



Annual Report

2023/24





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Scottish Rugby

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All information correct at time of publication on 13 November 2024.
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PRESIDENT'S WELCOME

Presenting this Annual Report as we prepare to welcome a new Scottish Rugby President offers a time for reflection, and gratitude, at the past two years in which I have had the honour of holding the role.

Keith Wallace will take the reins after our AGM, an appointment of a rugby man who has a passion about the club game. It is encouraging to all associated with our sport, especially given the change that is in the air with, amongst other aspects, our player pathway system and various high-level personnel changes overseeing the future of Scottish rugby.

I congratulate Glasgow Warriors for winning the United Rugby Championship, which saw a Scottish professional side win a trophy for only the second time.

Over the course of the past two years, we have seen substantial shifts in Governance, most notably the forming of both the Scottish Rugby Limited and Custodian Boards, as well as the Club Rugby Board, of which the new President was Chair.

Accountability, and importantly action, are two of the pillars on which the next few years will be judged as Scotland aims to maintain its place at the top end of the game, for both Men's and Women's international teams.

The embryonic stages of each player's journey to those representative sides are engrained in clubland and for rugby-wide progress to be realised, it's the grass roots and subsequent player pathways where such development is planted.

There is, of course, reason to be cheerful. Our Women's national team have excelled in the past year, lifting the inaugural WXV2 competition in 2023, registering away wins over Wales and then Italy for the first time in decades during the Six Nations,

and qualifying for next year's Rugby World Cup in England, a consecutive such achievement.

The Men's side have won the Calcutta Cup for a record-equalling fourth straight year and were unlucky not to go three-from-three after beating Wales and losing narrowly to France at Scottish Gas Murrayfield in February. A successful tour to the Americas followed, where some exciting youngsters were exposed to the rigours of the international game.

Additionally, Scotland hosted and won the World Rugby U20 Trophy earlier in the year to return to the top tier of age-grade rugby for 2025.

At the time of writing, our Women's and Men's sides are sitting in seventh place in the World Rugby rankings. The challenge is to build on that, from the grass roots up, and ensure that Scotland continues to add to its list of storied caps over the coming years.

And it is those rich caps, the history of our sport in Scotland, that carries my most cherished memory from my time in office.

With the support of the Scottish Rugby Custodian Board, and the tireless research of other colleagues, our retrospective capping initiative honoured some 75 players who were awarded recognition for playing in games that, at the time, did not carry Test status.



COLIN RIGBY

President
Scottish Rugby Union

Capping ceremonies were held at venues ranging from Scottish Gas Murrayfield to Cheltenham and Inverness, with those now capped getting the chance to enjoy emotional moments with their families and friends.

From Services and Victory internationals during and after the Second World War, up until a 1998 Rugby World Cup qualifier, the 75 Scotland caps are now part of that aforementioned storied history.

We have undertaken a similar project for Scotland Women players, as well as international referees to have officiated at the top of the sport.

During my two years as President of Scottish Rugby, I have travelled the length and breadth of this country and the overriding notion I take away is that Scotland is a nation steeped in passion for rugby, with inspiration coming from every clubhouse, coach, volunteer and of course player. I fondly

remember a wonderful afternoon at Dalziel where I joined their 100th Anniversary celebrations against Kilmarnock, torrential rain not dampening the spirits, and hearing of the great work of the club and their development officer is doing in expanding the game in the community and similarly celebrating with Alloa their milestone.

I also attended a dinner at Jedburgh High School with over 400 hundred fellow rugby enthusiasts to celebrate Jed Jags' 50th Anniversary and who can forget the highly emotional 90 Days Play, recapping the story how Scotland hosted the Women's World Cup in Edinburgh 1994. I am also delighted to see the Celtic Challenge for Edinburgh and Glasgow's women's team expand which can act, along with the introduction of a women's national U20 team, to further the development and growth of our game.

It's been the greatest privilege of my rugby life to serve as your President and I wish Keith and everyone else at Scottish Rugby the very best for the years ahead.





CHAIR'S REPORT (SRU)

The new governance arrangements for Scottish Rugby came to life on 1 November 2022, almost halfway into financial year 2022/23. I am often asked how the governance arrangements operate and work in practice. For those looking for an overview, [one can be found here](#).

At the heart of these governance reforms is the creation of the SRU Custodian Board, tasked with three key responsibilities on behalf of Member Clubs who are the owners of Scottish Rugby:-

- 1) Protecting and overseeing the use of the assets of Scottish Rugby, both now and for future generations;
- 2) Monitoring the activities of Scottish Rugby Limited (SRL), the organisation's wholly owned subsidiary, responsible for day-to-day trading;
- 3) Reporting back to the Member Clubs (the Owners) ensuring transparency and accountability in all of its oversight activities.

In addition, the new Club Rugby Board (CRB) was formed and is charged with shaping and delivering the strategic vision for the club game in Scotland. It also reports directly to the SRU Board, ensuring that club-level rugby has a voice at the heart of the wider governance structure.

The SRL Chair, along with executive and non-executive colleagues, provides quarterly reports to the SRU Board upon wider issues affecting our game, and always with a focus upon budget performance and the realisation of strategic objectives. I am very grateful for all the efforts of the SRL Chair and his team, whose hard work is paving the way for a bright future for Scottish Rugby.

While these reforms mark significant progress, 2023/24 has been a further year of financial challenges. In October, the audited accounts for financial year 2022/23 revealed higher than expected losses.

As a consequence SRL, with the support of SRU, commissioned a report from independent experts to provide clarity upon SRL's financial position. The resultant report, which followed a very significant diligence and forecasting exercise, was made available to the Boards of SRL and SRU during February 2024 and it indicated a significantly new direction and supporting strategy was required.

The new budgetary and supporting plan has now been put in place after much hard work, and despite further significant losses recorded for 2023/24, there is cause for optimism going forward. The SRL Board is making steady progress through its financial reset programme, ensuring the restoration of Scottish Rugby to a sustainable business model. Encouragingly, the SRU Board approved the budget for financial year 2024/25 in June, and SRL has made headway in meeting its revenue and cost targets.

It is a matter of deep regret that as part of the financial reset programme a collective consultation involving redundancy of some colleagues in Scottish Rugby has taken place. It has been an extremely stressful and painful time for all in the organisation and our sincere thanks for everyone's continued contribution and commitment to Scottish Rugby.

In March 2024, the SRU Board instructed an independent Review into how and why the higher than expected losses of financial year



PROF. LORNE CRERAR

Chair
Scottish Rugby Union

22/23 had been incurred and which had dictated the direction of travel for the financial performance of financial year (23/24).

The Review will also consider how and why the governance arrangements did not provide the necessary insight into the operations of Scottish Rugby for financial year '22/23. Since the decision to instruct this Review, much has been done. A Panel of four, with appropriate experience, under the Chairmanship of recently retired Sheriff David Mackie has been appointed with all necessary procedures and processes of the Review agreed. The Review underpins SRU's commitment to accountability across the organisation and will also seek to ensure the future resilience of Scottish Rugby's governance structure. Well-performing governance structures are recognised as an important building block of good business performance which will as a consequence enable and resource the opportunities for our game.

The Review process is now well underway, with updates from the Panel to be shared periodically with SRU and SRL in the coming months. I would like to express my sincere thanks for all those involved in setting up this Review, especially individual Panel members, all of whom have offered their expertise and time upon a voluntary basis. To date, no external costs have been incurred to our Union, and the overall cost of the Review is expected to be very small. The outcomes of the Review will likely be significant for future planning and the lessons learned from the Review Panel's report will inform the answers to future challenges going forward.

While the governance structure of November 2022 is still in its early stages, the establishment of a new, clear strategy and budget at both SRL and CRB levels gives me confidence that we are now moving to calmer waters.

In relation to important matters beyond financial and strategic performance we continue to work and co-operate closely with SRL through two joint working groups, focusing upon important issues of:

- Inclusion, diversity and complaints
- Appointments to international rugby bodies.

In addition, a Custodian Board Member attends the SRL Audit and Risk Committee.

At our quarterly Board meetings with SRL, we also receive regular updates upon the progress of CRB under the excellent Chairmanship of SRU Vice-President, Keith Wallace, supported by our colleagues within the Rugby Development Department.

I am also pleased to report that Stuart McNally and Megan Gaffney have recently joined the Custodian Board in an advisory capacity. Understanding the dynamics of the professional game from the player's perspective greatly enhances SRU's insight into exercising its oversight responsibilities in relation to the running of the business of Scottish Rugby.



Reflecting upon 2023/24, whilst it has been at times an extremely challenging year, it has also been a productive one with many reasons for optimism. It is an immense privilege to serve as Chair of the Custodian Board, and I am very aware of the responsibility and importance of my role in ensuring the aspirations of the reforms of governance are realised, with the consequence of ensuring Scottish Rugby continues on its journey to a bright future. I would like to thank my fellow Custodian Board Members for their dedication and hard work. The progress we have made this year lays a solid foundation for continued success and will, I believe, enable reporting of further positive developments in the years ahead.

All those involved in the journey of Scottish Rugby, including our stakeholders, the Boards of SRU, SRL and CRB, together with all our Scottish Rugby colleagues, have contributed to meeting the challenges of this financial year. I am in no doubt that all acting in concert, we will ensure that we successfully meet the challenges of the future. Thank you for all of your support and encouragement.



CHAIR'S REPORT (SRL)

On arriving as the Chair of Scottish Rugby Limited (SRL) in June 2023, it soon became apparent that alongside a number of known challenges such as our ageing stadium, there were some deeper and more immediate issues to tackle, particularly around our financial sustainability.

Our financial context

Six out of seven independent non-executive directors on the Scottish Rugby Limited Board, myself included, were appointed during the period covered by this Annual Report. We inherited an organisation that had incurred losses in excess of £10m in the financial year before we arrived (2022/23).

Our first task was to understand the underlying reasons for that level of deficit and take appropriate actions to return Scottish Rugby to a solid financial footing as soon as practicably possible. Following a full analysis, in the autumn of 2023 we began a financial reset programme which has now included, sadly, having to make valued colleagues redundant through a collective consultation process. These actions have been our main focus throughout 2023/24.

Because the majority of our costs are fixed, the scale of savings in the current year has been limited due to the implementation costs associated with those changes and the lead time for them to be realised, but the full savings will flow through to the bottom line during 2024/25 and beyond.

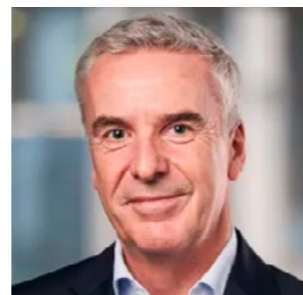
We also changed the end of our accounting year to finish at the end of June 2024 from end of May to ensure more accurate reporting of revenues from third parties such as Six Nations and URC. This is a one-off adjustment that means we are reporting a 13-month financial year in this Annual Report. Comparing financial periods on a like-for-like basis, the actual "annualised" losses in 2023/24 would have been around £8m, some £2.1m less than in 2022/23. Our accounting year cycle

will now be from 1 July to 30 June.

We have confidence that the actions we are taking are already starting to reduce the underlying cost base. We are determined to ensure that trend continues until we reach a sustainable, long-term position; a target we are committed to achieving in the financial year 26/27.

Alongside implementing new cost controls, we also need to focus on driving higher revenues. Scottish Rugby currently trails its peers in areas such as investment in high-performance programmes. Without constructive intervention, participation will decline and we will struggle to develop homegrown talent and continue to attract new fans to the sport.

In October 2023, we began work to develop a new strategy that tackles these central challenges head-on, creating a new set of guiding principles underpinned by our core values and capable of delivering against our stated purpose of inspiring Scotland through rugby.



JOHN MCGUIGAN

Chair
Scottish Rugby Limited

Our people

Alex Williamson will launch our new 10-year strategy for Scottish Rugby when he takes up the role of Chief Executive in the new year. He will lead a renewed and reinvigorated executive team backed by an SRL Board that has itself been transformed over the past year.

In August 2024, Stephen White joined as a new non-executive to the SRL Board. Each of our non-executives brings a wealth of relevant professional and personal expertise to their role. Collectively, they make an outstanding team. We are all committed to – and motivated by – the strategy we will pursue over the next decade.

Ensuring that Scottish Rugby has the pathways to identify and nurture talent is a crucial element of the new strategy. To this end we were delighted to secure the services of highly experienced Performance Director David Nucifora to lead the development of the game in Scotland at all levels.

Work-in-progress

As we await our new Chief Executive, work to improve our position is already well underway. The SRL Board is responsible for the ongoing management and operations of Scottish Rugby and we have made significant progress on a number of fronts over the past few months, including:

- undertaking a comprehensive financial review of the period before the current Board was formed, which provided us with a clear understanding of how the legacy losses in the 2022/23 year were incurred
- addressing the cost profile of the business and implementing a series of actions designed to reshape the organisation and lay foundations for future growth
- protecting our ability to invest in the product on the pitch, including the professional teams, during the next financial year 2024/25
- contributing to updated Scottish Sport Concussion Guidance and implementing a tackle height trial to continue our commitment to player welfare
- securing major new commercial partnerships with Vodafone and Arnold Clark
- drafting a capital investment strategy that will transform the Scottish Gas Murrayfield campus, improve customer experience, and enhance revenue generating opportunities
- maintaining the 15% contribution of total revenues to club rugby across Scotland and getting out around the country to meet the players, officials and supporters at many of those clubs, which are the lifeblood of our game
- focussing on research and development as both a revenue generating and collaboration opportunity.

In terms of achievements on the pitch, we have seen Glasgow Warriors win the URC in some style and Scotland Women's rise to a high of fifth place in the world rankings, winning the 2023 WXV2 title in South Africa en route. Scotland Men enjoyed a scintillating fourth consecutive Calcutta Cup victory, albeit the Guinness Six Nations campaign didn't deliver what everyone hoped for.

The future

It is a great privilege for me to hold this role and not only because I'm a proud Scot and a passionate rugby fan, but also because I am surrounded by a dedicated group of executives and their talented, hard-working teams contributing to our game at all levels. They share my desire to deliver a new strategy that secures the future of Scottish Rugby and delivers enhanced outcomes for our players, our clubs, our fans, our partners, and our colleagues.

Our incoming Chief Executive has significant experience in the areas we need to excel in over the coming years and I am confident Alex will bring fresh energy and an open style of leadership to that task. I am looking forward immensely to working with him.

As we look to the future, we must be clear and realistic about the task that lies ahead. We must continue to work decisively to protect and grow the community game, develop successful high-performance teams, excite and engage existing and prospective fans, and operate a sustainable commercial business.

We look forward to continuing to work with our colleagues on the Custodian Board, our stakeholders in the club game, our sponsors, and most importantly our fans, to secure a vibrant future for rugby in Scotland.





Scottish Rugby continued to grow its commercial footprint, delivering strong results across sponsorship, broadcasting, and merchandise sales. Strategic partnerships were central to ensuring the ongoing development of rugby at all levels while contributing to the financial sustainability of the organisation.

Our relationship with Scottish Gas, forged in June 2023, took hold, with the Scottish Gas Murrayfield campus adorned with striking branding to complement the five-year initial partnership. As front-of-shirt sponsors for the increasingly emerging Scotland Women team, and the roll-out of the £2m Club and Community Net Zero Fund, Scottish Gas has delivered support throughout the rugby community in Scotland.

These sponsorship agreements cement Scottish Rugby as a premium asset in the UK, and one which other industries take pride in associating with. Our recent and ongoing work with trusted partners is the result of a continued drive to showcase just how unique and special the Scottish Rugby brand is perceived on the world stage.

Elsewhere, The Famous Grouse continued its fine rugby sponsorship with naming rights to last year's Rugby World Cup warm-up series, three matches of which were played at home. The confirmation of The Famous Grouse Nations Series 2024 again demonstrated the partnership.

An exciting new sponsor joined the Scottish Rugby family, with Skyscanner's involvement including the revolutionary Skyscanner Ultimate View content during the Guinness Six Nations, before the Edinburgh-based global brand sponsored Scotland's summer tour to the Americas.

Tennent's, long a partner synonymous with Scottish Rugby, renewed its sponsorship to continue a celebrated association and, although not in this financial year, the work carried out to ensure that both Arnold Clark and Vodafone came on board as Principal Partners was considerable in its process, to add two large, trusted brands to front and back of shirts, the former also now sponsoring the top level of the amateur game throughout Scotland.



OFFICIAL

SCOTTISH RUGBY **PODCAST** SPECIAL

2023 Rugby World Cup Squad

YEAR Episodes 44	MOST Popular Episode 4.4k
ANNUAL Downloads 136k	TOTAL Downloads 923k

1st July 2023 - 30 June 2024

>1.6m followers & subscribers on SOCIAL CHANNELS

23% increase on previous season

SCOTTISHRUGBY.ORG

9.4m pageviews

BROADCAST OF SCOTLAND MATCHES

2024 Guinness Men's Six Nations

37.2m cumulative average viewers over 5 matches	8.77m Scotland v France highest average viewers
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2024 Guinness Women's Six Nations

3.31m cumulative average audience over 5 matches	1.6m Scotland v France highest average viewers
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OUR PEOPLE

Our ambition for all our colleagues is to have purpose, be connected and feel valued and that 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 essential for us. With the development of InTouch, our intranet digital platform, we can now provide an interactive communication system housing real time news updates and key information from around the organisation. This makes it easier for our people to both stay connected and carry out their role.

Townhall quarterly briefings, regular all-colleague updates, in addition to round-up communications from our Executive Team, have provided a great opportunity for connecting colleagues informally and making sure everyone is up to date on the organisation-wide direction of travel.

Our SRL Chair and Executive team in May hosted a round table session with all of our colleagues in relation to our new Scottish Rugby 10-year vision, strategy and cultural reset. Focus on this continues into the 24/25 financial year to consider how colleagues all work together collaboratively to bring to life the delivery of the vision, strategy and our target culture.

