 2023 or 31 May 2022.

7. Intangible Assets

Group	Computer Software £000
Cost	
As at 1 June 2022	575
Additions	92
Disposals	(70)
As at 31 May 2023	597
Accumulated Amortisation	
As at 1 June 2022	163
Charge for year	73
Amortisation eliminated on disposals	(34)
As at 31 May 2023	202
Net book value	
As at 31 May 2023	395
As at 31 May 2022	412

The company had no intangible assets at 31 May 2023 or 31 May 2022.

Notes to the Financial Statements

8. Investments

Group	2023 £000	2022 £000
Investment in Subsidiaries	-	-
Other Investments	881	881
Provision against investments	(881)	(881)
	-	-

Investment in Subsidiaries	Country of Incorporation	Holding	Year End	Principal Activities	Holding £	Registered Office
Scottish Rugby Limited (formerly known as Scottish Rugby Union Limited)	Scotland	100%	31 May	Trading	-	Murrayfield Stadium, Edinburgh, EH12 5PJ
Edinburgh Rugby Limited	Scotland	100%	31 July	Dormant	-	
Glasgow Warriors Limited	Scotland	100%	31 July	Dormant	-	
Saltire Rugby Holdings Limited	Scotland	100%	31 July	Dormant	-	
The Murrayfield Experience Limited	Scotland	100%	31 May	Dormant	-	
Scottish Rugby (USA) LLC	USA	100%	31 May	Nominee	-	US address: 251 Little Falls Drive, New Castle County, Wilmington, Delaware

Other Investments	Country of Incorporation	Holding	Year End	Principal Activities	Holding £	Registered Office
Celtic Rugby DAC	Ireland	25%	30 June	Competition Management	-	Millbank House, Arkle Road, Sandyford Industrial Estate, Dublin 18
British and Irish Lions DAC (1)	Ireland	25%	30 June	Rugby Organisation	-	First Floor, Simonscourt House, Simonscourt Road, Ballsbridge, Dublin 4
Great Britain Rugby Sevens Limited (2)	England and Wales	33.33%	30 June	Team Management	-	Rugby House, 200 Whitton Road, Twickenham, Twickenham Stadium, London TW2 7BA
Washington DC Professional Rugby LLC (3)	USA	11.59%	30 September	US Major League Rugby Club	-	Principal Office: 1140 Connecticut Avenue NW, 400, Washington, DC 20036.
New Six Nations Union Limited (4)	England and Wales	16.67%	30 June	Investment Holding Vehicle	-	Thomas House, 84 Eccleston Square, London, SW1V 1PX.

Notes to the Financial Statements

- The Union holds one €1.25 ordinary share in British & Irish Lions DAC through Scottish Rugby Limited (formerly known as Scottish Rugby Union Limited). Given the disposition of the other shareholdings in these companies, and the immateriality of their net surpluses and net assets, the Directors do not believe that this investment falls to be treated as an associated company.
- Scottish Rugby Limited (formerly known as Scottish Rugby Union Limited), is one of three subscribers, the others being The Welsh Rugby Union Limited and The Rugby Football Union, to Great Britain Rugby Sevens Limited. Given the disposition of the other shareholdings in these companies, and the immateriality of their net surpluses and net assets, the Directors do not believe that this investment falls to be treated as an associated company.
- The Group has a shareholding in Washington DC Professional Rugby LLC held through a wholly owned subsidiary, Scottish Rugby (USA) LLC. As at 31 May 2021 and 31 May 2023 the total holding was £881k (before provision for impairment). The Group's shareholding in Washington DC Professional Rugby LLC at 31 May 2023 was 11.59% (2022: 15.5%). The Group's share of this company's profit for the year was nil. The Group's share of this company's net assets at 31 May 2023 was nil. Scottish Rugby (USA) LLC's registered office address in the United States is 251 Little Falls Drive, New Castle County, Wilmington, Delaware.

A write down of the investment value was applied in the prior year via an exceptional provision charged to the profit and loss account.

