



## **16<sup>TH</sup> WORLD RUGBY GENERAL ASSEMBLY 2023**

### **MINUTES**

# MINUTES OF THE 16<sup>th</sup> GENERAL ASSEMBLY

## WORLD RUGBY

Hosted at Pullman Paris Montparnasse

THURSDAY October 26, 2023

### PRESENT

#### Present

Chairman	Sir Bill Beaumont
Vice-Chairman / Scottish Rugby Union	John Jeffrey
Union Argentina de Rugby	Sol Iglesias
	Agustín Pichot
	Gabriel Travaglini
Rugby Australia	Hamish McLennan
	Pip Marlow
	Brett Robinson
Rugby Canada	Sally Dennis
Rugby Football Union	Deborah Griffin Bill
	Sweeney Jonathan
	Webb
Fédération Française de Rugby	Abdelatif Benazzi
	Florian Grill
	Brigitte Jugla
Georgian Rugby Union	George Nijaradze
Irish Rugby Football Union	John O'Driscoll
Federazione Italiana Rugby	Giovanni Fava Antonella
	Gualandri Marzio
	Innocenti
Japan Rugby Football Union	Kensuke Iwabuchi
	Naoko Saiki
	Masato Tsuchida
New Zealand Rugby	Bart Campbell
	Deb Robinson
	Mark Robinson
Federatia Romana de Rugbi	Alin Petrache
Lakapi Samoa	Tuilaepa S. L. Malielegaoi
Scottish Rugby Union	Mark Dodson
	Gemma Fay
South African Rugby Union	Mark Alexander
	Vanessa Doble
	Rian Oberholzer
Union de Rugby del Uruguay	Fernando de Posadas
USA Rugby	Bob Latham
Welsh Rugby Union	Claire Donovan
	Ieuan Evans
	Nigel Walker
Asia Rugby	Qais Al Dhalai
	Ada Milby
Oceania Rugby	Richard Sapias
	Cathy Wong
Rugby Africa	Paulina Lanco
	Herbert Mensah



Rugby Americas North

Rugby Europe

Sudamerica Rugby

Dennis Dwyer

Cristina Flores

Octavian Morariu

Victoria Muehlhofer

Marjorie Enya

Sebastian Pineyrua

## UNIONS REPRESENTED

### Full Member Unions in Attendance

American Samoa Rugby Football Union  
Bahamas Rugby Football Union  
Barbados Rugby Football Union  
Bermuda Rugby Union  
Botswana Rugby Union  
Bulgarian Rugby Federation  
Cayman Rugby Union  
Česka Rugbyová Unie  
Chinese Taipei Rugby Football Union  
Confederação Brasileira de Rugby  
Cook Islands Rugby Union  
Dansk Rugby Union  
Deutscher Rugby Verband  
Eswatini Rugby Union  
Fédération Algérienne de Rugby  
Fédération Burkinabé de Rugby  
Federação Portuguesa de Rugby  
Federació Andorrana de Rugbi  
Federación Colombiana de Rugby  
Federación de Rugby de Chile  
Federación de Rugby de Costa Rica  
Federatia de Rugby din Moldova  
Federación Española de Rugby  
Fédération Française de Rugby  
Federación Mexicana de Rugby AC  
Federacion Peruana De Rugby  
Federación Venezolana de Rugby Amateur  
Federatia Romana de Rugby  
Federația Sportivă Națională de Rugby  
Fédération Belge de Rugby  
Fédération Camerounaise de Rugby  
Fédération Française de Rugby  
Fédération Ivoirienne de Rugby  
Fédération Lithuanienne de Rugby  
Fédération Luxembourgeoise de Rugby  
Fédération Malagasy de Rugby  
Fédération Monégasque de Rugby  
Fédération Rwandaise de Rugby  
Fédération Sénégalaise de Rugby  
Fédération Suisse de Rugby  
Fédération Tahitienne de Rugby  
Fédération Tunisienne de Rugby  
Federazione Italiana Rugby  
Georgian Rugby Union  
Ghana Rugby Union  
Guam Rugby Football Union  
Guyana Rugby Football Union  
Hong Kong China Rugby  
Hrvatski Ragbijaški Savez  
Indian Rugby Football Union  
Iran Rugby Federation  
Irish Rugby Football Union