Recruiting our new CEO and new SRL Non-Executive Director (NED) Board members

We are delighted to report that following a robust and extensive executive search process where we partnered with global search experts Korn Ferry, we completed the CEO search process and have appointed Alex Williamson as our new CEO. Alex will join us early in 2025 and we look forward to welcoming him to Scottish Rugby.

We were also delighted to have recruited two further NEDs to

the SRL Board, Stephen White, COO Santander UK, and Chris Stewart, CEO and founder of The Chris Stewart Group.

Listening to our people

Following on from our listening groups which allowed us to meet, discuss and explore views face to face with our people, we further extended this to include 'pulse surveys' which are short bursts of themed questions to capture real time data from our people monthly.

This continues our commitment to listening to our colleagues' views on their employee experience at Scottish Rugby. Pulse surveys encompass all age demographics and departments across our business.

Collective Consultation announcement

In June 2024, we announced proposals to remove approximately 35 roles from our target operating model. These roles comprised a combination of proposed redundancies, vacancies either not being filled or delayed, and fixed term contracts not being extended. The collective and individual consultation processes are scheduled to conclude in the first half year of FY 24/25.

Inclusion & Diversity

Our Environmental, Social and Governance Committee (ESG) which operates as a sub-committee of the Scottish Rugby Limited Board, is now well established.

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

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](#)

On Inclusion & Diversity, this year one of our key areas of focus was collaborating with White Ribbon Charity and Rape Crisis Scotland on abuse and sexual misconduct.

We were invited to attend a parliamentary round table discussion during May on 'ending sexual misconduct in sport' and have further revised advice and guidance specifically in this area. Planning is underway to roll out 'bystander' training to colleagues and clubs to raise awareness and discuss this important issue in society.

We continue to work closely with our key stakeholder sportscotland, who have designed a 'Moving to Inclusion' framework upon which we have embarked together.

Being a force for good

Working in tandem with Scottish Autism, we have refurbished an area of our stadium to become a sensory room to accommodate anyone in need of a quiet space during events to support neurodiverse fans and colleagues. This room may be accessed

for any events and feedback to date has been extremely positive.

In addition, we teamed up with the VISER programme Sight Scotland, to gain awareness and understanding of visual impairment challenges. This has resulted in adjustments being made for access to events and signage creating an enhanced fan experience.

We are also reviewing our charity partnerships, acutely aware of the challenges across society in relation to mental wellbeing.

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.

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.

In relation to charity partnerships, we have undertaken exploratory colleague workshops with The Samaritans and are now developing parameters for our future partnership with them.

Safeguarding

Our safeguarding tutors have been delivering our bespoke training for our clubs and colleagues for 2023/2024 season which include:

- **Child Wellbeing and Protection in Sport (bespoke for Rugby)** – Three hours face-to-face course open to all youth rugby coaches and those who work with children in clubs. Some 32 courses have been delivered with nearly 300 people attending across Scotland.
- **Child Wellbeing and Protection Officer in Sport (bespoke for Rugby)** – Three hour online course dedicated for Child Protection Officers. These three courses had 46 attendees.
- Training was additionally provided to High Performance Teams working with children who are elite athletes. Four courses were run with 40 attendees.

Case Management Panel

An internal Case Management Panel was created. This allows Scottish Rugby to refer high risk or complex safeguarding concerns to the Panel for consideration. The Panel also makes the PVG Suitability Decision for individuals who apply to work with children in clubs and vetting information is noted on their PVG certificate.



SCOTLAND WOMEN

Scotland Women played nine international matches in the year between July 2023 and June 2024, including featuring at, and winning, the inaugural WXV2 tournament in Cape Town, South Africa.

In the Guinness Women's Six Nations, Scotland enjoyed first away wins over Wales and Italy in almost a quarter of a century, and sold out Hive Stadium for the first time for their home encounter with England in April 2024.

Year in Review

A new global competition was added to the international women's game, as WXV made its bow. Comprised of three leagues, it was introduced to bring meaningful fixtures to the calendar, ahead of an expanded, from 12 to 16 team, 2025 Rugby World Cup.

Scotland were pitted in the second tier of the inaugural staging, having seen off Spain in a warm-up match at Hive Stadium, meaning that Bryan Easson's charges were placed in WXV2 alongside United States, Italy, Japan, South Africa and Samoa. With teams facing three matches in a split pool format, Scotland recorded a full house of victories, against South Africa, United States and Japan, claiming the title by the barest of margins.

The WXV2 trophy represented a first piece of silverware for Scotland Women since the Grand Slam championship of 1998.

The 2024 Guinness Women's Six Nations presented an opportunity for Scotland to build upon that WXV2 success and to a large extent, progress was delivered.

An opening day win over Wales, in Cardiff, was a first such Scottish victory in 20 years. Indeed, the Coreen Grant and Rhona Lloyd-inspired 20-18 win was Scotland's seventh consecutive in Tests, a record for the national women's team.



A spirited loss at home to France was followed by a heavy defeat at the hands of all-conquering England, before back-to-back away games with Italy and Ireland to complete the Six Nations schedule.

Another excellent away performance, this time in Parma, saw Scotland record a first away win over Italy since 1999, with second-half tries from Emma Orr and Chloe Rollie helping turn a half-time draw into a 17-10 full-time success.

A third Guinness Six Nations win of 2024 was a distinct possibility until the last knockings of the championship finale, only for a late Ireland penalty to deny Scotland a highest-ever third-placed finish and what would have been a qualification spot into WXV1.



Results: (July 2023 - June 2024)

Autumn Test 2023

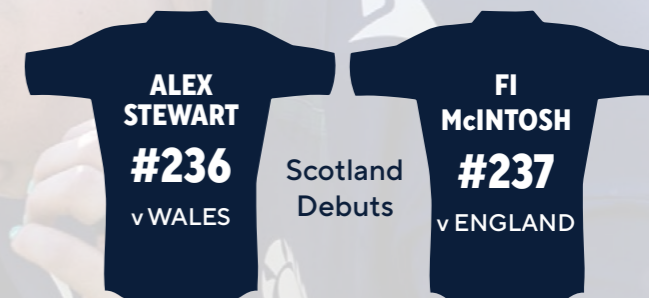
Scotland	36	-	5	Spain
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WXV2 2023

Scotland	31	-	17	South Africa
USA	14	-	24	Scotland
Scotland	38	-	7	Japan

Guinness Women's Six Nations 2024

Wales	18	-	20	Scotland
Scotland	5	-	15	France
Scotland	0	-	46	England
Italy	10	-	17	Scotland
Ireland	15	-	12	Scotland



Scotland earn historic win in Wales:



6th

WORLD RANKING

(as at July 2024; all-time highest position)

67%

TEST MATCH WINS
6 from 9

28

MOST POINTS

Helen Nelson

4

MOST TRIES
Lana Skeldon & Emma Orr

183

POINTS
20.3 per game

28

TRIES
3.1 per game



SCOTLAND MEN

SCOTLAND v ENGLAND
2024
The Rugby

Scotland played a series of Rugby World Cup warm-up fixtures (The Famous Grouse Nations Series), before the tournament proper in France began in September 2023. Including the 2024 Guinness Six Nations, there were 13 international matches in which Scotland featured, with six players earning their first cap in that time.

Year in Review

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.



The Rugby World Cup saw France as hosts for the second time. Drawn to play the two highest-ranked sides in the world, Scotland were seeded third in Pool B.

Defending champions South Africa, who would ultimately retain their title to win a record fourth Webb Ellis Cup, were victorious in the opener, controlling proceedings to stretch a three-point half-time lead into an 18-3 success.

Scotland recovered to notch comfortable wins over Tonga (45-17) and then Romania (84-0) but came up short against an Ireland side (36-14) who would bow out in the quarter-finals at the hands of New Zealand.

It was a second straight pool stage exit for Scotland, following on from a similar exit against hosts Japan in 2019.

The 2024 Guinness Six Nations started with Scotland recording a first win in Cardiff since 2002, a rollercoaster match witnessing the hosts attempt to come back from a 27-point deficit, only for a resilient Scotland to hold on at the last.

A controversially disallowed try in the second round of fixtures, which would have earned victory over France at Scottish Gas Murrayfield, ended what would have been a perfect start to the championship. Scotland rallied to beat England at home in the next round to lift the Calcutta Cup for the fourth time in succession; equalling a record that dated back to 1896.

Optimism was redressed when Italy recorded a first win over Scotland since 2015, before Ireland retained the championship with a narrow 17-13 win in Dublin.

Retrospective Caps

After an extensive period of research, following on from a Scottish Rugby Union (Custodian) Board initiative, in August 2023 it was announced that retrospective caps were to be awarded to a number of eligible former players.

In honouring more than 50 players who had represented their country in hitherto non-cap matches, Scottish Rugby held a number of capping ceremonies, both at Scottish Gas Murrayfield and 'on the ground' in locations from Cheltenham to Inverness.

In all, 75 men were added to the annals of Scotland international history following further research, with capped matches including Service and Victory Internationals during and post-World War Two, chronologically ending with a Rugby World Cup qualifier against Spain in 1998.

Results: (July 2023 - June 2024)

The Famous Grouse Nations Series 2023

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

Rugby World Cup 2023

South Africa	18	-	3	Scotland
Scotland	45	-	17	Tonga
Scotland	84	-	0	Romania
Ireland	36	-	14	Scotland

Guinness Six Nations 2024

Wales	26	-	27	Scotland
Scotland	16	-	20	France
Scotland	30	-	21	England
Italy	31	-	29	Scotland
Ireland	17	-	13	Scotland

The project was headed up by Scottish Rugby' Head of Stakeholder Engagement, Graham Law, with capping ceremonies at the stadium hosted by Chris Paterson, Scotland's record points scorer.

Following the research to award retrospective caps in the men's game, Scottish Rugby will also ensure that all players to have represented Scotland Women will receive a cap, as the physical cap presentation was not always a part of the women's game in the past.

Scottish Rugby will also embark on a project to consider caps of our international referees in both the men's and women's game.

Initial Retrospective Capping Project

	Stafford McDowall	#1139
	Cameron Henderson	#1140
	Johnny Matthews	#1216
	Alec Hepburn	#1217
	Elliot Millar Mills	#1218
	Harry Paterson	#1219

2024 Calcutta Cup Highlights



WATCH HERE ▶

6th

WORLD RANKING

(as at July 2024; all-time highest of 5th)

54%

TEST MATCH WINS
7 from 13

93

MOST POINTS

Finn Russell

9

MOST TRIES

Duhan van der Merwe

421

POINTS

32.4 per game

47

TRIES

3.6 per game



Scotland Men U20

After a winless U20 Six Nations Championship, which contained encouraging home fixtures with France and then England, the main season focus of Scotland U20 came at the start of July (included in this Report as the competition was staged practically on the date cut-off).

Scotland had failed to secure promotion back to the World Rugby U20 Championship at the first attempt in 2023, and so hosting the 2024 iteration brought with it opportunity and expectation.

Held at Hive Stadium across four match days from 2-17 July, eight sides split into two groups of four in a round robin format, to determine the final fixtures. Scotland were pitted against Samoa, Hong Kong China and Japan, excelling in large victories to the tune of 123-15, 101-0 and 46-10 respectively, to top Pool A with a positive points difference of 245 and 40 tries scored.

In Pool B, it was USA who perhaps surprisingly led the way, winning three from three, to set up a final against Scotland on 17 July. After an understandably tense opening to the match, Kenny Murray's charges took the initiative with three first-half tries to put light between the sides, 17-0 at the interval.

Scotland grabbed five more tries in the second half, including a hat-trick for second row Euan McVie, to secure their return to the top table of age-grade rugby for the first time since 2019.

Whilst the standard of opposition was clearly not at the level of what lies ahead for this young group, scoring close to 50 tries in four matches was a tonic the Scotland U20 set-up needed and means that the 2025 Six Nations, and following World Rugby U20 Championship, give reasons to be optimistic.

Scotland Women U20

In similar fashion to the Men's side, Scotland Women featured in the inaugural Six Nations Women's Summer Series which took place at the beginning of July in Parma. The Scots faced opposition from Italy, France and Ireland.



Of the 30-player squad, 25 were drafted to either Edinburgh Rugby and Glasgow Warriors in the 2023/24 Celtic Challenge and 23 players were supported through Scottish Rugby's three Regional Training Centres.

Another marker for young players to bridge the gap before potential full Scotland duty, Claire Cruikshank's squad showed promise, particularly in their opening match against hosts Italy, narrowly missing out on victory 17-13.

The likes of Leia Brebner-Holden and Lucia Scott have since gone on to full representative honours, with Gemma Bell, Holland Bogan and Aila Ronald also invited in as part of Scotland Women's extended squad in preparation for the Vodafone Series and WXV 2 competition. Both Bell and Bogan also featured in the Team of the Series squad, with Bell receiving the MVP (Most Valuable Player) award.





CLUB RUGBY

Another busy and fulfilling year of community rugby has been and gone, and we've seen tremendous growth in important areas of the game, whilst recognizing challenges in others.

Our £4.9M direct investment into Clubs and Schools was balanced to stimulate women & girls activity, our State School Strategy as well as club infrastructure and participation at our rugby clubs.

I am delighted to see our youth participation grow in the boys and girls game. That is thanks to the hard work of our clubs and schools, our development officers and the positive collaboration with our rugby development regional teams.

I would like to offer thanks to our referees across the country who supported an impressive 5,411 recorded Youth & Adult fixtures across all levels of the game last season.

In May, we released a Social Return on Investment report investigating the economic benefits that participating and volunteering in rugby delivers for Scotland, and the results were fantastic.

It showed grassroots rugby in Scotland delivers an economic benefit of at least £159.16m per year, representing a return on investment of £8 for every £1 spent.

A huge part of that is down to the tireless community volunteers around the country giving up their time to make their club great.

We also saw showcase events such as Silver Saturday at Scottish Gas Murrayfield, and great strides towards delivering our State School Strategy, developing pathways and programmes for both curriculum-based and extra-curricular rugby.

Once again, 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

ADULT PLAYER APPEARANCES

2023/24: 10,726				
per number of games	1 to 5	6 to 10	11 to 15	16+
	4,602	2,530	2,132	1,462
	43%	23.5%	20%	13.5%

2022/23: 10,497				
per number of games	1 to 5	6 to 10	11 to 15	16+
	4,559	2,486	2,088	1,364
	43.3%	23.6%	20%	13.1%

YOUTH PLAYER APPEARANCES

2023/24: 13,032				
per number of games	1 to 5	6 to 10	11 to 15	16+
	4,981	3,951	2,605	1,495
	38%	30.5%	20%	11.5%

2022/23: 11,531				
per number of games	1 to 5	6 to 10	11 to 15	16+
	5,263	3,793	1,963	512
	45.5%	33%	17%	4.5%



CHAIR'S REPORT (CRB)

Once again I'd like to start with huge thank you to all who contributed to our great game this season. On page 32 of this Report we highlight the outcomes of the Social Return on Investment study we commissioned, including the value of volunteers, who do so much to make it all happen, generating a stellar £31m per year. Bravo all.

I would also like to thank Gav Scott and his team at Rugby Development for all their efforts and support, working hand-in-glove with CRB members and our clubs and schools. Nowhere was this better evidenced than in our Community Game Conference at Scottish Gas Murrayfield, with over 450 passionate volunteers in attendance. The game was truly connected and aligned with sessions led by national, pro-team and club reps alike. Everyone "competing on the field and collaborating off it" and a great offering of time and talents.

This collaboration was to the fore in the work done to develop the new male player pathway following the decision led by the High Performance team not to renew the Super Series, and the subsequent work done on comparing options for accommodating the Super Series players back into the club game. Whilst it is early days it is pleasing to see the standards of both the Arnold Clark Men's Premiership and National 1 improved, together with more of our best prospects having opportunities to play up and to train in professional environments.

At a time when all parts of the game are seeing costs rise, we have also agreed direct funding to clubs and schools at record levels for the current season, aligned to our new strategy as we seek to grow the game. Furthermore we are close to agreeing how funding for the community game will be determined and then allocated, which will bring greater certainty and continuity going forwards, which we plan to share in the pre-AGM finance briefing.

Looking forward there is much to be positive about as well as challenges particularly in adult male reserve leagues

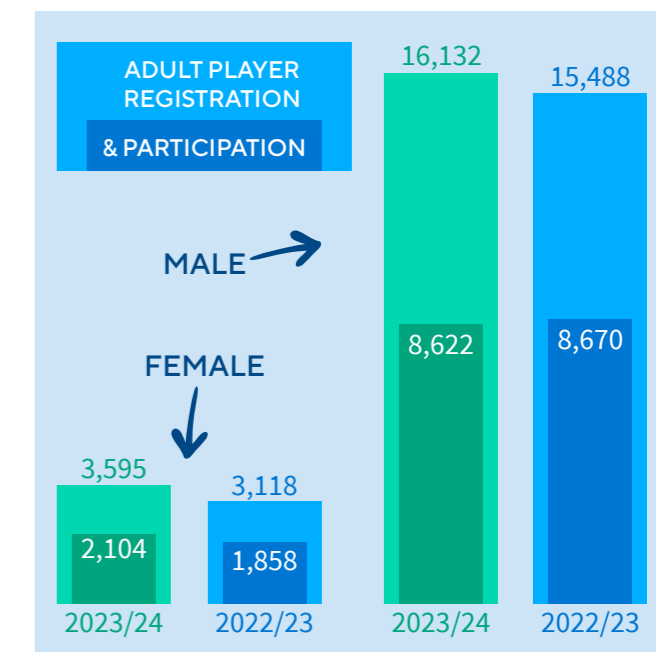
and growing pains in the adult female game, which collectively we can address.

Finally, I would like to thank the many individuals, groups, teams and clubs who have given their time and talents to many rugby-related charitable causes during the year, something I like to think sets our great game apart. Long may this continue.