- During the previous financial year a significant restructuring of the Six Nations organisation was carried out to accommodate investment from a private equity firm, CVC Capital Partners. In advance of the future investment transaction Scottish Rugby Limited (formerly known as Scottish Rugby Union Limited) was issued with shares in Six Nations Rugby Limited, a company incorporated under the laws of Ireland, resulting in a holding of 1,220 Ordinary shares of €1 each (12.20%) at 31 May 2021.

This shareholding in Six Nations Rugby Limited was then sold, with a non-contingent consideration being payable over 5 years and amounting to £37,206,950 (gross). In line with accounting and tax advice from our professional advisors, we are accounting for the entire non-contingent amount as of the completion of the transaction, even although the consideration is spread over several years.

A further payment may fall due in the future if EBITDA performance of the Six Nations exceeds targets set as part of the transaction. This contingent receipt has not been recognised in the accounts at this time due to its uncertain nature.

The accounting treatment is complex but accounting rules require us to recognise cash already received differently to cash that will be received in the future. That means that the accounting for the transaction needs to reflect the timing of receipts of cash were reflected using discounting. At 31 May 22 we had received the first tranche of payments and the second was in the bank at 6 July 22. The third, fourth and fifth payments due to be made in July 2023, July 2024, and July 2025 respectively were discounted at a 2% discount rate. This resulted in a credit to the profit and loss account of £34,178k at May 22 as shown below.

At May 23 we have revisited this discounting and with cash in the bank at 6 July 23 it is only the two last tranches that require to be discounted. This means that the difference of £429k is credited to the profit and loss account as interest in the financial year to May 23. Similar amounts will be released as interest in the years to May 24 and May 25.

Note that the discount rate selected is a matter of judgement for the Directors. The rate we have settled on reflects our estimated cost of capital of CVC as they are effectively "borrowing" this money from us from the date of the transaction until the date of settlement of funds. There is no impact on actual cash received (amounts are shown in the "Cash Consideration" column in the table below) and this is simply an accounting treatment matter.

The table below should help to make this easier to follow.

Notes to the Financial Statements

Year	Cash Consideration	Costs	Net Amount	Discounted Amount May 2022	Discounted Amount May 2023	Change	Status
	£000	£000	£000	£000	£000	£000	
2021	7,441	(£2,165)	£5,276	£5,276	£5,276	-	Cash in bank at 31 May 2023
2022	7,441	-	£7,441	£7,441	£7,441	-	Cash in bank at 6 July 2023
2023	7,441	-	£7,441	£7,296	£7,441	146	Cash in bank at 6 July 2023
2024	7,441	-	£7,441	£7,153	£7,295	143	Amount to be received
2025	7,441	-	£7,441	£7,012	£7,152	140	Amount to be received
	37,205	2,165	35,040	34,178	34,605	429	

Fixed asset investments are stated at the lower of cost and valuation.

Other Interests

In addition to the above, the Company is a member of the European Professional Club Rugby, a Swiss association, whose principal activity is promoting and managing the European Champions Cup and European Rugby Challenge Cup.

9. Debtors

	Group 2023 £000	Company 2023 £000	Group 2022 £000
Amounts falling due within one year			
Trade debtors	3,384	-	4,087
Other debtors	159	-	623
Deferred consideration	7,441	-	7,441
Prepayments and accrued income	2,803	-	329
	13,787	-	12,480

Deferred consideration relates to amounts due following the disposal of the Group's investment in Six Nations Rugby Limited. Refer to Note 8 for more details.

	Group 2023 £000	Company 2023 £000	Group 2022 £000
Amounts falling due after one year			
Deferred consideration	14,448	-	21,460
	14,448	-	21,460

Deferred consideration relates to amounts due following a disposal of the investment in Six Nations Rugby Limited held by Scottish Rugby Union Limited. Refer to Note 7 for more details.

Notes to the Financial Statements

10. Creditors

	Group	Company	Group
	2023	2023	2022
	£000	£000	£000
Amounts falling due within one year			
Advance receipts	10,725	-	8,536
Trade creditors	2,227	-	2,993
Taxation and social security	3,439	-	2,817
Accruals	7,188	-	6,070
Other loans	250	-	250
Bank loans and overdrafts	-	450	-
	23,829	450	20,666

The loan due to the subsidiary, Scottish Rugby Limited, is unsecured, non-interest bearing and repayable on demand.