Israel Rugby Union  
Jamaica Rugby Football Union  
Japan Rugby Football Union  
Kazakhstan Rugby Federation  
Kazakhstan Rugby Federation  
Kenya Rugby Football Union  
Korea Rugby Union  
Lao Rugby Union  
Latvijas Regbija Federacija  
Magyar Rögbi Szövetség  
Malaysian Rugby Union  
Malta Rugby Football Union  
Mongolia Rugby Football Union  
Namibia Rugby Union  
Nederlands Rugby Bond  
Nepal Rugby Association  
New Zealand Rugby  
Nigeria Rugby Football Federation  
Niue Rugby Football Union  
Norges Rugby Forbund  
Österreichischer Rugby Verband  
Pakistan Rugby Union  
Papua New Guinea  
Persatuan Rugby Union Indonesia  
Philippine Rugby Football Union  
Polski Związek Rugby  
Qazakhstan Rugby Federation  
Ragbi Savez Bosne i Hercegovine  
Rugby Australia  
Rugby Canada  
Rugby Football Union  
Rugby Union Mauritius  
Rugby Union of Serbia  
Rugby Zveza Slovenije  
Samoa Rugby Union  
Scottish Rugby Union  
Singapore Rugby Union  
Slovakia Rugby Union  
Solomon Islands Rugby Union Federation  
South African Rugby Union  
St. Lucia Rugby Union  
St. Vincent & The Grenadines Rugby  
Union  
Suomen Rugbyliitto  
Svenska Rugby Forbundet  
Thai Rugby Union  
Tonga Rugby Union  
Trinidad & Tobago Rugby Football Union  
Uganda Rugby Football Union  
Ukraine Rugby Union  
Union Argentina de Rugby  
Union de Rugby del Paraguay  
Union de Rugby del Uruguay  
United Arab Emirates Rugby Federation  
USA Rugby

Uzbekistan Rugby Union  
Vanuatu Rugby Football Union  
Welsh Rugby Union  
Zambia Rugby Football Union  
Zimbabwe Rugby Union

**Associate Member Unions in Attendance**

British Virgin Islands Rugby Union  
Brunei Rugby Football Union  
Cyprus Rugby Union  
Fédération Congolaise de Rugby  
Federation of Lesotho Rugby  
Egyptian Rugby Football Union  
Guatemala Rugby Union  
Jordan Rugby Committee  
Kyrgystan Rugby Union  
Lebanese Rugby Union Federation  
Slovakia Rugby Union  
Togo Rugby Union  
Unión Panameña de Rugby  
Qatar Rugby Federation  
Slovenská Rugbyová Únia  
Syrian High Rugby Committee  
Fédération Togolaise de Rugby  
Turkish Rugby Federation

**Apologies were received from the following absent Full Member Unions**

Fédération Burundaise de Rugby  
Chinese Rugby Football Association  
Fiji Rugby Union  
Mauritania Rugby Union

**Apologies were received from the following absent Associate Member Unions**

Azerbaijan Rugby Union  
Asociación Deportiva Nacional de Rugby  
Fédération Malienne de Rugby  
Tanzania Rugby Union

## 1. OFFICAL WELCOME

The Chairman, Sir Bill Beaumont, extended a warm welcome to all the delegates on the occasion of the 16<sup>th</sup> General Assembly of World Rugby. The Chairman observed that the General Assembly was the first meeting in person for four years with the last General Assembly taking place virtually.

The Chairman commenced by reflecting on what had been rugby's greatest celebration of togetherness and a celebration of 200 years of rugby and noted that Rugby World Cup 2023 has celebrated the sport's capacity to unite and bring people and communities together regardless of their background.

The Chairman informed the meeting that Tuesday 24<sup>th</sup> October 2023 was a historic day for rugby with the approval of transformational reform of the men's and women's international calendars from 2026. The Chairman celebrated that there was now a genuine competition pathway for all Union's, clear release windows in the women's game for the first time and a new competition content in the men's game. The Chairman informed the Assembly that an expansion of the men's Rugby World Cup to 24 teams was also approved ahead of the next iteration in 2027 which reflects World Rugby's global ambition to raise standards on the field noting that these decisions have been made for the many and not the few and noted the need to continue to drive forward in unity to allow the sport to grow globally.

The Chairman thanked colleagues for their diligence and support repeated World Rugby's commitment to work with all regions and unions on the detail of implementing these decisions in the coming weeks and months. The Chairman advised the Meeting that World Rugby must enable every boy and girl to have equal opportunity to play and support the sport and enable every Member Union the opportunity to grow and compete with certainty and to achieve that, Player Welfare will continue to be at the heart of everything World Rugby does.