KEITH WALLACE

Chair of Club Rugby Board and Scottish Rugby Vice-President





CALEDONIA MIDLANDS

“This season has been outstanding for our clubs, schools, and communities throughout the Midlands. This success is largely due to the incredible efforts of our dedicated and passionate volunteers, who play a crucial role in advancing and nurturing the game.”

It's essential to recognise and celebrate their relentless hard work and the positive impact they make on various aspects of their local communities. Our region boasts exceptional clubs and schools that continue to thrive and excel, driving the game forward and maintaining a vital role within their communities. I deeply appreciate their contributions to our great sport.”

Facility Investment

A key to growing the game in the region is working with community clubs to maintain and develop facilities. This year we supported clubs through the Scottish Gas Retrofit Survey to several clubs, helping to find ways they can reduce energy costs and their carbon footprint.

We continued investment in club facilities through the Club Sustainability Fund, with Kinross awarded £50,000 in 2022/23 and their project was completed in June 2023. The project saw a complete refurbishment of the changing rooms and an extension on the existing clubhouse to increase hospitality provision. New lifts suitable for disabled access were also fitted, and the size of the club's car park was increased, making the clubhouse more accessible.

The club is now making the most of increased hospitality bookings and regular external bookings as well as the increased changing room capacity providing modern standards for their increasing boys and girls youth sections.

Mid Week State School Impact

Mid-week school programmes across the region are continuing to grow in strength and numbers for the 23/24 season. In September 2023, we launched our mid-week state school

conference, which includes seven schools from various age groups and resulted in 60 fixtures across different age groups.

Braes High School competed in their local programme, and the benefits of participating in rugby within a school setting were clearly evident. School Rugby Champion Susan Fergusson said the following about the impact of local playing opportunities on girls' rugby in their school environment:

“Our girls programme has been running for seven years through Ross, and I have been involved for five years. The focus is on fun, skill development, building confidence and developing game knowledge. The programme has grown to consistent numbers at each age group with a core of girls at training weekly. There is a core group of players who have stayed over the last two to three years as their game play opportunities have increased both in and out of school and they see themselves developing.”

[Community Recognition Award Winners](#)

[Scottish Gas Net Zero Roadshows](#)



CHRIS PACEY

Regional Director



CALEDONIA NORTH

“Across 2023-24 the Caledonia North team supported our clubs, communities and volunteers to fully align with Scottish Rugby's Strategy for the Game. Maintaining community traction and conversation around our cultures, values and behaviours remained a priority for the team in reinforcing the consistent positive promotion of rugby, our clubs and Scottish Rugby.”

“Through the delivery of our regional strategy, the team offered focused support and intuitive solutions to working with our CRB member, clubs and volunteers, embedding transparency and accountability when turning our collective vision into visible action. Our outcomes were achieved through consistent and honest engagement. Listening, understanding, and guiding with a trusted hand, while being connected to input and support from local authorities, sports trusts and stakeholders.”

Club & Community Development

Recognising its potential to transform the sport in a remote part of our region, the Caledonia North team supported Shetland RFC in developing their application for funding for the construction of a new £1.4 million artificial rugby-compliant surface.

Working with the club, Shetland Islands Council (SIC) and other stakeholders, the team developed a funding proposal highlighting the new facility's ability to enhance rugby and community development investment on Shetland and safeguard travel for visiting teams, particularly during times of adverse weather. The high-quality surface also supports regular training and game play opportunities and schools' programmes.

Central to our ongoing Club Development Planning work with Shetland RFC was a clear alignment of investment with localised plans focussed on increased youth participation by offering a modern, safe environment for young players to develop their skills, nurturing the next generation of talent and ensuring long-term player retention on-Island.

Growth in school rugby

Delivery of this year's regional state school programme provided greater opportunities for young people in our state school environments to engage in our game, using it to develop life skills both on and off the field. We have prompted education to explore ways rugby can act as a tool to improve attendance, attainment and expand opportunities for young people to engage sport and physical activity.

Through the delivery of game play programmes, we have seen rugby establish itself as a leading sport in state school environments. Targeted investment has allowed us to work closely with state secondary schools and local authorities to develop and deliver increased volume and quality of rugby programmes. This resulted in increased uptake in youth rugby, stronger club to school to community links, and higher rates of transition between environments.

[SROI - Orkney RFC Caledonia North's Club of the Year](#)

[Community Recognition Award Winners](#)



RUDI URBACH

Regional Director



EAST

“I want to extend my heartfelt thanks to all the volunteers who dedicate their time and energy to making rugby such a vibrant and inclusive sport in our communities. The commitment from everyone in our clubs and schools allows thousands of players to enjoy the game we love.”

“The relationship between colleagues at Scottish Rugby and the clubs and schools in our region is crucial, and together we are working hard to ensure rugby continues to thrive. Our collective passion, hard work, and support for each other is the backbone of our success, and I am deeply grateful for all that people do to promote and grow the sport. We must continue this excellent collaboration as we look to the future of rugby in Scotland.”



DAVID DRUMMOND

Regional Director

Growth of State Secondary School Rugby

The East Region has seen significant growth in state secondary school participation, with a 45% increase in boys and a 36% increase in girls registered on SCRUMS affiliated to state secondary schools. Targeted initiatives and the successful launch of the School Rugby Champions programme, which saw 34 champions registered across the region by the end of the season, were large parts of that success.

West Calder High School is a shining example, with no rugby activity until 2023, the school made a remarkable turnaround under School Rugby Champion, Ashley Laing. By the end of the 2023/24 season, West Calder had 90 registered pupils and even won the East Emerging Schools Championship title.

“Over the past year, rugby has grown significantly, especially after a successful season at the East Emerging Schools Championship festivals. These events gave our students valuable opportunities to compete, form friendships, and feel included as part of a team. The programme boosted school-wide participation and strengthened our ties with Livingston RFC, with many students now engaging in weekly games and training,” said Ashley Laing.

Murrayfield Wanderers

Murrayfield Wanderers are showing steady sustained growth in their youth sections, that are now transitioning into adult rugby. This success was due to a well-coordinated and sustained school of rugby programme of delivery, not only engaging the pupils, but the whole community.

A few years ago the club struggled to field high school aged teams and had no regular playing opportunities. The club now fields three boys teams as part of the East Youth Conference, as well as girls sections represented in the Evolution series and Play programme across three age groups. They are also fielding an under-18 side for the first time in recent memory, allowing them to target and transition players into the adult side.

 [SROI Liam Reilly](#)
(Murrayfield Wanderers)

 [Dumfries girls' pathway](#)



GLASGOW NORTH

“Scottish Rugby has always relied on the invaluable contribution of many people and this season has been no different. One mark of success is the growing number of club and school partnerships that share funding and/or staffing and are focused on the transition and retention of more players in the game.”

“Much of our delivery in Glasgow North benefits significantly from the contribution of dedicated and passionate volunteers, such as our Women’s Advisory Group as part of our ambition to grow our number of female leaders; the army of School Rugby Champions supporting the rapid growth of activity across state schools; and the countless people in rugby environments supporting club development planning. Our most heartfelt thanks to all involved.”



PETER BURGON

Regional Director

Male Youth Game Growth

Our club game has seen an overall 6 per cent growth rate in the male youth game this year. With clubs like Allan Glens, Clydebank and West of Scotland significantly exceeding this.

Waysiders Drumpellier have recognised huge growth in the male youth game, and through club development planning the club identified the need to build links with local schools and relevant organisations to drive recruitment of players and volunteers.

This saw them apply in partnership with local high school St. Ambrose to Scottish Rugby’s Growth and Participation state school fund. This has allowed the club to initially support the school with a five-week block for S1 and S2 pupils.

“Once we gained momentum within the school, we were able to support an afterschool club where club coaches delivered training sessions and supported game play opportunities. We have gone from having only one player to now being able to field a team and have regular competition,” Club Development Officer David McCrae said.

Biggar’s Facilities

The Clubhouse and grounds at Biggar RFC have undergone substantial facility developments over the past season. Two major extensions to the building have increased the capacity to eight ensuite team changing rooms, providing a suitable and safe environment for girls, boys and adults alike, as well as a new gym facility.

The extension has also provided referee changing, new hot water boilers and a battery store which will link to new solar panels to be installed on the clubhouse roof. This will help drive down electricity costs for showers, which means hot water for everyone even on the busiest days.

“Biggar RFC is very proud of the progress that has been made in developing facilities that provide our members with some of the best facilities nationwide. We have project-managed this ourselves and used local tradesmen and companies and have added approximately 1000m2 of floor space to the club, including new kitchen and bars,” Nigel Pacey, Club Treasurer at Biggar said.



GLASGOW SOUTH

“Glasgow South has established strong partnerships with local authorities, creating a solid foundation for rugby’s continued growth in the region. Together, we’ve aligned on shared goals to provide tailored support to clubs and foster inclusive environments for everyone interested in joining.”

“St. Matthew’s Academy emerged to bolster North Ayrshire Schools Rugby with development for both boys and girls. The school now hosts midweek fixtures and festivals, promoting participation throughout the region.”

Local Authority Partnerships

Our connection with local authorities has been instrumental in fostering the growth of rugby at the grassroots level and maintaining third-party investment. Our close collaboration with Dumfries and Galloway Council, South Ayrshire Council, and East Ayrshire Council has allowed us to provide tailored support to clubs, schools, and communities, helping to create an inclusive and vibrant rugby offering.

These partnerships are key to ensuring that rugby is accessible to everyone, regardless of background or location. By working closely with local councils, we’ve been able to align our efforts in growing participation, improving facilities, and creating more opportunities for players and volunteers alike.

Dumfries and Galloway Council has been a vital partner in supporting the development of rugby through its active involvement in youth initiatives and school programmes. Similarly, South Ayrshire Council has been committed to providing ongoing support for community engagement and facility enhancement.

State School Rugby in North Ayrshire

We’ve seen significant progress with schools like St. Matthew’s Academy emerging in both male and female rugby development in North Ayrshire to further strengthen Schools Rugby in the

region. Through strategic planning and collaborative efforts to integrate rugby into school sports, participation has increased, and rugby has become a key component of physical education.

St. Matthew’s Academy now plays regular midweek fixtures, providing students with valuable game experience and fostering a competitive spirit. In addition to these fixtures, the school hosts rugby festivals and fixtures that encourage participation from other schools in the area, further supporting the development of rugby at the grassroots level.

This partnership, supported by our Regional State Schools Officer Stephen Main, has created a sustainable model for nurturing talent and growing the sport. This coordinated effort to grow and develop both male and female rugby in North Ayrshire is not only strengthening rugby within schools but also fostering strong links with local clubs to ensure Rugby continues to thrive.

 [Kilmarnock Mixed Abilities Festival](#)
 [Greenock Wanderers 150th](#)

 [14 Finals Played in West Youth Cup](#)
 [Community Awards Winners](#)



AL FALCONER

Regional Director

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.





GAME DEVELOPMENT

The 2023/24 season saw the introduction of several key initiatives aimed at enhancing coaching, match officiating, and player welfare within Scottish Rugby. These efforts reflect Scottish Rugby's ongoing commitment to developing rugby at all levels, ensuring alignment with global best practices and innovation.

Tackle Height Law Trials

In consultation with community rugby stakeholders in February 2023, the Club Rugby Board (CRB) approved a trial to lower the maximum tackle height to below the sternum for the 2023/24 season. This initiative aligns with World Rugby-endorsed research and aims to improve player safety. The trial's impact will be closely monitored and assessed through a World Rugby-funded research partnership with the University of Edinburgh.

Blueprint Curriculum

Designed for youth rugby, the Blueprint Curriculum provides clear development focus areas for players at various ages and stages. Roadshows in late 2023 and early 2024 introduced this curriculum to coaches across the country, encouraging their active engagement in development pathways. Full details are available on Gainline, Scottish Rugby's educational platform.

Coaching Minimum Standards

The implementation of coaching minimum standards led to a record number of coach qualifications during the 2023/24 season. A total of 1,256 individuals completed the entry-level Coaching Essentials course, representing a nearly 25% increase from the previous season. This reflects Scottish Rugby's commitment to upskilling coaches and improving the overall quality of coaching at all levels.

Female Coach Mentoring Programme

In the summer of 2023, an enhanced Female Coach Mentoring Programme was launched, with 50 female coaches, many of whom were new to coaching, benefiting from targeted development sessions. The programme focused on building confidence in session design, coaching skills, and reflective practices.

Scrum School

The Scrum School initiative prepares youth players for the physical demands of scrummaging by delivering practical, engaging workshops for coaches. This season, two phases of workshops were completed, with 139 coaches participating in the first phase and 76 coaches and 163 players in the second. The programme has enhanced coaching techniques and increased player engagement with scrummaging across Scotland.

Community Game Conference

Held in May 2024, the annual Community Game Conference saw a 28% increase in attendance, with over 450 participants. The conference featured more than 25 workshops for coaches, match officials, club leaders and other key stakeholders in grassroots rugby. Notable speakers included Scotland Men U20 Head Coach Kenny Murray, Premier League Coach Development Manager Danny Newcombe, and Women & Girls Performance Coach Lindsey Smith. World Rugby also provided strategic updates on the T1 Rugby format, contributing to broader discussions on the future of the game.

Match Officiating: Recruitment, Retention & Development

Scottish Rugby continues to prioritise the recruitment and development of match officials. Throughout the season, numerous Introduction to Match Officiating courses were delivered to expand the pool of qualified officials. Pilot workshops were also held in three clubs, focusing on law updates, game management, and communication skills.



Officials on the national panel continued to receive monthly group feedback sessions, promoting continuous learning and improvement. Notably, 45 female match officials were active in the Women and Girls match officials network, with specific training provided on psychology, mental health, and well-being to support their development.

Age Banding Review

A review of age banding policies, designed to prevent mismatches in youth rugby, concluded in May 2024. The revised policies, implemented for the 2024/25 season, permit certain players to apply to play in different age groups based on their physical maturity and skills. The innovative use of SonicBone technology, which assesses bone maturity via ultrasound, will help guide decisions on age group suitability.

Player Welfare Action Plan

Launched at the start of the 2023/24 season, the Player Welfare Action Plan underscores Scottish Rugby's commitment to improving welfare standards across the community game. Key initiatives include minimum standards for pitchside care, a new First Aid course, and the introduction of a concussion e-learning module. These efforts reflect a proactive approach to ensuring player safety.

Gainline: A New Learning Hub

In August 2024, Scottish Rugby launched Gainline, a comprehensive educational platform hosted on the Scottish Rugby Management System (SCRUMS). Gainline replaces the previous Hive Learning system and offers a wide range of resources for players, coaches, match officials, and volunteers. With content ranging from player welfare to coaching techniques, Gainline enhances accessibility and interactivity, supporting rugby development across Scotland.

Course & Workshop Attendees 2023-24	MATCH OFFICIATING
COACHING	Mini Rugby Refereeing 70
Coaching Essentials 1,256	Introduction to Match Officiating 245
Aspiring Coaching Programme 203	Aspiring Match Officiating 25
Advanced Coaching Programme 29	OTHER
Scrum School 203	SCRUMCAPS Level 1 First Aid 340
	Blueprint Roadshow 253

[Tackle height Hub](#)

[Same Game, Different Shirt](#)

[Blueprint 'Change Our Game'](#)

[Gainline E-learning](#)

[Coaching Minimum Standards](#)

[Scrum School](#)



YOUTH AND SCHOOLS

In season 2023/24, 219 state secondary schools engaged in rugby through curricular or extra-curricular activity. This activity was supported by a network of 197 newly identified School Rugby Champions who work with Scottish Rugby to support more than 11,000 pupils registered on SCRUMS.

Engaging a greater number and diversity of pupils in school environments continued to be important in our programmes. School rugby officers and regional teams continue to engage focused work into 44 state secondary schools in areas of deprivation, providing high-quality support to access rugby activity.

Seeking to improve gameplay quality and improved environments, we continued to identify accessible opportunities, allowing 118 teachers to complete formal coaching qualifications and a further 159 teachers engaging in Blueprint CPD workshops. This increased the volume of rugby qualified support in our schools so that young people in 507 Age-Grade Law Variation (AGLV) aligned teams had the opportunity to participate in and complete 960 fixtures.

With 139 state secondary school environments currently supporting club-to-school partnerships, Scottish Rugby continued to provide opportunities for stronger links to clubs, increasing player and volunteer retention.

To support the delivery of the Scottish Rugby Women's and Girls' Strategy, the number of schools with girls' rugby teams participating in regional gameplay increased from 41 to 72. Development officers and community coaches recorded a total of 191,000 female attendances, representing 19,000 girls engaging our programmes.

In December, a host of schools' finals were played at Scottish Gas Murrayfield, across the estate including the prestige of the main bowl, where George Watson's College emerged victorious, claiming a 21-42 win against Stewart's Melville College.

On Youth Cup Finals Day, also in December, eight finals were played, with Biggar completing a cup double over Stirling County with a comprehensive 41-12 win in the U18 Girls' Cup final; and Boroughmuir retained the Boys' U18 Cup, also overcoming Stirling County.



Scottish Rugby Cashback

Year 1 of Phase 6 of the Scottish Rugby CashBack programme has seen the successful addition of many new communities, as well as the further development of our returning schools. Since August 2023, the Partnership and Project Officer team, along with our Development Officers, have collaborated with schools to deliver the practical elements of our programme. These include CashBack Community Rugby, the Developing Player Programme, and our Schools of Rugby. Additionally, the team has continued to offer off-field elements, providing young people with skills development and qualifications, including Scottish Rugby qualifications in coaching and officiating, and modules from Education Through CashBack.