	Group	Company	Group
	2023	2023	2022
	£000	£000	£000
Amounts falling due after more than one year			
Other loans	4,500	-	4,750
	4,500	-	4,750

Within Amounts falling due within one year and after more than one year, the Other Loans category represents borrowings in the form of a loan from the Scottish Government, which is unsecured and interest free, and which is repayable in equal annual instalments starting on or by 1 September 2023, and in full by 1 August 2042. Early repayment is permissible without penalty.

Notes to the Financial Statements

11. Financial instruments

Treasury policy

Treasury activity is focused on monitoring working capital, managing interest rate risk and managing currency rate risk. Treasury activity is not a profit centre and the Group neither enters into treasury transactions of a speculative nature nor trades in financial instruments.

The Group have the following financial instruments:

	Group	Company	Group
	2023	2023	2022
	£000	£000	£000
Financial assets that are debt instruments measured at amortised cost due within one year:			
Cash at bank and in hand	20,559	-	21,477
Trade debtors	3,384	-	4,087
Deferred consideration	7,441	-	7,441
Other debtors	159	-	573
Financial assets that are debt instruments measured at amortised cost due after one year:			
Deferred consideration	14,448	-	21,460
Financial liabilities measured at amortised cost due within one year:			
Trade creditors	2,227	-	2,993
Accruals	7,188	-	6,070
Financial liabilities measured at amortised cost due after more than one year:			
Other Loans	4,500	-	4,750

12. Provisions for Liabilities

Deferred taxation comprises:

	Group	Group
	2023	2022
	£000	£000
Accelerated capital allowances	2,244	1,852
Other timing differences	283	486
Trading losses carried forward	(4,959)	(2,196)
	(2,432)	142
Deferred tax asset not recognised	2,432	(142)
	-	-

The gross value of unrecognised deferred tax assets on trading losses carried forward at 31 May 2023 was £19,764k (2022: £8,786k).

Following due consideration of future anticipated taxable profits, the residual deferred tax assets on trading losses carried forward has not been recognised on the basis that it will take some time for them to be fully recovered. The deferred tax asset will be fully recoverable should there be appropriate future taxable profits. Other timing differences include debenture cost tax timing differences and pension creditor timing differences.

Notes to the Financial Statements

13. Deferred Income

Group	2023	2022
	Heritable Property £000	Heritable Property £000
Opening	1,531	1,591
Additions in the year	-	-
Recognised in period	(30)	(60)
Closing	1,501	1,531

14. Murrayfield Debentures

Group Class of Debenture	Value Each	No. Authorised	2023	2023	2022	2022
			No. Issued	£000	Issued	£000
A	£1,200	9,100	9,092	10,910	9,092	10,910
B	£2,200	7,900	7,900	17,380	7,900	17,380
C	£3,500	1,000	1,000	3,500	1,000	3,500
Thistle	£9,900	500	188	1,861	188	1,861
Debentures issued			18,180	33,651	18,180	33,651

Issue Costs:	2023	2022
Opening	1,537	1,701
Amortisation	(82)	(82)
Closing	1,455	1,537

Net Issue Proceeds less Amortisation	32,196	32,114
--------------------------------------	--------	--------

The Murrayfield Debentures are unsecured, rank pari passu and are interest free. Repayment is at the discretion of the Company but the terms include an administration clause meaning the Company does not have an unconditional right to avoid settling. Holders have the right to purchase a ticket for any event or match at the stadium for which the Company retains direct control over the allocation of all tickets. In respect of Six Nations matches the ticket is for a specific seat. Thistle and C Debenture holders also have a right to purchase certain matchday hospitality packages.

15. Irredeemable Debentures

Group

The 972 (2022: 972) Debentures of £100 each (the 1925 Debentures) entitle the holder to purchase two tickets at Murrayfield for each match directly controlled by the Group. The debentures are interest free.