The Chairman announced that two initiatives are being launched at this Meeting that will provide a boost to Community rugby:

- World Rugby are introducing our T1 non-contact rugby, a brand-new variation of the game that accurately replicates the skills and elements of the sport and has the potential to increase participation.
- Additionally, World Rugby are releasing our Social Return on Investment for Community Rugby Report, which highlights the significant benefits that the sport has for social welfare and wellness in both local communities and countries. The Chairman noted that this will be a valuable tool for all attendees as all look to get government backing and new revenue sources.

The Chairman affirmed his belief that the steps made over the last four years and the giant leap made on Tuesday 24<sup>th</sup> October, will enable the game to be the modern, relevant, inclusive, growing and truly global sport that World Rugby aspires it to be.

As the sport grows, the Chairman reminded the Meeting that the values and qualities that make the sport great must not be forgotten – respect for our officials, passion for a global sport and solidarity for all members. The Chairman thanked all the attendees for their support of, appreciation for and passion for the sport. The Chairman reiterated that the sport is better served when stakeholders are united.

The Chairman restated that France 2023 has been a special and record-breaking tournament which has delivered unforgettable moments on and off the field. The Chairman advised that World Rugby have enjoyed a great partnership with all involved in the tournament from the very highest office to the thousands of volunteers who have

made every game a great experience for fans. The Chairman thanked the French government, the FFR, the France 2023 Organising Committee, all the participating unions, and especially the French public for making the 2023 Rugby World Cup the ultimate celebration of togetherness.

The Chairman noted his enthusiasm to meet the delegates throughout the course of the day and wished all attendees well for the day ahead.

### **Fédération Française de Rugby Welcome**

The Chairman handed over to the President of the Fédération Française de Rugby (FFR), Mr. Florian Grill.

Mr. Grill extended a warm welcome to all delegates to France and thanked Sir Bill Beaumont and the World Rugby team for the opportunity to speak. Mr. Grill noted that Rugby World Cup 2023 in France has beaten all records, including record audiences, social media engagement and fan zone attendance. Mr. Grill informed the meeting that in addition to France 2023 and World Rugby, the FFR and LNR (Ligue Nationale de Rugby) have worked together to make to make Rugby World Cup 2023 a success.

Mr. Grill pointed to numerous activations that had taken place around the Rugby World Cup which provided inspiration for the future including:

- the Military World Cup in the Brittany Regional league;
- the amateur World Cup in the South Regional League;
- the school World Cup in the Centre-Val de Loire Regional League;
- many rugby tours which took place leading up to the Rugby World Cup;
- the FFR's 2000 clubs creating unique fan zones to compliment those in big cities;
- the LNR's professional clubs providing inspiration and promotion for the game around the regions of France.

Mr. Grill stated that his highlight has been the image of rugby that has been evident throughout the tournament. Mr. Grill continued by praising the rugby values that have been on display, in particular the respect shown between teams, opponents and match officials and the fraternity among supporters. Mr. Grill added that the sport has the ability to build people that embody these values.

Mr. Grill noted the historic vote of World Rugby Council that week and thanked World Rugby for considering the specificity of the French rugby structure with the FFR and LNR during discussions. Mr. Grill continued by stating that the FFR and LNR are both aware of the safety of the players is at the heart of the project. Mr. Grill advised that the LNR will not see an increased salary cap which would lead to stifling the development of rugby worldwide.

Mr. Grill continued by stating that developing rugby into a truly global sport is a major challenge for the future and that the FFR as a High-Performance Union have a great responsibility towards neighbouring territories to assist with the implementation of competitions as well as training and education. Mr. Grill noted that the historic vote of World Rugby Council is only one, important step to develop rugby worldwide. Mr. Grill stated that it is now up to all stakeholders to develop rugby nations with two focus areas:

1. Public and private investment;
2. Distribution of resources.

Mr. Grill concluded by reiterating the values of respect and solidarity and noted that it is up to all stakeholders and delegates to ensure World Rugby is the embodiment of these values.

## **2. MINUTES OF THE 15<sup>TH</sup> GENERAL ASSEMBLY**

The Minutes of the 15<sup>th</sup> General Assembly of World Rugby held virtually on Zoom, hosted in London, on Thursday November 25, 2021, were received from Mr. David Carrigy, World Rugby Chief International Relations and Participation Officer and approved. There were no matters arising.

## **3. COMPOSITION OF THE COMMITTEES OF COUNCIL**

The meeting noted the composition of the Committees of the World Rugby Council from Mr. Carrigy.