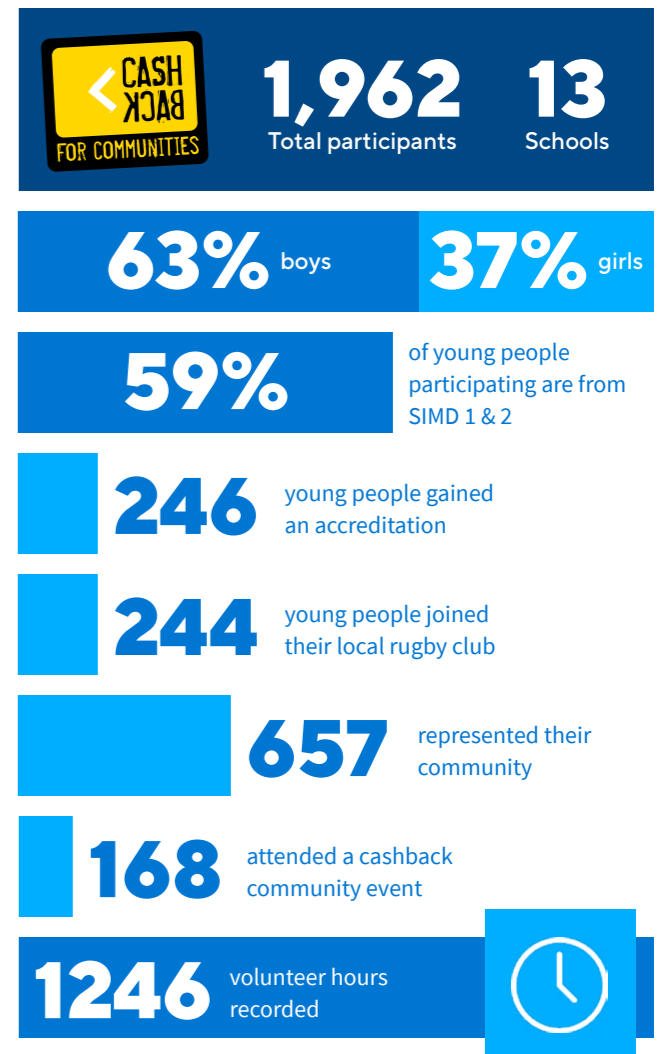
We launched Year 1 of Phase 6 with two significant events. The first, the Scottish Rugby Phase 6 CashBack Launch Day, took place in June 2023 at Scottish Gas Murrayfield. This event celebrated the engagement of our partners in the CashBack programme, provided key information, and allowed our 13 CashBack communities to connect with Scottish Rugby staff and each other. Laura Luedke from St. Paul's High School in Glasgow delivered an inspiring presentation on the impact of our CashBack programmes, while Sam Linton from Inspiring Scotland outlined the aims and reporting requirements for Phase 6. Various Scottish Rugby staff presented workshops on reporting requirements, planning and delivering CashBack Community Rugby events, and exploring alternative educational opportunities for young people.

Also in June 2023, we held a CashBack Rugby Ambassadors Day, celebrating the contributions of our Rugby Ambassadors. These young leaders have dedicated hundreds of hours to community delivery. The day featured rugby sessions, a stadium tour, Q&A sessions with Edinburgh Rugby players and coaches, and an opportunity to observe a professional session.

A key success this year was our ability to work directly with schools and local clubs on the CashBack Community Rugby programme. A notable example is the collaboration between Wester Hailes Education Centre and Murrayfield Wanderers Rugby Club. Together with various partners, they delivered programmes addressing antisocial behaviour, substance abuse, and provided first aid training. Additionally, there was a focus on healthy eating and barista training, facilitated by the local homeless charity Four Square.

Partnering with SAMH has been crucial in delivering Education Through CashBack modules focused on mental health and wellbeing. In October, a CashBack National training day at Stirling County provided our Development Officer workforce with vital training sessions on maintaining wellbeing and integrating mental health education into sports settings.

In the West CashBack region, young people engaged in activities aimed at diverting them from antisocial behaviour and involvement with the justice system. Consistent on and off-field School of Rugby activities, supported by partnerships with



SAMH and Police Scotland, have provided a safe and positive outlet for personal development.

In the Caledonia region, we supported three new schools, working effectively with partner rugby clubs, community learning services, Active Schools, and leisure trusts. Each school participated in regional games, highlighted by Alness Academy's success attending the Super Schools Series finals. Our partnership with Dundee & Angus College has offered high-quality facilities and strengthened community connections.

As in previous years, I would like to extend my gratitude to our CashBack team at Scottish Rugby—Gavin Emerson, Luther-Michael Mavunga, and Sama'an Akel—who have adapted remarkably to deliver the programme. We also appreciate the efforts of our Development Officers, schools, and clubs. Special thanks to Sam Linton and the team at Inspiring Scotland for their support and flexibility. As we conclude Year 1, we look forward to building on our achievements and further enhancing our impact on CashBack outcomes in all our communities.



SOCIAL RETURN ON INVESTMENT

In May 2024, Scottish Rugby released a Social Return on Investment report investigating the economic benefits of participating and volunteering in rugby delivers for Scotland.

The Report found that grassroots rugby in Scotland delivers an economic benefit of **at least £159.16m per year, representing a return on investment of £8 for every £1 spent.** The Report does not include contributions of professional players or assets owned by Scottish Rugby, such as Scottish Gas Murrayfield.

The headline number of £159.16m per year is broken up into three key pillars:

Social £41.2m	Economic £13.46m	Health & Wellbeing £103.31m
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It is an 'at least' value, and is conservative in nature.

Most significant of these contributions were the equivalent value of volunteering effort – valued at £31 million – and subjective wellbeing benefits – valued at £92 million, which aligns with findings from other sport-related SROI studies.

Data was drawn from a wide range of sources including over 1,600 players, parents, volunteers and match officials, alongside more than 60 per cent of member clubs around the country.

Of the significant social and wellbeing benefits revealed by the Report, it found that participation in rugby had a positive and quantifiable impact on reducing depression, anxiety, and schizophrenia, and improved overall subjective wellbeing.

Rugby was also found to improve school attendance and educational performance, reduce instances of juvenile crime, drive volunteering, and reduce instances of cancer, diabetes and cardiovascular diseases.

The Report also highlighted that for non-professional rugby players in Scotland, their participation in the sport returned more than £3,000 per player across an estimated 50,000 club rugby players in Scotland between 1 April 2023 and 31 March 2024.

Between the 155 member clubs surveyed and Scottish Rugby, annual expenditure on club rugby was £24.4m in 2022/23. Some of that investment went into facilities, and use of 416 rugby pitches across Scotland delivered a gross value add (GVA) of £7.5m.

SROI Report



MATCH OFFICIALS

The stable of current Scottish match officials, both on an international and domestic stage, has progressed in much the same manner as in recent years, with some important appointments and continued exposure to increase experience at all levels.

Hollie Davidson, whose trajectory has maintained and even exceeded her own lofty standards, refereed at the inaugural WXV 1 competition in New Zealand in October 2023, before further appointments during the Guinness Six Nations (Ireland v Italy, Wales v France).

Hollie further enhanced her reputation in the Men's game with appointment to the United Rugby Championship (URC) quarter-final between Munster and Ospreys in June, as well as undertaking a number of EPCR Challenge Cup referee appointments through the season. A further highlight was making her debut as an assistant referee in the Men's Guinness Six Nations tie between England and Wales at Twickenham.

Mike Adamson, also a URC quarter-final referee when eventual runners-up Bulls hosted Benetton, was appointed for knockout matches in both the United Rugby Championship and EPCR.

Similarly, Sam Grove-White made his EPCR Champions Cup debut in Cardiff when they hosted Bath in December 2023 following up by refereeing his first URC knockout match, the semi-final between Bulls and Leinster, plus a European Challenge Cup Round of 16 knockout match.

And, after refereeing back-to-back Super Series finals, Ian Kenny debuted in the URC with his appointment in the Ospreys v Zebre match in October of last year, as well as a first referee detail in the U20 Six Nations as France hosted Italy.

HIGH PERFORMANCE: SNAPSHOT

David Sutherland – refereed the final of the Super Series sprint between Ayrshire Bulls and Stirling, alongside undertaking TMO duties through the season in URC and EPCR

Andrew McMenemy and Chelsea Gurr being appointed as TMO and assistant referee (respectively) through Guinness Women's Six Nations. Andrew also attended WXV 1 in New Zealand as a TMO.

Finlay Brown capped a strong season on the HSBC 7s circuit with selection to the Paris Olympic Games as a referee.

Ru Campbell, Jonny Perriam and Rob McDowell all continued their impressive development with strong refereeing performances in Super Series and Rugby Europe competitions, whilst also acting as assistant referees through the season in both URC and EPCR competitions.

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.

Total Society Referees	Operating in National Panel
322	61
National Panel Coaches	Assistant Referees
12	23
18 Female Match Officials	



GLASGOW WARRIORS

The distance between Loftus Versfeld and Scotstoun Stadium might be a well-measured touch-finder under 14,000 kilometres, but on one night in June, the high veldt belonged to Glasgow.

A date forever etched in the collective memory of the Warrior Nation, Saturday 22 June 2024 will go down in history as one of the greatest moments in Scottish rugby history. Written off by all and sundry prior to the opening kick-off in Pretoria, Franco Smith's band of Warriors produced a performance for the ages to stun the Vodacom Bulls in their own backyard to lift the BKT United Rugby Championship title, an unforgettable finale to a campaign that had it all.

With the overwhelming majority of the 52,000 capacity crowd at Loftus Versfeld backing the home side, the small cohort of Glasgow supporters to have made the trip to South Africa may well have been fearing the worst when their side slipped to a 13-0 deficit with half an hour played. Yet as has become the hallmark of Smith's squad, the Warriors never wavered in their game plan; Scott Cummings' try on the stroke of half time gave them the foothold, before George Turner and Huw Jones crossed after the break to – remarkably – put the Warriors 21-16 ahead as the clock wore down.

And so to Glasgow's final stand, and what a stand. With a Bulls pack bearing down on the try-line and the Loftus faithful roaring on their side, the Warriors stood firm. A full squad effort was epitomised by the figures of George Horne and Jamie Dobie joining their colleagues in the pack to hold up the ball, cueing the final whistle in Pretoria and bedlam across the Warrior Nation.

As captain Kyle Steyn hoisted the trophy high into the South African night sky, Glasgow supporters were raising their glasses back home, as the celebrations began in the rugby clubs and fan zones across the city, the west of Scotland and beyond. It was an achievement made even more remarkable when considering Glasgow's route to the final; an electric atmosphere at Scotstoun

provided the platform for the Warriors to dispatch the 2022 champions, the DHL Stormers, before stunning defending champions Munster at Thomond Park just a week later to set up their date with the Bulls.

Just 72 hours on from the final whistle, 4,500 supporters raised the Main Stand roof at Scotstoun to welcome home their Champions, a testament – if ever one was needed – to the Glasgow mantra of 'Inspire Our Community' as supporters young and old shared in the moment with their heroes.



It wasn't just the men making history, however. The launch of the inaugural Glasgow Warriors women's squad at the end of 2023 brought a whole new audience to Scotland's premier club side, as a Chris Laidlaw-led playing group took to the field for the first time in the Celtic Challenge. Whilst results wouldn't go the way for which the squad had hoped, the new contingent of Warriors quickly became part of the Glasgow Warriors family, as young prospects such as Holland Bogan, Sky Phimister and club co-captain Rhea Clarke swiftly endeared themselves to the Warrior Nation both on and off the field.

On the international stage, too, the Warriors continued to impress. A total of 16 players represented their respective countries at the 2023 Rugby World Cup, Sione Vailanu's selection for Tonga adding to the 15 Warriors pulling on the dark blue of Scotland. A further 10 Warriors would represent Gregor Townsend's outfit throughout the 2023/24 campaign – including senior international debuts for Stafford McDowall, Nathan McBeth, Max Williamson and Gregor Brown – whilst Sebastian Cancelliere and Lucio Sordoni would each be selected for Argentina over the course of the season.

The next generation of Warriors continued to show their skills in the SP Energy Networks Warriors Championship, by now a fixture in the community calendar of schools across Glasgow, the west and Caledonia regions. Over 1,000 young players from 23 schools showed that the future of rugby in the region is in good hands, with the club's Official Community Partner helping young people to develop teamworking, leadership and communications skills, while promoting science and showcasing STEM opportunities, alongside their rugby abilities.



25
represented
Scotland
5
debuts

Johnny Matthews
Stafford McDowall
Nathan McBeth
Max Williamson
Gregor Brown

more than
1,000
young players
from 23 schools
took part

Proud to support
Glasgow Children's Hospital Charity

Yet once more, the story of the Glasgow Warriors season extends to more than just the action at Scotstoun. For the first time, a season-wide fundraising campaign for Glasgow Children's Hospital Charity – titled 'Fighting for our Families' after another of the club's values – saw the Warriors step up for their community. With the help of the now-annual Plaster It Purple fixture, supported by Leidos, a total of £53,971 was raised across the season – a total that only serves to underline both the club's commitment to making a difference, and the target to beat in 2024/25...

£53,971 fundraising total from Fighting for our Families campaign

87k followers
88k followers
94.5k followers
11.2k subscribers
10.2k subscribers
10k followers

300k social media fans
6% increase



EDINBURGH
EST. 1872

EDINBURGH RUGBY

Edinburgh Rugby appointed a new Head Coach in Sean Everitt to start the 2023/24 season and saw improved on-field results, with the capital side reaching the Quarter-Final stages of the EPCR Challenge Cup, while winning 11 BKT United Rugby Championship fixtures only to finish one-point short of the play-offs.

Edinburgh achieved the biggest crowd in club history at December's 1872 Cup decider against Glasgow Warriors, with 37,904 fans attending the decisive derby, while a brand-new women's team was launched in December, with the 'history-makers' recording an impressive second place finish in the inaugural Celtic Challenge competition.



The capital club continued to go from strength to strength off the field – recording record season ticket sales in 2023/24 – while surpassing 100,000 fans through the turnstiles from regular season rugby for the very first time, leading to an average home gate of 9,616.

The season started with back-to-back URC wins over Dragons RFC at Rodney Parade and Emirates Lions at Hive Stadium. A last-minute drop-goal from Ben Healy secured a home win over Connacht at Hive Stadium in November, followed up by bonus-point 31-23 win over Vodacom Bulls the following weekend.

Edinburgh secured a famous away victory over Ulster in December – their first at Kingspan Stadium since 2018 – to see the team sitting in a top-four URC position heading into European action.

Sean Everitt's side began their EPCR Challenge Cup campaign with a loss in Clermont, but bounced back the following weekend with a bonus-point 34-21 victory over Castres Olympique at Hive Stadium.

The 1872 Cup derbies returned in December. Edinburgh were beaten 22-10 at Scotstoun in the opening leg, before bouncing back with a 19-14 victory against the Warriors the week after, with a famous length of the field try from Duhan van der Merwe sealing the victory in front of a record 37,904 crowd at Scottish Gas Murrayfield. The Warriors still lifted the cup after winning the derbies on aggregate.

Edinburgh returned to European competition in January, beaten by Gloucester in front of sold-out Hive Stadium in Round 3, before bouncing back with a resounding 19-31 victory against Scarlets in Llanelli to book their place in the knockout stages of the EPCR Challenge Cup.

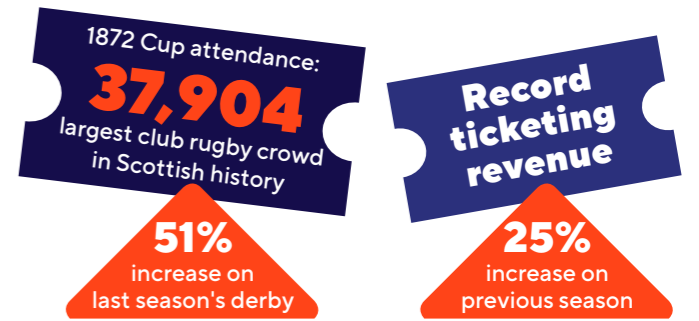
Sean Everitt's side won five out of seven games in the URC run-in, however back-to-back league losses against Munster and Benetton saw the team finish only one point shy of a URC play-off place on the final day of league action. Edinburgh beat Bayonne 33-15 in the EPCR Challenge Cup Round of 16, however a trip back to South Africa in the Quarter-Finals saw Edinburgh fall

just short, 36-30, against eventual cup winners Hollywoodbets Sharks.

Edinburgh Rugby continues to be invested in its supporting communities through its Our Burgh outreach programme and other initiatives. £25,000 was raised for local charities, while 45 community appearances at local clubs, schools and charities were made throughout the regular season.

Over 65 identified marginalised young people were supported with the Prosper Programme, while 15,000 young people engaged in regular rugby activities across the season.

The club continues to make great strides alongside Main Club Partner Scottish Building Society, with over £3,000 donated to local charities as part of Player of the Month initiative. More than 500 school children completed the Tackle Maths educational initiative, while the capital side hosted two inclusive (mixed ability) festivals with over 200 participants, as well as one walking touch festival with over 100 participants.

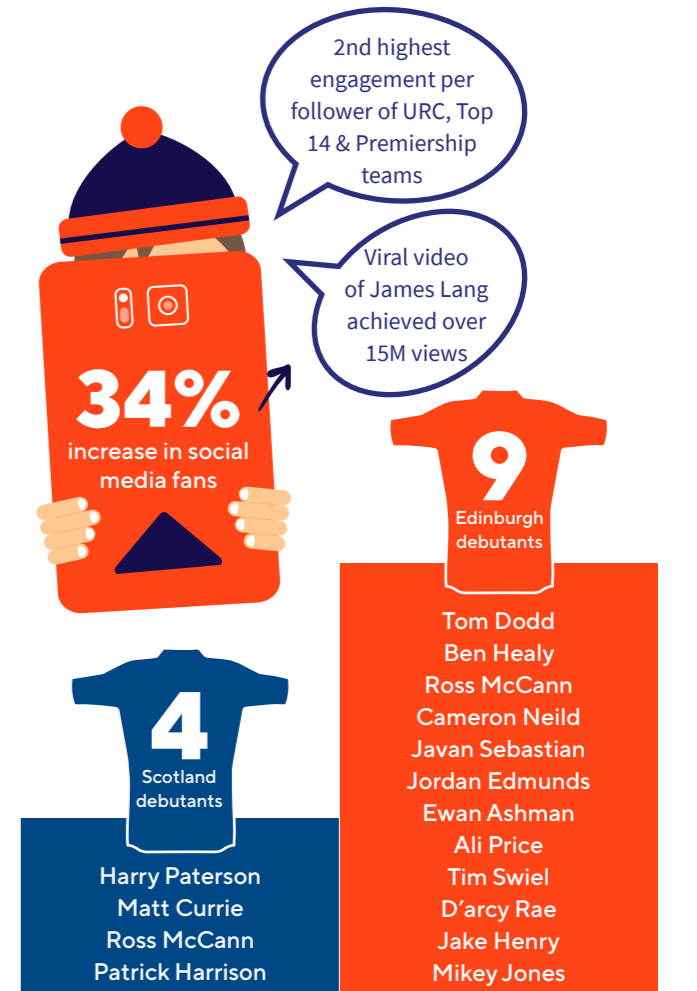


Edinburgh continues to work with a brilliant and wide-ranging commercial family, retaining a key partner in Breadalbane while welcoming new partners in Vision Scotland and Quality Meat Scotland ahead of the new season.