Notes to the Financial Statements

16. Leases

	2023	2022
	£000	£000
Operating Lease commitments		
Land & Buildings; payable in		
1 year	122	109
2 to 5 years	198	170
Car Commitments; payable in		
1 year	257	226
2 to 5 years	142	316
	719	821

17. Merger Reserve

The merger reserve arose on the difference between the nominal value of the share capital of Scottish Rugby Limited (previously Scottish Rugby Union Limited) and the consideration paid.

18. Profit and Loss Account

	2023	2022
	£000	£000
Opening	38,078	9,032
(Loss)/Profit for the financial year	(10,545)	29,046
Closing	27,533	38,078

Profit and loss reserves represent accumulated comprehensive income or expenditure for the year and prior periods.

The hedging reserve is used to record transactions arising from the Group's cash flow hedging arrangements. Fair value losses and gains on foreign exchange derivative financial instruments are shown net of tax.

19. Reconciliation of net cashflow to movement in net debt

	2023	2021
	£000	£000
Increase in cash in the year	(918)	812
Amortisation of Murrayfield Debentures	(82)	(82)
Movement in finance lease	-	-
Receipt of other loan	-	-
Repayment of bank loan	250	-
Change in net debt during the year	(750)	730
Net debt at the beginning of the year	(15,734)	(16,464)
Net debt at the end of the year	(16,484)	(15,734)

20. Analysis of net debt

	31 May 2022	Cash Flows	Other Changes	31 May 2023
	£000	£000	£000	£000
Cash in hand	4	(4)	-	-
Cash at bank	21,473	(914)	-	20,559
Bank and other loans	(5,000)	250	-	(4,750)
Irredeemable Debentures	(97)	-	-	(97)
Murrayfield Debentures	(32,114)	-	(82)	(32,196)
	(15,734)	(668)	(82)	(16,484)

Debentures have been treated as public benefit entity concessionary loans as they were received below the prevailing market rate of interest and for the purpose of furthering the primary objective of the Group.

Notes to the Financial Statements

21. Transactions Involving Directors

The names of the Directors who served during the year are as set out on page 69. These directors are volunteers and are unpaid. The aggregate emoluments payable to the Directors of Scottish Rugby Limited (formerly known as Scottish Rugby Union Limited) for the year comprised:

	2023	2022
	£000	£000
Fees and salaries	1,405	1,191
Contributions to pension schemes	29	27
	1,434	1,218

Remuneration for the highest paid director of the Group was £676k (2022: £570k), comprising salary and benefits of £676k (2022: £570k) and pension contributions of £nil (2022: nil).

There was no change in the highest paid director's underlying remuneration entitlement during the year. The difference between the figures quoted for 2021/22 and 2022/23 is due to an accrual for accounting reasons to provide towards a contractual payment which is due when the director's service contract ends. Payment of an equivalent amount which was due to that director from the Long-Term Incentive Plan that was in place in 2018/19 and which was terminated during the Covid-19 pandemic, was deferred voluntarily by that director at that time.

22. Capital Commitments

At 31 May 2023, Scottish Rugby Limited (previously known as Scottish Rugby Union Limited) had capital commitments of £50k in relation to Network progress and capital commitments of £70k in relation to the completion of the construction of the Hive Stadium (formerly Dam Health Stadium).

At 31 May 2022, Scottish Rugby Limited had capital commitments of £522k in relation to the installation of new CCTV systems at Scottish Gas Murrayfield Stadium (previously known as BT Murrayfield) and £51k in relation to the completion of the construction of the Hive Stadium within Scottish Gas Murrayfield Stadium (previously known as BT Murrayfield) complex.

23. Related Party Transactions

Certain directors of Scottish Rugby Union during the current financial year were also trustees of the Murrayfield Injured Players Foundation during the year. Scottish Rugby Union does not charge the charity for any administrative or other support that it provides and made a donation to it of £2,250 in the current year (2022: £2,250). Scottish Rugby Limited's Investments are outlined in Note 8.

Amounts totalling £12,000 were paid by Scottish Rugby Limited to the President, and £5,833 to the Vice-President, as honorariums during the year.

The Company has taken advantage of the exemption available in FRS 102 Section 33 "Related Party Disclosures" whereby it has not disclosed transactions with any wholly owned subsidiary undertaking of the Group.