In addition, Mr. Carrigy asked the meeting to note an update on the Union Development Questionnaire (UDQ) and the Union Development Investment Programme (UDIP). The meeting recalled that World Rugby and Unions have been working closely together in the initiative started by the Regional Committee to develop a Union questionnaire to provide a more transparent system of allocating grants to Member Unions. Mr. Carrigy noted the system, approved by the Governance Working Group and World Rugby Council, has been adopted as guidance for Unions on what measures are required to be taken to continue to grow and develop.

Mr. Carrigy recalled that while it was initially hoped to introduce the updated process in 2020, the Covid-19 pandemic required a decision be made to not adopt a new process given the complications already faced by Unions in that period. Mr. Carrigy confirmed that the updated UDIP and Union categorization will be introduced for the 2024-2027 cycle. Mr. Carrigy also confirmed that budget has been confirmed, and the Regional Partnership Managers were available to assist Unions in the process.

Mr. Carrigy advised that there has been a lot of hard work that has gone into creating the process but acknowledged that there are certain areas that need to be fine tuned and feedback has been taken on board regarding those areas. However, Mr. Carrigy explained that it is believed that the process is ready for implementation, but exact figures are still to be determined which will be communicated in the coming weeks. Mr. Carrigy noted that the process will be clear and transparent and will be able to guide Unions on where there is a need for future development.

Mr. Carrigy thanked the Regional Committee and World Rugby staff for the creation and implementation of the updated process.

## **4. CEO ADDRESS**

Mr. Alan Gilpin, CEO/Secretary General of World Rugby welcomed the delegates to the 15<sup>th</sup> World Rugby General Assembly.

Mr. Gilpin commenced his address by echoing Mr. Beaumont's comments and saying it is wonderful to be back together for the first time in four years. Mr. Gilpin continued by stating the important role that rugby can play in bringing people together. Mr. Gilpin proceeded in providing the Meeting with a presentation, outlined in **APPENDIX ONE**.

Mr. Gilpin noted that this week saw the approval of historic changes to the men's and women's international calendars and advised that these changes aim to improve player welfare, increase opportunity and certainty for unions and regions aspiring to advance on the global stage, while offering improved alignment of the international calendar with the club game. Mr. Gilpin stated that World Rugby now have the chance to open up new

markets and draw in new consumers, players, brands, and audiences.

Mr. Gilpin advised that France 2023 has been a celebration of togetherness and an appropriate finale as the Rugby World Cups transitions into a new era of event hosting, under World Rugby's "Events & Media" arm of the business.

Mr. Gilpin noted that Rugby World Cups serve as a showcase for all that is great and challenging about the sport and raises vital questions that must be addressed if rugby is to become a truly global sport:

- Is our sport competitive enough?
- When will a new nation win the Webb Ellis Cup?
- How will we continue to grow our audiences?
- What about more opportunities for performance nations between Rugby World Cups?
- Investment choices, hosting choices and so on.

Mr. Gilpin highlighted that rugby is a big sport in a small number of places and outlined:

- 80 per cent of our players come from 20 nations.
- A gender imbalance at every level of the sport.
- And 60 per cent of the sports revenues come from just two markets.
- The men's Rugby World Cup alone drives the economics of the sport.
- Four of our Rugby World Cup quarter finalists have populations under five million.

Mr. Gilpin outlined that World Rugby's Strategic Plan gives the organisation the mandate for growth based on four pillars (competition, participation, engagement and the Game) and underpinned by new ways of engaging, collaborating and delivering. Mr. Gilpin advised the meeting that this plan is just the start and provides a clear ten-year mandate for sustainable growth. While this is the case, Mr. Gilpin added, it is essential for World Rugby to adapt, innovate and embrace change in a rapidly evolving sports industry.

Mr. Gilpin reminded the meeting of World Rugby's ten-year runway as every men's and women's Rugby World Cup mapped out until 2033. The importance of this ambitious runway that World Rugby's growth strategy is built around and all Unions are able for the first time to determine the model that will optimise outcomes for the game – value, audience, impact and participation, Mr. Gilpin explained.