The capital club celebrated four centurions in 2023/24 – Pierre Schoeman, Jamie Ritchie, Mark Bennett and Luke Crosbie – while WP Nel and Grant Gilchrist became only the third and fourth double-centurions in club history.

Edinburgh have continued to strengthen their squad heading into the new season, signing Ross Thompson, Magnus Bradbury, Paul Hill, Matt Scott and Mosese Tuipulotu, while appointing a new Attack and Backs Coach in Scott Mathie.

A brand-new expanded pro-academy was announced in line with Scottish Rugby's new Performance Player Pathway, with the make-up of the Edinburgh Rugby senior squad now 90% Scottish Qualified heading into the new campaign.





FOSROC SUPER SERIES

2023 FOSROC Super Series Championship

The 2023 FOSROC Super Series Championship followed a new format with a seventh team joining Ayrshire Bulls, Boroughmuir Bears, Heriot's Rugby, Southern Knights, Stirling County and Watsonians.

The FOSROC Future XV was introduced to better prepare Scotland's young players for the challenges of international U20 rugby and beyond.

At the end of the regular rounds of competition Heriot's, Ayrshire Bulls, Watsonians and Stirling Wolves found themselves in the top four semi-final spots. Although Heriot's had been unbeaten throughout the competition, they fell to a strong Stirling Wolves side whilst the ever-consistent Ayrshire Bulls pulled away from Watsonians to secure their place in the final.

In the November 2023 final, held at HIVE Stadium, both Stirling Wolves and Ayrshire Bulls went toe-to-toe with Wolves asserting their dominance from the start and won by five tries to Ayrshire Bulls three.



In February 2024 it was announced that the Super Series Licence Agreements would not be renewed beyond November 2024 and the 2024 FOSROC Super Series Sprint became the seventh and final part-time professional competition.

2024 FOSROC Super Series Sprint

As in previous years A teams from both Edinburgh Rugby and Glasgow Warriors joined the Sprint competition.

The final round of fixtures was played in June 2024 with the FOSROC Super Series Sprint taking place at Millbrae as Ayrshire Bulls were top of the league after the regular rounds of fixtures.

It was a replay of the 2023 Championship final as Stirling Wolves had made the trip to the west coast, but it wasn't to be for the men from Bridgehaugh as Bulls got off to a flying start and continued their control of the game into the second half to become the FOSROC Super Series Sprint Champions.

[Watch the highlights here](#)

WINNERS	NUMBERS
2021 FOSROC Super6 Championship AYRSHIRE BULLS	7 competitions
2022 FOSROC Super6 Sprint WATSONIANS	209 games
2022 FOSROC Super6 Championship WATSONIANS	First fixture Friday 8 November 2019
2023 FOSROC Super Series Sprint AYRSHIRE BULLS	Total number of points 10,512
2023 FOSROC Super Series Championship STIRLING WOLVES	Total number of tries 1484
2024 FOSROC Super Series Sprint AYRSHIRE BULLS	Across all 209 games there was an average points difference of just 12 points.



FOSROC SCOTTISH RUGBY ACADEMY

As Scottish Rugby moves towards a new-look academy and pathway system, the FOSROC Academy, like its Super Series counterpart, existed up until the culmination of the 2023/24 season.

The FOSROC Academy was stationed at four locations across the country: Aberdeen, Ravenscraig, Edinburgh and Galashiels. Through Stage 1 (Regional) and Stage 2 (National) supported players, the framework led to Stage 3, whereby Edinburgh Rugby and Glasgow Warriors supported a number of players assigned to them. Whilst training with the professional clubs, players were also subject to selection for the FOSROC Super Series.

A number of the FOSROC Academy players formed the nucleus of the Scotland U20 squad which won the 2024 World Rugby U20 Trophy, whilst two graduates, Patrick Harrison and Harry Paterson, made their full Scotland debuts during the 2023/24 international season.



FOSROC Scottish Rugby Contracted Academy Players for 2023/2024 season:

EDINBURGH RUGBY

- Robbie Deans (Watsonians)
- Harri Morris (Southern Knights)
- Jerry Blyth-Lafferty (Boroughmuir Bears)
- Ollie Blyth-Lafferty (Boroughmuir RFC)
- Euan McVie (Heriot's Rugby)
- Tom Currie (Merchiston Castle School)
- Liam McConnell (Boroughmuir Bears)
- Freddie Douglas (Stewart's Melville College)
- Ollie Duncan (Edinburgh Academicals)
- Finlay Burgess (Stirling Wolves)
- Hector Patterson (Hawick RFC)
- Isaac Coates (Merchiston Castle School)
- Jack Hocking (Ipswich Grammar)
- Finn Douglas (Southern Knights)
- Jack Brown (Watsonians)

GLASGOW WARRIORS

- Tom Banatvala (Watsonians)
- Callum Norrie (Stirling Wolves)
- Callum Smyth (Selkirk RFC)
- Ryan Burke (Glasgow Hawks)
- Harris McLeod (Stirling Wolves)
- Ruaraidh Hart (Stirling Wolves)
- Jonny Morris (Watsonians)
- Matthew Urwin (West of Scotland RFC)
- Ben Salmon (Stirling Wolves)
- Johnny Ventisei (GHA RFC)
- Kerr Yule (Ayrshire Bulls)
- Amena Caqusau (GHA RFC)
- Logan Jarvie (Stirling Wolves)
- Kerr Johnston (Boroughmuir Bears)
- Fergus Watson (Biggar RFC)



OUR CHARITIES

Scottish rugby at all levels continues to show care and compassion on and off the field.

At the start of the season, following similar local donations undertaken by colleagues at Glasgow Warriors and Edinburgh Rugby, Scottish Rugby employees, made a bumper foodbank donation to the Edinburgh Food Project.

The Project was delighted . . . even more so when global music superstar Taylor Swift opted to gift to the charity when she staged three massive sell-out shows at Scottish Gas Murrayfield stadium in June.

Heart-warming support to Dawn Lawrie, the Scotland under-18 Futures stand-off, who underwent extensive chemotherapy for non-Hodgkin's lymphoma, saw both Scotland Men's and Women's teams join forces with Scottish Rugby to provide kit and a welcome short holiday for Dawn and her family. Dawn has made a grand recovery and is now playing for Watsonians as a Tier 3 Training Academy Player within Scottish Rugby's Pathway.

The Come Ashore Cup, where the emphasis is on mental wellbeing, saw its third iteration as the strong links between the rugby and farming communities of Caithness and Orkney were further enhanced.

A women's sevens competition was added to the match between the clubs' over-35s teams and more than £17,000 was raised for agricultural charities.

Scottish Rugby continues to work closely with our formal charity partners.

Our own charity, the Murrayfield Injured Players Foundation, benefited from a fund-raising dinner organised by Rodger Hill

from Dumfries-shire, whose son, David, an aide at the Scottish Parliament, died of an undiagnosed heart condition in 2022.

In return, MIPF chair, Ian Rankin, joined a cycle which Rodger led, from Edinburgh to Dublin, to raise funds for a heart charity.

The Bill McLaren Foundation continues to distribute monies from its fund-raising dinners. Some £1.6million has been donated to primarily grassroots rugby projects in Scotland since the charity was established in 2010.

2024 marked the centenary of Bill's birth and an exhibition staged at Hawick Museum recreated the treasure trove that was Bill's study!

Wooden Spoon, the children's charity of rugby, staged a lunch at Scottish Gas Murrayfield to underline its support of the women's game. And, again, in turn, Scotland Women's head coach, Bryan Easson, participated in a Wooden Spoon initiative at Braidburn School in Edinburgh.

The school provides a supportive learning environment for pupils with additional support needs aged two to 18 years old. Thanks to Wooden Spoon, the School received equipment called an Innwalk, which is a dynamic standing device that enables movement and physical activity for children with significantly reduced independent standing and walking abilities.

We are working closely with Hearts + Balls as they enter their 25th year around a project to enhance life-saving equipment in rugby clubs throughout the country and we continue to work in tandem with the My Name's 5 Doddie Foundation and the mastermind of Doddie Aid, former Scotland captain Rob Wainwright, as the drive to find a cure for the scourge of MND carries on apace.



ENVIRONMENT, SOCIAL AND GOVERNANCE

Scottish Rugby is continuing to learn how we can upweight our emphasis on ESG – Environment, Society and Governance – for the good of future generations and the planet.

In this Annual Report, we highlight what we are doing around E.

At the time of writing, some 26 rugby clubs across Scotland's five rugby regions – and at different competitive levels within our league structure – are already benefitting from the expertise of our principal partner, Scottish Gas, as they reduce their energy consumption and progress plans on the road to decarbonisation.

The work that started within the 26-acre estate of the home of Scottish Rugby – Scottish Gas Murrayfield Stadium – is being rolled out at clubs around the country during the five years of the partnership.

At Murrayfield we continue to work closely with our suppliers and with fans attending matches to ensure zero waste goes to landfill.

In the 12 months from June 2023, we hosted major events: three The Famous Grouse Nations Series matches; two Guinness Six Nations matches; and three Taylor Swift concerts; plus 20 matches at Hive Stadium.

These events attracted some 730,000 fans, underscoring the significant impact and responsibility we oversee in waste management.

The support of fans around our determination to drive environmental best practice is crucial and we will continue to conduct awareness campaigns and provide clear bin labelling and placement.



*Refuse Derived Fuel (RDF) to generate energy & anaerobic digestion to create energy.

To further reduce waste, from this season onwards, we are partnering with Event Cup Solutions to eliminate single-use plastics when we serve beverages. All beverages at major events at Scottish Gas Murrayfield Stadium will be served into reusable cups.

Governance

G for Governance is vital in determining the nimble, customer-focused organisation Scottish Rugby must be in the increasingly competitive climate in which we operate, whether on the pitch at club, professional and international level or in the boardroom.

Scottish Rugby's values – leadership, engagement, achievement, enjoyment and respect – have been in place for more than a decade and work will be underway soon, to consider how we refresh those values to make them a relevant and vibrant part of our culture into the future.



GOVERNANCE

Scottish Rugby Union (“SRU”) is a company limited by guarantee and the parent company within the Scottish Rugby Group. The main operating subsidiary continues to be Scottish Rugby Limited (“SRL”). Each of these entities has a separate board of directors. The members of the SRU Board are known as Custodian Directors. SRU also has a Club Rugby Board (“CRB”) which oversees the activity of SRL’s Rugby Development Department and the Community game in Scotland.

The list below identifies those serving on the SRU Board, the SRL Board and the CRB at **30 June 2024**. Changes in the membership of these boards in the course of the year are mentioned elsewhere in the Report. The year-ends of SRU and SRL were changed during the year from 31 May to 30 June.

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
Maxine Manditsch	Custodian Director
Alison Milne	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
Ruth Davidson	Independent Non-Executive Director
Mike Soutar	Independent Non-Executive Director
Chris Stewart	Independent Non-Executive Director
Hazel Swankie	Non-Executive Director
Alexandra Whelan	Independent Non-Executive Director

Club Rugby Board (CRB)	
Keith Wallace	Chair, SRU Vice-President & SRU Board member
Gavin Scott	SRL Director of Rugby Development
Kevin Quinn	Premier Division
Ian Dalglish	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
Mike Bruce	Scottish Women’s Forum Representative
Mhairi Hay	Referees’ Representative
Gib McMillan	Schools’ Representative

Scottish Rugby Union Board 2023/24

Membership and Terms of Office

The SRU Board comprises 8 Custodian Directors: an Independent Chair, the President, Vice-President, Immediate Past President, 3 Independent Non-Executive Directors appointed by the SRU Board and 2 further Independent Non-Executives selected from nominations by member clubs and ratified by the membership in general meeting.

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 (27 November 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.
Alison Milne	Appointed 1 June 2023. Term runs to 31 October 2025.
Colin Rigby (President)	Appointed 28 October 2022. Term as President runs to AGM 2024 (27 November 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 (27 November 2024) then further 2 years as President until AGM 2026, then a further 2 years until AGM 2028 as Immediate Past President.

Role and Activity

The governance structures approved in 2022 resulted in the delegation of various responsibilities to the operating subsidiary, SRL. The role of the SRU Board is to exercise oversight, on behalf of SRU and its members, of how SRL undertakes those responsibilities and to report to SRU’s members.

SRU retains the right of approval of the strategic plan, annual budget and appointment of the Chair of SRL.

SRU and SRL entered into a Relationship Management Agreement and various other documentation setting out how this oversight responsibility was to be conducted. This includes 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 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

SRU itself has 2 standing Committees, being the CRB (with powers delegated under a Memorandum of Understanding) and the Standing Committee on Governance, which has Terms of Reference set by the SRU Board.

The SRU Board currently has 1 standing Committee - the Nominations Committee.

As well as the formal and informal meetings of the SRU Board, the SRU Custodian Directors have participated in several informal joint working groups with the SRL Directors.

Meeting Attendance

Attendance at the SRU Board 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 June 2023 to 30 June 2024 is set out below.

Name	Number of Meetings	Eligible	Attended
Lorne Crerar (Chair)	7	7	7
Ian Barr	7	7	6
Cheryl Black	7	7	7
David Grevemberg	7	7	6
Maxine Manditsch	7	7	7
Alison Milne	7	7	7
Colin Rigby	7	7	7
Keith Wallace	7	7	7

Club Rugby Board 2023/24

Membership and Terms of Office

The Club Rugby Board was formed in November 2022, charged with oversight of the domestic game. The initial members serve on the CRB for the remainder of their original 3-year terms of office as Council members of the former Scottish Rugby Union, before being potentially eligible for election to the CRB for a further 3-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 current governance structures, the Vice-President is a member of and Chairs the CRB. SRL's Director of Rugby Development is also a member.

CRB meeting attendance reported below is for the period 1 June 2023 to 30 June 2024.

Name	Number of Meetings	Eligible	Attended
Keith Wallace*	6	6	6
Murdo Gillanders	6	6	6
Jim O'Neill	6	6	6
Kevin Quinn	6	6	6
Bob Richmond	6	6	6
Neil Sutherland	6	6	6
Hazel Swankie	6	6	6
Ian Carse	6	6	3
Mike Bruce	6	6	6
Gerry Tosh**	6	4	3
Alistair Forsyth	6	6	6
Mhairi Hay	6	6	5
Gib McMillan	6	6	2
Gavin Scott*	6	6	6
David Jamieson	6	6	6
Ian Dalglish **	6	2	2

(*Ex officio CRB Member)
(** Part year)

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

SRL Board 2023/24

Membership and Terms of Office

Membership of the SRL Board altered over the course of the financial year as new Independent Non-Executive Directors joined and some executive directors left the organisation.

Alexandra Whelan, Mike Soutar and Ruth Davidson joined early in the financial year as Independent Non-Executive Directors following a recruitment process supported by external consultants.

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

Two of the former Council-nominated Non-Executive Directors - Bob Richmond and Hazel Swankie - continued in office on the SRL Board to fulfil their underlying terms. Mr Richmond served until the SRU AGM in November 2023. Hazel Swankie will serve until the AGM in November 2024.

The Independent SRL Non-Executive Directors are appointed for terms of up to 3 years. They are eligible to be reappointed for one further 3-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 is currently 1 executive Director. Hilary Spence (Chief Financial Officer) left the SRL Board in March 2024. Mark Dodson (Chief Executive) left in April 2024.

The SRL 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.
Mike Soutar	Independent Non-Executive	Appointed 3 July 2023 for 3 year term, ending 2 July 2026.
Chris Stewart	Independent Non-Executive	Appointed 1 March 2024. Term expires 28 February 2027.
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.
Stephen White	Independent Non-Executive	Appointed 29 August 2024 for 3 years. Term expires 28 August 2027.
Executive Directors:		
Shona Bell	Chief People & Engagement Officer	Appointed 1 January 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.

In turn, the SRL Board oversees the work of executive management, led by the Chief Executive. In the absence of a Chief Executive for part of the year following the departure of the former CEO, Mark Dodson, the SRL Chair has provided additional support and guidance to SRL's Executive Management on behalf of the SRL Board.

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, subject to redaction, on the Scottish Rugby website and provide further information on the SRL Board's activities during the year.

Meeting Attendance

The SRL Board met 8 times during the 2023/24 financial year (13 months).

Attendance at SRL Board, and as appropriate, SRL 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 or a new Director has had pre-existing diary commitments.

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.

Name	Number of Meetings	Eligible	Attended
John McGuigan (Chair)	8	8	8
Mark Dodson*	8	6	4
Bob Richmond*	8	3	3
Mike Soutar*	8	8	6
Hilary Spence*	8	6	5
Hazel Swankie	8	8	7
Alexandra Whelan*	8	8	8
Shona Bell	8	8	7
Ruth Davidson*	8	7	7
Chris Stewart*	8	3	1

* 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 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.