24. SRU Group

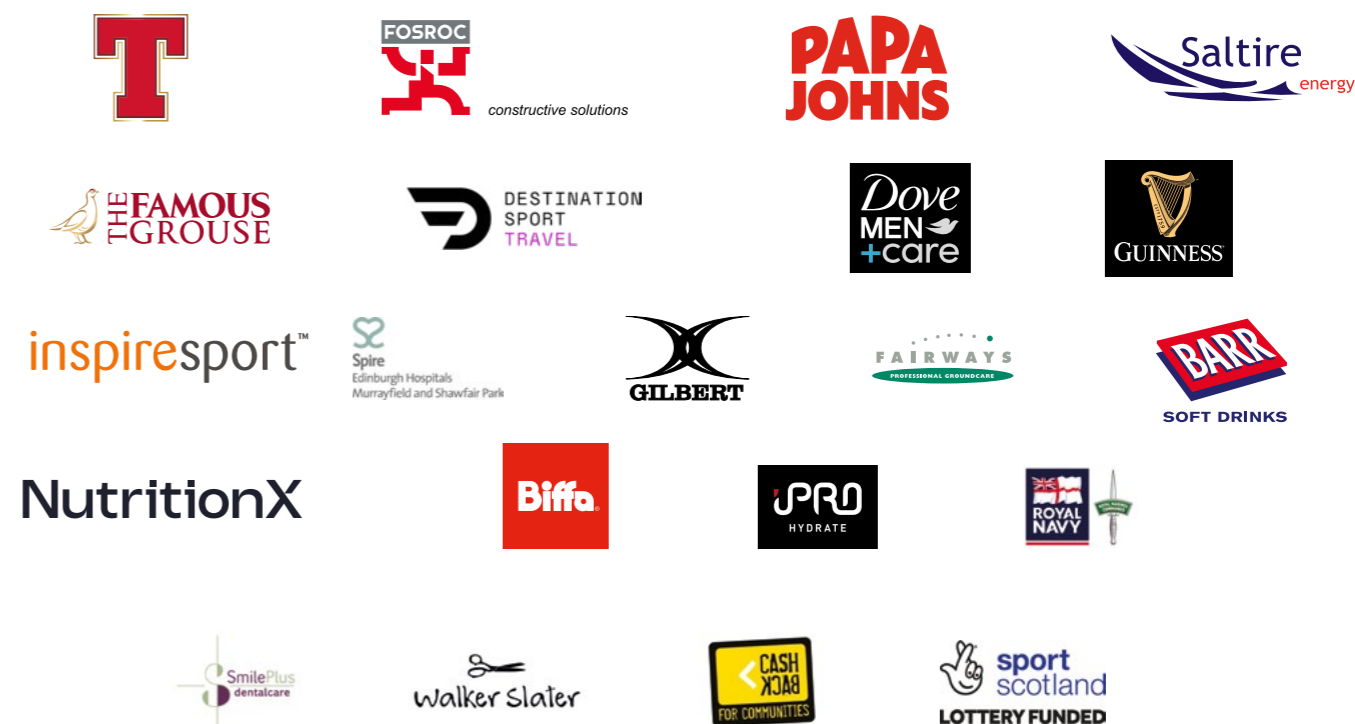
The Scottish Rugby Union carries out all its operations through Scottish Rugby Limited (previously known as Scottish Rugby Union Limited), which is a wholly owned subsidiary for accounting purposes, with its registered office being Murrayfield Stadium, Edinburgh, EH12 5PJ. For accounting purposes, the Group is also deemed to include the Thistle Rugby Trust. The Group has taken advantage of the exemption conferred by FRS102 from the need to disclose transactions between group entities that have been eliminated on consolidation in these Group financial statements.

THANK YOU TO OUR PARTNERS

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OFFICIAL CHARITY PARTNERS



Front cover

Darcy Graham scores v New Zealand, Autumn Nations Series
November 2022

Inside Front cover

Chloe Rollie celebrates Scotland Women's victory over Ireland,
TikTok Women's Six Nations 2023.

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