Under the 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.

SRL Audit & Risk Committee

Bob Richmond, Hazel Swankie, Chris Stewart and Ruth Davidson all served on this Committee at various points during the 2023/24 financial year. Bob Richmond chaired the Committee for part of the financial year, with Ruth Davidson chairing the remaining meetings.

The Committee met twice during the 2023/24 financial year.

The Committee considered detailed financial reports and accounting policies, 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 Interim Chief Financial Officer, Financial Controller and Company Secretary, with the auditors invited to participate in all meetings. Part of the meeting to discuss the effectiveness of the year-end audit process is held without the finance team members present.

Attendance at the Committee's meetings is summarised below.

Name	Number of Meetings	Eligible	Attended
Bob Richmond*	2	1	1
Hazel Swankie	2	2	2
Ruth Davidson*	2	1	1
Chris Stewart*	2	1	0

* denotes part year

Investment Committee

Mark Dodson, Bob Richmond, Hazel Swankie, Alexandra Whelan, Mike Soutar and Chris Stewart all served on this Committee at various points during the financial year.

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.

The Committee met once during the financial year, with attendance as follows:

Name	Number of Meetings	Eligible	Attended
Mike Soutar* (Chair)	1	1	1
Mark Dodson*	1	1	1
Bob Richmond*	1	0	0
Chris Stewart*	1	0	0
Hazel Swankie*	1	0	0
Alexandra Whelan*	1	1	1

* denotes part year

SRL Nominations Committee

Bob Richmond, Hazel Swankie, John McGuigan and Ruth Davidson were all members of the Committee at various times during the financial year.

The Committee was chaired by John McGuigan, except where he was recused.

The 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 3 times during the 2023/24 financial year.

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

Name	Number of Meetings	Eligible	Attended
John McGuigan (Chair)	3	3	3
Ruth Davidson*	3	3	3
Bob Richmond*	3	0	0
Hazel Swankie*	3	0	0

* denotes part year

SRL Remuneration Committee

Bob Richmond, Mike Soutar and Hazel Swankie were members

of the Committee at various points during the 2023/24 financial year.

The Committee was chaired by Bob Richmond until November 2023, with the remaining meetings chaired by Mike Soutar.

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 2023/24 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 2023/24 financial year is contained within the Remuneration Report below.

The Committee met 4 times during the 2023/24 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
Bob Richmond*	4	2	2
Hazel Swankie	4	4	4
Mike Soutar*	4	3	3

* denotes part year

SRL Environmental, Social and Governance Committee

Hazel Swankie and Ruth Davidson were members of the Committee during the 2023/24 financial year.

The Chief People & Engagement Officer, Head of People & Engagement and Director of Stadium Development & Operations 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 2023/24 financial year the Committee received a number of presentations and ongoing updates on the following topics:

Policy Updates – the Committee carried out a detailed examination of a number of policies which were due for renewal. After presentation, discussion and review, the Committee approved updates to the Whistleblowing Policy, the Probity Policy and the Pregnancy & Rugby Policy.

The Well-being of Scottish Rugby’s People – 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 Committee continued to recognise the importance of encouraging and supporting inclusion and diversity across all aspects of the Scottish Rugby ecosystem.

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. Over the course of the year, Hazel Swankie was appointed the Safeguarding Champion on behalf of the Committee.

Changes to PVG Process – a number of changes were implemented by Disclosure Scotland on the process a sports governing body must follow in the PVG process. The Committee were actively involved with the Safeguarding Team in advising on these changes and ensuring that Scottish Rugby was comfortable that the process remained as robust as possible to protect vulnerable people within the game.

ESG – the Committee received regular updates on the work Scottish Rugby was undertaking in relation to environmental matters. The Committee were regularly briefed and involved in the early stages of the formation of an ESG strategy. It is expected that this will be a focus of the Committee in the following year.

The Committee met 4 times during the 2023/24 financial year.

Attendance at the Committee’s meetings is summarised below.

Name	Number of Meetings	Eligible	Attended
Hazel Swankie	4	4	4
Ruth Davidson*	4	4	4

Remuneration Report

This Report contains information relating to remuneration and benefits within the Group, including SRU and SRL, for the financial year 1 June 2023 to 30 June 2024 (13 months).

SRU Custodian Directors 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 to be declared internally.

During the financial year these mainly comprised 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 SRU’s 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.

CRB Members

The members of the CRB elected from forums are also 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 complimentary tickets to some Scottish Rugby international matches at Scottish Gas Murrayfield, in line with the Scottish Rugby ticket policy for employees, and some branded apparel.

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	2024	2023
	£000	£000
Fees and salaries	1,910	1,405
Contributions to pension schemes	27	29
	1,937	1,434

Remuneration for the highest paid director of the Group (the former Chief Executive Officer) was £887k (2023: £676k), comprising salary and benefits of £887k (2023: £676k) and pension contributions of £nil (2023: £nil). The reported aggregate emoluments of the highest paid Director included a contractual payment in lieu of notice.

As part of a general but limited cost-of-living package, base salary rates within Scottish Rugby Limited for FY23/24 were increased by 5% for the non-playing /coaching employees of SRL, including the SRL Executive Directors for part only of the financial year. The fee rates of the SRL Non-Executive Directors were not increased.

In addition to the payment in lieu of notice for the highest paid director, the increase in SRL Directors’ aggregate emoluments for 23/24 also reflects (i) a severance payment for the Chief Financial Officer (£262k); (ii) Non- Executive Director fees for those Non-Executive Directors joining during the year; and (iii) the 13-month period of the 23/24 financial year.

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 was for a fixed term but ended before the scheduled expiry, having received notice of termination from the Chief Executive in accordance with the contract terms and payment in lieu then being made for the unexpired period of notice. The remaining Executive Director is employed on a regular service contract. Notice periods are reciprocal and vary between 9 months and 12 months depending on the individual.

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

The information provided below refers to actual employee headcount numbers, excluding vacancies, and base salary rates, at 30 June 2024.

Employee category		Coaches & Players	Core Employees	Board Directors included within Core Employees
Under £50k	2024	91	245	
	2023	93	267	
£50k - £75k	2024	20	41	
	2023	16	37	
£75k - £100k	2024	13	14	
	2023	11	14	
£100k - £200k	2024	33	11	1
	2023	34	9	1
£200k +	2024	22	1	0
	2023	25	3	3
Total employees	2024	179	312	
	2023	179	326	

Incentive Schemes and Reward

SRL did not operate a company-wide discretionary bonus scheme in FY2023/24. 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 or payable to SRL Non-Executive Directors serving during the financial year are set out below and reflect part-year service in some cases and the 13-month financial year. Fees are pro-rated for part years. Underlying fee rates remained static in FY2023/24.

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	Fees	Representative Body Fee(s) Due	Total
	£	£	£
John McGuigan	40,628	0	40,628
Ruth Davidson*	15,289		
Bob Richmond*	7,500		
Mike Soutar*	16,072	n/a	n/a
Chris Stewart*	5,357		
Hazel Swankie	17,411		
Alexandra Whelan*	16,999		

International Representatives	Position Held	Paid / Payable by	Value
			£
Ian Rankin	URC/ CRDAC	SRL	7,583
Dr John Halliday	Rugby Europe	SRL	7,583
Gavin Hastings	British & Irish Lions	B&IL	5,417
John Jeffrey	World Rugby Council	SRL / WR	7,000

*denotes part year only

Notes:

1. 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 John McGuigan (WR, BIL, 6Ns for part year), Mark Dodson (WR, BIL, 6Ns for part year) and Gemma Fay (WR) were disclaimed and retained by Scottish Rugby.
2. John Jeffrey was a Scottish Rugby representative at 6 Nations and at World Rugby during the period. Fees payable to him by World Rugby for his role on the World Rugby Council 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.
3. Mark Dodson (part-year), Robert Howat (full-year) and Alastair Kellock (part-year) 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.

4. 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 period ended 30 June 2024.

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. Operation costs during this financial year are £211k and the Company has made a profit before taxation of £63k.

Business Review - Scottish Rugby Limited

Commentary below and up to page 57 relate to the operations of Scottish Rugby Limited.

Business Performance	FY24	FY23
	Total	Total
	£000	£000
EBITDA	(9,761)	(7,069)
Interest	871	232
Depreciation and amortisation	(2,301)	(2,236)
Exceptional Item	(1,025)	(1,036)
Tax credit / (charge)	886	-
(Deficit) / Surplus after tax	(11,330)	(10,109)

Overall, the Group has delivered a loss of £11.3m (2023: loss of £10.1m). During the period, the business moved its accounting year end from 31st May to 30th June to bring it in line with other Home Unions and 6 Nations entities. This means that the results presented in the annual accounts cover a period of thirteen months from 1st June 2023 to 30th June 2024.

This change in accounting date means that comparatives quoted are between periods of different duration. The overall impact of the thirteenth month included in these accounts is an additional loss of £3.3m. The loss for the twelve month period to 31st May is £8m (£10.1m in 22/23).

During the financial year, the business has moved away from differentiating between "Core Business" and "Investment Business" and now considers the overall financial performance of the business holistically, making no differentiation between different business activities. The funds received from the two investment transactions involving CVC are being used to meet ongoing operational and capital expenditure. However, they remain held in a separate account (£18.9m at 30th June 2024). Transfers can be made from this account to the current account subject to written authority on the deployment of funds from two of the Chair, Chief Executive and Chair of the Investment Committee.

International Rugby

On-field performance during the year at Men's National Team level in the 2023 Rugby World Cup and 2024 6 Nations was less successful than hoped. Investment continues into both Men's and Women's 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, travel and accommodation and indirectly through the Pro Teams to seed the players for the future.

In October 2023 the Women's National Team won the WXV2 tournament held in South Africa. This marked a significant milestone in the development of the Women's game in Scotland. Continued investment by Scottish Rugby into all aspects of the Women's and Girl's game is a strategic priority for the business.

Professional Rugby

Glasgow Warriors won the United Rugby Championship (URC) in June 2024 beating the Bulls in the grand Final in Pretoria. This is a great achievement for the Club and for Scottish Rugby as a whole. Edinburgh Rugby had a disappointing season, failing to qualify for the play off stages of the URC.

The professional teams continue to be loss making but increases in commercial revenues have reduced the level of support required from Scottish Rugby. They continue to provide an invaluable environment to retain top talent in Scotland in support of the Men's National Team.

Performance Rugby

Our High-Performance structures continue to ensure that all levels of rugby have the support and investment in coaching, technology, medical, strength and conditioning and other development that they need to support team performance. The continued availability and development of strong Scottish qualified talent for the future is a key measure of success in this area.

In February 2024 a new plan for the Male Performance Pathway was announced which confirmed that the Super6 licence agreements held by the six teams would not be renewed beyond November 2024. The new plan sees the reinstatement of Scotland A fixtures and a move for the two professional teams to play more A games as well as expanding the Scottish Rugby Academy to work with players up to the age of 23.

Domestic Rugby and Club Support Funds

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

- 1 Domestic Rugby £4,098k: 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 and School Support Funds £4,982k: direct support through funds that are available to clubs in the way of cash to support the individual clubs' specific needs. Funds utilised during the period 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.

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.

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 causes of the increase in costs were changes to the way central costs have been accounted for and increases in professional fees in relation to a strategic review and planned restructuring activity.

Restructuring Costs

The business announced a restructure of its operations on 26 June 2024. This restructure involves the implementation of a number of revenue enhancing and cost reduction initiatives and a programme of compulsory redundancies. A provision of £509k has been made in the period to cover the costs of restructuring and associated redundancies across the business and £516k of cash has been incurred during the period. It is anticipated that the business will return to profitability over a two-year period.

Investment Transactions

As noted in the last two 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 4 years over two transactions – 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. These monies are held in a separate account that is subject to strict control.

Investment into 6 Nations

During the financial year 2021-2022 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 increasingly 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 receipt of cash using discounting. At May 22, we had received the first tranche of payments and subsequent payments were received on 6 July 2022, 6 July 2023 and 1 July 2024. The final payment is due to be made in July 2025 and has been discounted at a 2% discount rate; which is the same rate that has been used in 2023 and 2024.

The unwinding of the discounting from 2023 has resulted in a credit to the profit and loss account of £289k (2023: £429k) as interest with a final amount to be unwound in the year to June 2025.

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 shows the schedule of payments received and due.

Year	Cash Consideration	Costs	Net Cash	Discounted Amount May 23	Discounted Amount June 2024	Change	Status
	£000	£000	£000	£000	£000	£000	
2021	7,441	(2,165)	5,276	5,276	5,276	-	Cash in bank at 6 July 2022
2022	7,441	-	7,441	7,441	7,441	-	Cash in bank at 6 July 2022
2023	7,441	-	7,441	7,441	7,441	-	Cash in bank at 6 July 23
2024	7,441	-	7,441	7,295	7,441	146	Cash in bank at 1 July 2024
2025	7,441	-	7,441	7,152	7,295	143	Amount to be received
	37,205	(2,165)	35,040	34,605	34,894	289	

Financial Strategy

The financial strategy of the business is to generate sufficient monies to sustain the sport of rugby in Scotland for the foreseeable future. The business needs to make sufficient profit in the medium term to be self-sufficient. Specifically, this means the 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 2023, being the second repayment of the loan, which is due to be repaid over 20 years. £567k of Growth and Participation monies was disbursed to clubs during the period.

Cash Position

Cash, including short term deposits, has reduced by (£3.7m) during the period. This reflects the impact of a negative EBITDA of (£9.8m), repayment of the next instalment of the Government loan and the deferred consideration received from CVC in respect of the 6 Nations transaction during the period. The business also placed £7.3m on term deposit with Bank of Scotland to take advantage of higher interest rates.

A table showing the cash position is below:

	30 June 2024	31 May 2023
Cash at bank	£11.6m	£23.6m
Working capital facility	(£2.1m)	(£3.1m)
Short term deposit	£7.3m	-
Total Balance	£16.8m	£20.5m

The Group completed a refinancing in November 2020 which created a working capital facility with a gross value of £11.8m and net value of Nil. This was renewed in August 2024 and £2.1m was drawn down on the facility at the year-end (2023: £3.1m). The bank has right of offset and therefore this facility is net off against the overall cash position.

Capital Expenditure

Capital Expenditure in the period of £1.2m comprised primarily investment in improvements at Murrayfield stadium, Hive Stadium and Scotstoun, including LED screens and other stadium safety enhancements, office plant and infrastructure improvements.

Capital and Reserves

The Capital and Reserves position at the year-end reduced to £16.7m compared with the prior year-end of £28m due to a combination of capital investments noted above, continued losses from operations during the period.

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 58-89, the Directors present their Report and audited consolidated financial statements for the period ended 30 June 2024. 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 continuing effects of an inflationary environment and challenges in controlling operating costs;
- the challenges of maintaining and improving an ageing stadium building and associated infrastructure as a major entertainment venue in a condition appropriate for hosting large scale international sporting events and major concerts;

- participation levels, particularly in the adult male game, and the popularity of the sport at grassroots and community level; and
- safeguarding the physical and mental welfare and wellbeing of those participating in the sport at all levels.

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, taking account of the risk environment mentioned above, the key risks which were scoring highest in the framework applied were:

- under-performance of Men’s National Team relative to identified targets;
- inability to meet financial requirements necessary to enable professional rugby success targets to be met;
- lack of / insufficient strategic investment in stadium infrastructure undermining future revenues;
- failure of key stadium plant on match days and non-match days;
- 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 period the number of risks scoring highest on the risk framework increased in number, largely due to the pressure on revenues derived from external sources and the results of stadium evaluation and inspection work conducted.

On-field performance during the period at Men’s National Team level in the 2023 Rugby World Cup and 2024 6 Nations was less successful than hoped, however the risk in the prior year relating to under-performance in the Pro Teams reduced, falling below the top level risks; as a result of performances and finishing positions in the URC and EPCR tournaments, particularly Glasgow Warriors’ victory as URC Champions.

On-field performance is expected to improve through sustained funding, coaching and retention and support of key players. Male participation numbers are supported through continuing investment in clubs through the Rugby Development department.

A substantial capital expenditure programme for remedial and upgrading works, was authorised as part of the FY24/25 budget process to assist in mitigating the risks associated with ageing stadium infrastructure.

The risk associated with potential claims arising from historic head injuries reflects litigation activity in other jurisdictions as well as in Scotland. These developments are monitored closely and reported to the boards of both Scottish Rugby Union and Scottish Rugby Limited, with regular contact also maintained with other governing bodies and with the insurance market

through external brokers.

Continuing financial risk mitigation involves detailed budgeting, monthly reports and business 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 continues 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 presented periodically to the Audit & Risk Committee and Board of the main operating subsidiary, Scottish Rugby Limited, and to the Custodian Directors of Scottish Rugby Union.

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 12 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 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 2023/24 financial year, is set out below.

The governance and ownership structure within the Scottish Rugby Union group of companies changed in November 2022. FY 23/24 has been the first full year of those arrangements.

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 Company's directors meet regularly during the year, including

quarterly reporting meetings with the Chair and executive directors of the main operating subsidiary, Scottish Rugby Limited. Decisions of the Company are, in the main, taken at these meetings, particularly in connection with the approval of Group budgets and strategic plans but may occasionally be taken at Board meetings other than those for quarterly reporting purposes or by written resolutions, circulated and approved electronically.

The most significant decision-making function of the Directors is focussed on the right of approval of the Group budget and strategic plan and the implications these have for the Group and Company but important decisions are also taken in other areas which take various of the factors mentioned in the Companies Act into account. Some examples are outlined below.

(a) Consequences of any decision in the long term

Longer term planning is an important part of Scottish Rugby's work. Developing the game at all levels, including growing participation in the sport, takes years and a stable financial platform and longer term outlook are needed to be able to prioritise the application of time and resources and create pathways enabling aspiring international players to develop and succeed.

Similarly financial investment in and development of infrastructure, particularly on a large stadium campus, such as at Scottish Gas Murrayfield takes time to plan, source and implement.

During FY23-24 a new 10-year strategic plan was developed. The Custodian Directors were involved in that process, ultimately culminating in their approval of the 10-year strategic plan in June 2024.

The Directors also agreed to alter the Company's reporting year, in conjunction with that of the operating subsidiary, enabling a more accurate and consistent financial reporting framework to be applied for the Company and the group from year-to-year.

(b) The interests of employees

The Custodian Directors' participation in the Joint Working Group on Inclusion and Diversity is expected to lead to recommendations which will benefit employees, among others, in continuing to highlight the importance of inclusion and diversity within the organisation and the wider rugby community.

The organisation's culture and values are central to the relationship with employees, as well as the wider

community. This was emphasised by the Custodian Directors in their contributions to the preparation of the new 10-year strategic plan.

Ensuring a financially sustainable platform is created to return the organisation to profitability and assist in driving future growth was considered by the Custodian Directors to be in the longer term interest of the Group and in turn its employees, and was a critical factor discussed as part of the process of approving the Group budget and strategic plan.

(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, continue to attend major events and provide support for the operating company's activities, meetings with suppliers, sponsors, customers and guests and promoting Scottish Rugby's wider interests.

The President, Vice-President and Immediate Past President all performed additional ambassadorial functions promoting the interests of the Group throughout the year, with FY 23/24 having been a particularly active year.

The Custodian Directors decided during the year to award caps retrospectively to male and female players who had represented Scotland in rugby matches but had not previously been recognised. Retrospective caps continue to be awarded as former players are identified.

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

The Custodians receive reports from the Chair and executive directors of the main operating company on significant activity and material matters. These include reports in connection with major events and feedback on any negative environmental impacts, if any.

(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 (CRB) 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. The Custodian Directors are asked to provide declarations of

the benefits they receive during the financial year.

As part of the commitments made during the governance review process in 2022, the independent Standing Committee on Governance was reconstituted. Appointments were made to that Standing Committee during FY22/23 and its new remit was then approved by the Directors in July 2023.

Recognising a desire for continuous improvement in governance, in 2024 the Standing Committee was instructed by the Custodian Directors to consider and report on potential alternative structures for the CRB, and to review the contents of the Code of Conduct.

The Election Rules for the CRB, approved by the Directors in October 2023, set out qualities expected of candidates for election to the CRB and criteria for good standing, including commitments to driving inclusion and diversity and the ability to act selflessly, to think and act objectively and without conflict of interest.

The role specification for the office of Vice-President, approved on behalf of the Custodian Directors during the year, highlighted the importance of taking personal responsibility for maintaining high standards of behaviour.

(f) Acting fairly between members

The CRB, 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 an important forum for community rugby issues to be discussed and resolved. It has representation from across the game in Scotland. Decisions on the positioning of teams in domestic leagues, following the ending of the Super 6 licences after their initial 5 year period, were made by the CRB after consulting with those most closely affected.

During the budget approval process in June 2024 the Custodian Directors took particular interest in preserving the budget allocation for community rugby for the 23/24 year, recognising that returning to a financially sustainable position was necessary but that sufficient advance notification of significant budget changes for future years needed to be given to community rugby clubs before being applied.

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



DIRECTORS' REPORT

The Directors present their report and the audited consolidated financial statements of the Group and Company for the period ended 30 June 2024. The Company is a private company limited by guarantee and is incorporated in Scotland, United Kingdom.

An overview and review of the Group can be found in the Business Review, within the Strategic Report, on pages 52-57.

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.

The level of investment secured through the disposal of investments in 6 Nations and URC allows the Board to have confidence in the Group's cash flow position.

Revenues generated from broadcast, sponsorship, ticket sales and other match day income are anticipated to remain strong. It has been recognised that the level of financial losses incurred by the business in consecutive years are not sustainable and present a threat to the business's long term viability. Whilst this does not impact on the Group as a going concern in the short term, management have recognised the requirement to reduce the cost base of the organisation to ensure it becomes financially self-sufficient. As a result, a restructuring programme was announced in June 2024. This restructure involves the

implementation of a number of revenue enhancing and cost reduction initiatives and a programme of compulsory redundancies. It is anticipated that the business will return to profitability over a two year period.

In the course of the period, further funds were received from the CVC investment into 6 Nations. A further payment was received in July 2024 and a final payment will be received in July 2025.

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
- Planned reductions to the cost base, particularly employment costs are realised

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 £387k 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 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.

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. 2024 is assumed for financial year 2023-24. 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 13-month period ended 30 June 2024 the Group used 7,776,899 kWh of energy, resulting in carbon emissions of 1,605 T CO2e (using location-based emission factors). This was reduction of 1.13 T CO2e/FTE (-25.9%) when compared to last financial year 2022-23 and also a reduction of 1.77 T CO2e/FTE (-35.3%) when compared to baseline year, 2019-20.

Scope 1 emissions in the 13-month period decreased by 48.6% when compared to 2022-23, driven by a 55.4% reduction in natural gas consumption. This was a significant reduction on the previous year, with a combination of a milder Winter and more efficient use of pitch under-soil heating concluded to be the main contributing factors. Conversely, business travel emissions associated with Group cars continued to grow, up from 89 to 104 T CO2e, due to expanding performance rugby programmes and regional activity, albeit still 15.4% lower than the baseline year of 2019-20.

Scope 2 emissions decreased by 8.2%. This is largely as a result of less events held at Murrayfield Stadium, including one less 6 Nations home match and three Summer Tests versus four staged in the Autumn Series in 2022-23. As per the prior year, Scope 2 emissions 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 Group business, increased by 11.1%. Similar to the increase in business travel referenced in Scope 1, this can be attributed to expanded regional activity across the business, particularly in support of club and schools domestic rugby.

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	2020/21		2021/22		2022/23		2023/24	
		kWh	T CO2e	kWh	T CO2e	kWh	T CO2e	kWh	T CO2e
Scope 1	Natural gas	6,759,791	1,238	5,908,692	1,082	4,230,009	774	1,886,271	345
	Gas oil/Petrol	31,154	8	71,134	17	31,668	8	36,970	9
	LPG	2,187	0	2,121	0	1	0	629	0
	Business travel (company vehicles)	43,413	11	133,832	33	361,377	89	420,378	104
	F Gas Refrigerant	0	0	0	0	0	0	32,611	8
	Scope 1 total	6,836,545	1,257	6,115,779	1,132	4,623,056	871	2,376,859	466
Scope 2	Electricity (Grid)	4,178,997	887	4,648,221	987	4,808,101	996	4,469,390	925
	Electricity Fleet PHEV	n/a	n/a	26,885	6	72,596	16	50,552	4
	Scope 2 total	4,178,997	887	4,675,106	993	4,880,697	1,012	4,519,942	929
Scope 3	Business travel (hired or employee vehicles)	140,740	34	287,009	71	792,099	189	880,098	210
	Scope 3 Total	140,740	34	287,009	71	792,099	189	880,098	210
Scopes 1 and 2 total		11,015,542	2,144	10,790,885	2,125	9,503,753	1,883	6,896,801	1,395
Scopes 1,2 and 3 total		11,156,282	2,178	11,077,894	2,196	10,295,851	2,073	7,776,899	1,605

FTE number of employees*	432	443	474	495
Intensity Ratio	5.04	4.95	4.37	3.24

Table 1: Annual emissions using location-based emission factors

*2023/24 represented a 13 month period from 1 June 2023 to 30 June 2024.

**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 Group has calculated emissions per a relevant unit of measure.

An intensity ratio is a way of defining the Group'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 Group's emissions by its organisation-specific metric.

In the case of the Group, 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 to be most appropriate due to its relative stability from year to year and the fact that the nature of the Group'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

Scottish Rugby is pleased to be continuing its work in partnership with Centrica Business Services (CBS) on a Pathway to Net Zero.

The pathway programme has three stages:

- Cut – Reduce energy consumption through energy efficiency.
- Convert – Switch to renewable energy and update on-site energy infrastructure to deliver low/zero carbon energy.
- Compensate – Complete the journey using carbon removal offsets or other offsite measures.

Stage 1 of this programme started in 2022-23.

Energy Reduction Efforts ("Cut" Phase):

Scottish Rugby is actively working on multiple fronts to decrease its energy usage:

- Digital Energy Monitoring: The implementation of advanced digital monitoring systems provides real-time data on energy consumption, enabling precise identification of inefficiencies and areas for improvement.
- Operational Process Efficiencies: By refining operational protocols, the organisation is enhancing energy efficiency across its facilities.
- Behavioural Change Initiatives: Efforts are underway to develop a culture of sustainability among staff and stakeholders, encouraging practices that contribute to lower energy usage.
- Energy Conservation Measures: Targeted actions are being taken to reduce unnecessary energy consumption, such as optimising lighting and heating systems.
- Infrastructure Upgrades: Investments in modern, energy-efficient infrastructure are ongoing, ensuring long-term reductions in energy demand.

Transition to Renewable Energy ("Convert" Phase):

Planning and development are in progress to shift towards sustainable energy solutions:

- Combined Heat and Power (CHP) Unit: A CHP unit is currently being scoped, with the goal of operationalising it by the first quarter of 2025. This system will simultaneously generate electricity and useful heat, significantly improving energy efficiency.
- Electric Vehicle (EV) Charging Infrastructure: Scottish Rugby is exploring the installation of EV fleet charging and workplace charging stations. This initiative supports the adoption of electric vehicles, contributing to lower greenhouse gas emissions associated with transportation.

As a result of working closely with CBS to monitor energy usage and efficiency more effectively and a fall in the gas tariff, the organisation has significantly reduced its consumption of gas. Management has worked with CBS to verify that the reduced consumption has been correctly recorded and billed.

These comprehensive actions reflect the Group's commitment to energy sustainability. By focusing on both immediate energy reduction and long-term renewable energy integration, the organisation is making meaningful progress toward its net-zero goals.

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 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 period and up to the date of signing the financial statements are listed below.

Ian Barr

Cheryl Black

Lorne Crerar

David Grevenberg

Maxine Manditsch (appointed 1 June 2023)

Alison Milne (appointed 1 June 2023)

Colin Rigby

Keith Wallace

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
31 October 2024



INDEPENDENT AUDITOR'S REPORT

to the Members of Scottish Rugby Union

Opinion

We have audited the financial statements of Scottish Rugby Union ('the parent company') and its subsidiaries ('the group') for the period ended 30 June 2024, which comprise the Company Profit and Loss Account, Group Profit and Loss Account, 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 30 June 2024 and of the group's loss for the period 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 period 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 pages 13-14, 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 to which 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 and parent company'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. In areas of the financial statements where the risks were considered to be higher, we performed procedures to address each identified risk. 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, accuracy, 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 and parent company's procurement of legal and professional services
- Performing audit 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 assessing 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 group's and parent 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 parent company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the parent company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent company and the parent company'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
31 October 2024



FINANCIAL STATEMENTS

Principal Accounting Policies

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

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 period/ years presented, unless otherwise stated.

Basis of Preparation

These financial statements are prepared on a going concern basis, under the historical cost convention.

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.

The level of investment secured through the disposal of investments in 6 Nations and URC allows the Board to have confidence in the Group’s cash flow position.

Revenues generated from broadcast, sponsorship, ticket sales and other match day income are anticipated to remain strong. It has been recognised that the level of financial losses incurred by the business in consecutive years are not sustainable and present a threat to the business’s long term viability. Whilst this does not impact on the Group as a going concern in the short term, management have recognised the requirement to reduce the cost base of the organisation to ensure it becomes financially self-sufficient. As a result, a restructuring programme was announced in June 2024. This restructure involves the implementation of a number of revenue enhancing and cost reduction initiatives and a programme of compulsory redundancies. It is anticipated that the business will return to profitability over a two year period.

In the course of the period, further funds were received from the CVC investment into 6 Nations. A further payment was received in July 2024 and a final payment will be received in July 2025.

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
- Planned reductions to the cost base, particularly employment costs are realised

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 £387k 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 period to 30 June 2024 and include Scottish Rugby Union, Scottish Rugby 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.

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.

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.

Reporting Period

During the current period, the Group lengthened its accounting reference date to 30 June 2024. As a result, the current period covers the 13 months to 30 June 2024 whereas the comparatives cover the 12 months ended 31 May 2023. As a result, prior year amounts (including related notes) are not directly comparable.

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, and commercial income (including barter transactions) 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.

Other income included within company only profit and loss account represents intercompany recharges (see “Intercompany recharges” below).

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; 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

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

Impairment of fixed assets

At each reporting period end date, the group reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the profit and loss account, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in the profit and loss account, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

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 each entity are recharges to the respective entities during the period/year.

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.

Finance leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessees. All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets at the lower of the assets fair value at the date of inception and the present value of the minimum lease payments. The related liability is included in the balance sheet as a finance lease obligation. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability.

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 is not recognised based on future loss utilisation. 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.

Current asset investments

Current asset investments include deposits with a notice period between three and twelve months. Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments and deposits with original maturities or notice period of three months or less, and bank overdrafts.

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.

Financial assets are derecognised when the contractual rights to the cash flows from the asset expire or are settled. Financial assets classified as receivable within one year are not amortised.

(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.

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

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 group 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 group 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 as per the accounting policies is a critical accounting judgement. The following judgements and estimates have had the most significant effect on amounts recognised in the financial statements.

Project Light income discounting

In 2022, 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 June, 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 Elicor at Murrayfield) accounting judgements are required in the recognition of income from those parties, where year ends of those parties are all June and these entities accounts are still being finalised.

We are now coterminous in financial reporting periods which should provide greater certainty on revenue recognition in the period. However a level of judgement remains until these entities have completed their statutory audit.

Company Profit and Loss Account

for the period ended 30 June 2024

	2024	2023
	£000	£000
Other Income	274	-
Expenditure		
Management re-charges	(211)	(450)
	(211)	(450)
EBITDA	63	(450)
Operating Profit/(Loss)	63	(450)
Profit/(Loss) before taxation	63	(450)
Tax credit/(charge) on profit	-	-
Profit/(Loss) for the financial period/year	63	(450)
Total comprehensive income/(expenditure) for the period/year	63	(450)

The turnover and operating profit/(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 period ended 30 June 2024

	Notes	2024 £000	2023 £000
Turnover and Other Income	1a		
Ticket Income		16,410	23,662
Broadcasting Revenues		15,076	15,165
Commercial Income		9,532	8,605
Professional Rugby		13,001	10,514
Development Income & Grants		9,699	2,221
Hospitality and Other Income		10,217	7,697
		73,935	67,864
Expenditure	1c		
International Rugby		(13,728)	(13,683)
Professional Rugby		(28,730)	(25,683)
Performance Rugby		(7,836)	(4,672)
Domestic Rugby		(4,098)	(4,251)
Club and School Support Funds		(4,982)	(4,293)
Commercial		(6,528)	(6,522)
Facilities		(9,089)	(10,156)
Administration & Governance		(8,642)	(6,122)
		(83,633)	(75,382)
EBITDA		(9,698)	(7,518)
Depreciation and amortisation	1b	(2,301)	(2,236)
Exceptional items	1d	(1,025)	(1,023)
Operating (Loss)		(13,024)	(10,777)
Net interest	4	871	232
(Loss) before taxation	2	(12,153)	(10,545)
Tax credit on loss	5	886	-
(Loss) for the financial period / year	20	(11,267)	(10,545)
Total comprehensive (expenditure) for the period / year	20	(11,267)	(10,545)

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 Balance Sheet

as at 30 June 2024

	Notes	2024 £000	2023 £000
Fixed Assets			
Tangible assets	6	39,377	40,517
Intangible assets	7	400	395
Investments	8	-	-
		39,777	40,912
Current Assets			
Debtors falling due over one year	9	7,295	14,448
Debtors falling due within one year	9	19,356	13,787
Current asset investments	10	7,300	-
Cash at bank		9,511	20,559
		43,462	48,794
Creditors: amounts falling due within one year	11	(28,505)	(23,829)
Net Current Assets		14,957	24,965
Total assets less current liabilities and provisions		54,734	65,877
Creditors: amounts falling due after more than one year			
Bank loans & Other Loans	11	4,250	4,500
Obligations under finance leases	11;14	317	-
Deferred income	15	1,469	1,501
Murrayfield Debentures	16	32,285	32,196
Irredeemable Debentures	17	97	97
		38,418	38,294
Capital and Reserves			
Merger reserve	19	50	50
Capital reserve	19	2,781	2,781
Profit and Loss Account	19	13,485	24,752
Total Equity		16,316	27,583
		54,734	65,877

The financial statements on pages 71-89 were approved by the Board of Directors and signed on its behalf on 31 October 2024 by:

Lorne Crerar, Chairman

Colin Rigby, President

Company Balance Sheet

as at 30 June 2024

	Notes	2024 £000	2023 £000
Fixed Assets		-	-
Current Assets		-	-
Creditors: amounts falling due within one year	11	(387)	(450)
Net Current Assets		(387)	(450)
Total assets less current liabilities and provisions		(387)	(450)
Capital and Reserves			
Profit and Loss Account		(387)	(450)
Total Equity		(387)	(450)

The financial statements on pages 71-89 were approved by the Board of Directors and signed on its behalf on 31 October 2024 by:

Lorne Crerar, Chairman

Colin Rigby, President

Group Statement of Changes in Equity

for the period ended 30 June 2024

	Notes	Profit and Loss Reserve £000	Capital Reserve £000	Merger Reserve £000	Total £000
Balance as at 1 June 2022	19	35,297	2,781	50	38,128
Total comprehensive (expenditure) for the year	20	(10,545)	-	-	(10,545)
Balance as at 31 May 2023	19	24,752	2,781	50	27,583
Balance as at 1 June 2023	19	24,752	2,781	50	27,583
Total comprehensive (expenditure) for the period	20	(11,267)	-	-	(11,267)
Balance as at 30 June 2024		13,485	2,781	50	16,316

Company Statement of Changes in Equity

for the period ended 30 June 2024

	Notes	Profit and Loss	
		Account	Total
		£000	£000
Balance as at 1 June 2022		-	-
Total comprehensive (expenditure) for the year	20	(450)	(450)
Balance as at 31 May 2023		(450)	(450)
Balance as at 1 June 2023		(450)	(450)
Total comprehensive (expenditure) for the period	20	63	63
Balance as at 30 June 2024		(387)	(387)

Group Statement of Cash Flows

for the period ended 30 June 2024

	Notes	2024 £000	2023 £000
Cash Flow from operating activities			
Operating (loss)		(11,267)	(10,777)
Depreciation charge	6	2,209	2,087
Amortisation charge	7	103	73
Deferred income amortisation	15	(32)	(30)
(Increase) / Decrease in debtors		(5,856)	(1,747)
Increase / (Decrease) in creditors		4,736	3,053
Cashflows from operating activities		(10,107)	(7,341)
R&D Tax credits		-	437
Net cash (used in) operating activities		(10,107)	(6,904)
Cash Flow from investing activities			
Payments to acquire Tangible Assets		(724)	(1,148)
Payments to acquire Intangible Assets		(108)	(60)
Proceeds on disposal of Fixed Asset Investments (net of transaction costs)		7,441	7,441
Short term deposits		(7,300)	-
Net cash generated from investing activities		(691)	6,233
Cash flow from financing activities			
Repayment of bank loan		(250)	(250)
Net cash generated (used in) financing activities		(250)	(250)
Net (decrease)/increase in cash at bank and in hand		(11,048)	(918)
Cash and cash equivalents at the beginning of the financial period / year		20,559	21,477
Cash and cash equivalents at the end of the financial period / year		9,511	20,559
Cash and cash equivalents at the end of the financial period / year		9,511	20,559
Cash at bank and in hand		9,511	20,559

Notes to the Financial Statements

1. Business analysis

	2024	2023
a) Group turnover and other income are as follows:	£000	£000
Ticket income	16,410	23,662
Broadcasting revenues	15,076	15,165
Commercial income	9,532	8,605
Professional rugby	13,001	10,514
Development income and grants	9,699	2,221
Hospitality and other income	10,217	7,697
	73,935	67,864

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.

	2024	2023
b) Total group costs are as follows:	£000	£000
Operational costs (see note c below)	(83,633)	(75,382)
Depreciation and Amortisation	(2,301)	(2,236)
Exceptional items (see note d below)	(1,025)	(1,023)
	(86,959)	(78,654)

Depreciation and amortisation for the year includes depreciation of fixed assets of £2,209k (2023: £2,087k), amortisation of intangible assets of £103k (2023: £73k), amortisation of government grants of £(11k) (2023: £76k).

	2024	2023
c) Operational group costs	£000	£000
International Rugby	(13,728)	(13,683)
Professional Rugby	(28,730)	(25,683)
Performance Rugby	(7,836)	(4,672)
Domestic Rugby	(4,098)	(4,251)
Club and School Support Funds	(4,982)	(4,293)
Commercial	(6,528)	(6,522)
Facilities	(9,089)	(10,156)
Administration and Governance	(8,642)	(6,122)
	(83,633)	(75,382)

	2024	2023
d) Exceptional group items	£000	£000
Redundancy and restructuring	(1,025)	(659)
Governance and legal fees	-	(364)
	(1,025)	(1,023)

The business announced a restructure of its operations on 26 June 2024. This restructure involves the implementation of a number of revenue enhancing and cost reduction initiatives and a programme of compulsory redundancies. A provision of £509k has been made in the period to cover the costs of restructuring and associated redundancies across the business and £516k of cost has been incurred during the period. It is anticipated that the business will return to profitability over a two year period. In the prior year, governance and legal fees related 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) before Taxation

	2024	2023
The loss on ordinary activities before taxation is stated after crediting:	£000	£000
Recognition of deferred income	75	75
Barter transaction sponsorship income	481	481
And after charging:		
Auditors' remuneration for the company only	8	8
Auditors' remuneration for the company's subsidiaries	50	48
Auditors' fees for non-audit services		
Tax compliance	16	12
Tax advisory	17	45
Other	15	4
Depreciation charge for the year:		
Owned fixed assets	2,209	2,087
Amortisation charge for the year:		
Owned intangible assets	103	73
Amortisation of government grants	-	76
Operating lease rentals		
Plant and machinery	1,172	298
Barter transaction sponsorship costs	797	481

3. Group Staff Costs

The company had no employees 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:

	2024	2023
	No.	No.
Players	167	144
Other Employees	340	335
TOTAL	507	479

Prior year player numbers are based on an average throughout the year. In December 2022, the business entered into initial professional contracts with women players and GB Sevens players. This means that the average quoted in the prior period reflects a shortened period of employment.

	2024	2023
	£000	£000
Employment costs:		
Wages and salaries	37,242	33,990
Social security costs	4,604	4,275
Other pension costs	1,056	961
	42,902	39,227

At the period end the pension accrual was £249k (2023: £330k).

Notes to the Financial Statements

4. Group Net Interest

	Notes	2024 £000	2023 £000
Interest payable on loan from World Rugby		-	(115)
Interest forgiven on loan from World Rugby		290	-
Amortisation of Debenture issue costs	8	(89)	(82)
Unwinding of discount on Project Light		289	429
Interest receivable on deposits		397	-
Finance lease interest		(16)	-
		871	232

5. Group tax on profit on ordinary activities

		2024 £000	2023 £000
Current Tax:			
On profit arising from non-mutual trading		-	-
Adjustments in respect of prior periods		(886)	-
Deferred:			
Origination and reversal of timing differences		-	-
Movement in deferred tax unprovided		-	-
Tax on profit		(886)	-
Factors affecting the current tax charge for the year			
Profit on ordinary activities before taxation		(12,153)	(10,545)
Corporation Tax at 25% (2023: 20%)		(3,038)	(2,109)
Effects of:			
Net expenses not deductible for tax purposes		30	411
Income not subject to tax		(159)	(171)
Fixed asset differences		288	226
Adjustments to tax charge in respect of previous periods		(886)	-
Remeasurement of deferred tax charge for change in tax rates		-	(412)
Movement in other timing differences		-	(4)
Movement in deferred tax not recognised		2,879	2,059
		(886)	-

The Company has gross taxable profits arising in the period of £nil (2023: £nil).

A change in the UK Corporation tax rate to 25% took effect from 1 April 2023.

Notes to the Financial Statements

6. Tangible Assets

Group	Heritable Property £000	Fixtures and Fittings £000	Other Equipment £000	Total £000
Cost				
As at 1 June 2023	50,792	15,922	7,779	74,493
Additions	324	339	406	1,069
As at 30 June 2024	51,116	16,261	8,185	75,562
Accumulated Depreciation				
As at 1 June 2023	16,778	13,247	3,951	33,976
Charge for period	1,067	545	597	2,209
As at 30 June 2024	17,845	13,792	4,548	36,185
Net book value				
As at 30 June 2024	33,271	2,469	3,637	39,377
As at 31 May 2023	34,014	2,675	3,828	40,517

The company had no tangible assets at 30 June 2024 or 31 May 2023.

The net carrying value of tangible fixed assets includes the following in respect of assets held under finance leases or hire purchase contracts.

	Group 2024 £000	Company 2024 £000	Group 2023 £000	Company 2023 £000
Other equipment	315	-	-	-

7. Intangible Assets

Group	Computer Software £000
Cost	
As at 1 June 2023	597
Additions	108
As at 30 June 2024	705
Accumulated Amortisation	
As at 1 June 2023	202
Charge for period	103
As at 30 June 2024	305
Net book value	
As at 30 June 2024	400
As at 31 May 2023	395

The company had no intangible assets at 30 June 2024 or 31 May 2023.

Notes to the Financial Statements

8. Investments

Group	2024	2023
	£000	£000
Investment in Subsidiaries	-	-
Other Investments	881	881
Provision against investment	(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%	30 June	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, Simmonscourt House, Simmonscourt 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	8.98%	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 Group holds one €1.25 ordinary share in British & Irish Lions DAC through Scottish Rugby 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, 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 2023 and 30 June 2024 the total holding was £881k (before provision for impairment). The Group's shareholding in Washington DC Professional Rugby LLC at 30 June 2024 is 8.98% (2023 11.59%). 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 30 June 2024 was £nil. Scottish Rugby (USA) LLC's registered office address in the United States is 251 Little Falls Drive, New Castle County, Wilmington, Delaware.

This investment value has been fully written down to nil.

- During 2022 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 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 receipt of cash using discounting. At May 22, we had received the first tranche of payments and subsequent payments were received on 6 July 2022, 6 July 2023 and 1 July 2024. The final payment is due to be made in July 2025 and has been discounted at a 2% discount rate; which is the same rate that has been used in 2022 and 2023.

The unwinding of the discounting from 2023 has resulted in a credit to the profit and loss account of £289k (2023: £429k) as interest with a final amount to be unwound in the year to June 2025.

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 2023	Discounted Amount June 2024	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	£7,441	£7,441	-	Cash in bank at 6 July 2023
2024	7,441	-	£7,441	£7,295	£7,441	146	Amount to be received
2025	7,441	-	£7,441	£7,152	£7,295	143	Amount to be received
	37,205	2,165	35,040	34,605	34,894	289	

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	Company	Group	Company
	2024	2024	2023	2023
	£000	£000	£000	£000
Amounts falling due within one year				
Trade debtors	4,664	-	3,384	-
Other debtors	72	-	159	-
Deferred consideration	7,441	-	7,441	-
Prepayments and accrued income	6,293	-	2,803	-
Corporate tax recoverable	886	-	-	-
	19,356	-	13,787	-

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	Company	Group	Company
	2024	2024	2023	2023
	£000	£000	£000	£000
Amounts falling due after one year				
Deferred consideration	7,295	-	14,448	-
	7,295	-	14,448	-

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.

Notes to the Financial Statements

10. Current Asset Investments

	Group	Company	Group	Company
	2024	2024	2023	2023
	£000	£000	£000	£000
Short term deposits	7,300	7,300	-	-
	7,300	7,300	-	-

11. Creditors

	Group	Company	Group	Company
	2024	2024	2023	2023
	£000	£000	£000	£000
Amounts falling due within one year				
Advance receipts	13,627	-	10,725	-
Trade creditors	3,334	-	2,227	-
Taxation and social security	2,843	-	3,439	-
Accruals	8,423	-	7,188	-
Other loans	250	-	250	-
Amounts due to subsidiary	-	387	-	450
Obligations under finance leases	28	-	-	-
	28,505	387	23,829	450

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

	Group	Company	Group	Company
	2024	2024	2023	2023
	£000	£000	£000	£000
Amounts falling due after more than one year				
Other loans	4,250	-	4,500	-
Obligations under finance leases	317	-	-	-
	4,567	-	4,500	-

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, 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.

The Bank of Scotland has security by way of a floating charge with a negative pledge over the assets of the company.

Notes to the Financial Statements

12. 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	Company
	2024	2024	2023	2023
	£000	£000	£000	£000
Financial assets that are debt instruments measured at amortised cost due within one year:				
Cash at bank and in hand	9,511	-	20,559	-
Trade debtors	4,664	-	3,384	-
Deferred consideration	7,441	-	7,441	-
Other debtors	72	-	159	-
Short term deposits	7,300	7,300	-	-
Financial assets that are debt instruments measured at amortised cost due after one year:				
Deferred consideration	7,295	-	14,448	-
Financial liabilities measured at amortised cost due within one year:				
Trade creditors	3,334	-	2,227	-
Amounts due to subsidiary	-	387	-	-
Accruals	8,423	-	7,188	-
Other Loans	250	-	-	-
Obligations under finance leases	28	-	-	-
Financial liabilities measured at amortised cost due after more than one year:				
Other Loans	4,250	-	4,500	-
Obligations under finance leases	317	-	-	-

13. Provisions for Liabilities

	2024	2023
	£000	£000
Deferred taxation comprises:		
Accelerated capital allowances	2,699	2,244
Other timing differences	211	283
Trading losses carried forward	(7,955)	(4,959)
	(5,045)	(2,432)
Deferred tax asset not recognised	5,045	2,432
	-	-

The gross value of unrecognised deferred tax assets on trading losses carried forward at 30 June 2024 was £31,820k (2023: £19,764k).

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

14. Finance Lease Obligations

	2024	2023
	£000	£000
Within one year	28	-
In two to five years	237	-
In over five years	80	-
	345	-

Finance lease payments represent rentals payable by the group for certain items of equipment relating to the LED screens purchased during 2024. The average lease term is 5 years. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

15. Deferred Income

Group	2024	2023
	Heritable	Heritable
	Property	Property
	£000	£000
Opening	1,501	1,531
Additions in the year	-	-
Recognised in year	(32)	(30)
Closing	1,469	1,501

16. Murrayfield Debentures

Group	2024	2024	2023	2023
Class of	Value	No.	No.	No.
Debenture	Each	Authorised	Issued	£000
A	£1,200	9,100	9,092	10,910
B	£2,200	7,900	7,900	17,380
C	£3,500	1,000	1,000	3,500
Thistle	£9,900	500	188	1,861
Debentures issued			18,180	33,651

Issue Costs:

Opening	1,455	1,537
Amortisation	(89)	(82)
Closing	1,366	1,455

Net Issue Proceeds less Amortisation	32,285	32,196
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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.

17. Irredeemable Debentures

Group

The 972 (2023: 972) Debentures of £100 each (the 1,925 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

18. Leases	2024	2023
	£000	£000
Operating Lease commitments		
Land & Buildings; payable in		
1 year	523	122
2 to 5 years	1,766	198
In over 5 years	110	-
Car Commitments; payable in		
1 year	134	257
2 to 5 years	18	142
	2,551	719

19. Reserves

Merger Reserve

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

Profit and Loss Account

The profit and loss account represents the accumulated profits and losses of the Group less distributions made to the shareholders.

20. Profit and Loss Account

	2024	2023
	£000	£000
Opening	24,752	35,297
(Loss) for the financial year	(11,267)	(10,545)
Closing	13,485	24,752

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

21. Reconciliation of net cashflow to movement in net debt

	2024	2023
	£000	£000
Decrease in cash in the year	(11,048)	(918)
Amortisation of Murrayfield Debentures	(89)	(82)
Movement in finance lease	(345)	-
Short terms deposits	7,300	-
Receipt of other loans	-	-
Repayment of bank loan	250	250
Change in net debt during the year	(3,932)	(750)
Net debt at the beginning of the year	(16,484)	(15,734)
Net debt at the end of the period	(20,416)	(16,484)

Notes to the Financial Statements

22. Analysis of net debt

	31 May 2023	Cash Flows	Other Changes	30 June 2024
	£000	£000	£000	£000
Cash at bank	20,559	(11,048)	-	9,511
Bank and other loans	(4,750)	250	-	(4,500)
Irredeemable Debentures	(97)	-	-	(97)
Murrayfield Debentures	(32,196)	-	(89)	(32,285)
Short term deposits	-	7,300	-	7,300
Obligations under finance leases	-	-	(345)	(345)
	(16,484)	(3,498)	(434)	(20,416)

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.

23. Transactions Involving Directors

The names of the Directors who served during the year are as set out on page 14. These directors are volunteers and are unpaid. The aggregate emoluments payable to the Directors of Scottish Rugby Limited for the year comprised:

	2024	2023
	£000	£000
Fees and salaries	1,910	1,405
Contributions to pension schemes	27	29
	1,937	1,434

Remuneration for the highest paid director of the Group (the former Chief Executive Officer) was £887k (2023: £676k), comprising salary and benefits of £887k (2023: £676k) and pension contributions of £nil (2023: £nil). The reported aggregate emoluments of the highest paid Director included a contractual payment in lieu of notice.

As part of a general but limited cost-of-living package, base salary rates within Scottish Rugby Limited for FY23/24 were increased by 5% for the non-playing/coaching employees of SRL, including the SRL Executive Directors for part only of the financial year. The fee rates of the SRL Non-Executive Directors were not increased.

In addition to the payment in lieu of notice for the highest paid director, the increase in SRL Directors' aggregate emoluments for 23/24 also reflects (i) a severance payment for the Chief Financial Officer (£262k); (ii) Non- Executive Director fees for those Non- Executive Directors joining during the year; and (iii) the 13-month period of the 23/24 financial year.

24. Capital Commitments

At 30 June 2024, Scottish Rugby Union had capital commitments of £nil (2023: £50k) in relation to Network progress and capital commitments of £nil (2023: £70k) in relation to the completion of the construction of the Hive Stadium (formerly Dam Health Stadium) and capital commitments of £15k (2023: £nil) for other plant and machinery.

25. Related Party Transactions

Certain directors of Scottish Rugby Union during the current financial year were also trustees of the Murrayfield Injured Players Foundation. Scottish Rugby Union does not charge the charity for any administrative or other support that it provides and made a donation to it of £4.5k in the current year (2023: £2.2k). Scottish Rugby Limited's Investments are outlined in Note 8.

Amounts totalling £22k (2023: £12k) were paid by Scottish Rugby Limited to the President, and £11k (2023: £6k) to the Vice-President, as honorariums during the period. The prior period reflects a shortened term of seven months.

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.

26. SRU Group

The Scottish Rugby Union carries out all its operations through Scottish Rugby Limited which is a wholly owned subsidiary for accounting purposes, with its registered office being Murrayfield Stadium, Edinburgh, EH12 5PJ. 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

PRINCIPAL PARTNERS



OFFICIAL PARTNERS



OFFICIAL SUPPLIERS



OFFICIAL CHARITY PARTNERS



Front cover

Glasgow Warriors captain Kyle Steyn lifts the BKT URC Trophy, Loftus Versfeld Stadium, South Africa, 22 June 2024.

Inside Front cover

Scotland captain Rachel Malcolm lifts the WXV2 Trophy, Athlone Sports Stadium, South Africa, 29 October 2023.

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