Mr. Gilpin noted that World Rugby are growing international rugby, and this remodeled calendar is great for players and great for fans. Mr. Gilpin outlined:

- There is now clear release periods that promote alignment with the club game and support wellbeing and welfare with defined rest periods;
- The changes have delivered greater certainty and opportunity for more nations to progress on the world stage with access to new competitions, more cross-over fixtures and the ability to progress from regional competitions to the top of the sport – those pathways at every level of the sport are vital, in men's and women's 7s and 15s;
- World Rugby have expanded the men's Rugby World Cup to 24 teams, opening up opportunity;
- Following the decision to expand the women's Rugby World Cup to 16 teams World Rugby have confirmed the tournament window and playing format of those Rugby World Cups through to 2029;
- World Rugby are committing more investment than ever before to the growth of the game



Mr. Gilpin advised that the new landscape will provide more certainty, more fixtures and more opportunities to grow revenue and investment opportunities while also providing Performance Unions with 50% more crossover fixtures that under the current agreement.

Mr. Gilpin continued by explaining that World Rugby's content strategy has been tailored to attract new fans and appeal beyond the traditional rugby fan base. Mr. Gilpin explained that World Rugby have reimagined the 7s offering, combining world class sport with world class entertainment, have acquired RugbyPass and launched RugbyPassTV to provide the sport's first global direct to consumer offering, are investing in fly-on-the wall documentaries and new content forms and platforms and are, for the first time, looking at the future shape of the game via an entertainment lens and what fans want to see.

Mr. Gilpin explained that the opportunity exists to increase interest and diversify participation by being inclusive, adaptable and relevant. However, Mr. Gilpin advised the General Assembly that the foundations of the sport, the strong values and a relentless focus on player welfare, must remain as the sport grows, evolves and changes. Mr. Gilpin informed the meeting that updates will be provided on the ongoing work in player welfare and participation later in the meeting.

Mr. Gilpin spoke of his pride in the role World Rugby has taken in tackling the climate crisis, launching an Environmental Sustainability Plan and the steps taken to reform World Rugby's governance by ensuring there is greater gender, nation and regional representation within World Rugby structures. Mr. Gilpin articulated his shock and disgust at the increase in social media abuse, particularly towards match officials, players and coaches. Mr. Gilpin explained that the sport requires more match officials to enable growth and without match officials, there is no sport. Mr. Gilpin advised the meeting that updates on the Match Official Strategic Plan will be heard later in the day.

Mr. Gilpin concluded by reiterating that World Rugby exists to make the game better for all and all delegates in the room are World Rugby. Mr. Gilpin advised that, by harnessing the collective passion, we can make our sport bigger, better and more global which would make rugby a sport for everyone, played and enjoyed by anyone

## **5. PLAYER WELFARE**

The meeting received a presentation as set out in **APPENDIX TWO** from Mark Harrington, World Rugby Chief Player Welfare & Rugby Services Officer and Lindsay Starling, World Rugby Science and Medical Manager on Player Welfare initiatives. The session was introduced by Dr. Brett Robinson, World Rugby Executive Board Member. Mr. Harrington advised the meeting that Player Welfare is World Rugby's number one priority and highlighted progress in the area of Player Welfare since the 15<sup>th</sup> General Assembly held in November 2021.

The General Assembly noted an overview of the six key areas of focus for advancing welfare for player, present, future and past at all levels of the Game. Mr. Harrington and Ms. Starling provided the meeting with an update on the World Rugby Player Welfare initiatives as follows:

- Aftercare for Former Players;
- Innovation Led by Science and Research;
- Laws of the Game Evolution;
- Dedicated Focus on the Women's Game;
- Education and Injury-Prevention Initiatives; and
- Open Engagement with the Rugby Family.

A workshop was set up for Unions to discuss two questions:

- What is the biggest Welfare challenge?
- What support do you need from World Rugby?

An interactive panel updated the General Assembly on the current Player Welfare initiatives and was hosted by Dr. Brett Robinson. Dr. Robinson was joined on the panel by:

- Lindsay Starling, World Rugby Science and Medical Manager
- Dr. Araba Chintoh, Chair of World Rugby Women's Player Welfare Steering Group
- Dr. Deb Robinson, World Rugby Council Member & Chair of World Rugby Anti-Doping Advisory Committee
- Mr. Elvis Tano, President, Federation Ivoirienne de Rugby

The topic was then opened for a question and answer session to the General Assembly.

## **6. MEMBERSHIP SERVICES WORKSHOP**

Following an introduction from Mr. Mihir Warty, World Rugby Chief Strategy Officer, who relayed the results of the Stakeholder Survey Report, Ms. Clare Barrell facilitated an interactive workshop on Member Services. Ms. Barrell began by providing the meeting with a presentation as set out in **APPENDIX THREE** and covered the development of resources in the following items:

- Current Member Services that are live;
- Member Services to go live in Q1 2024;
- Accelerate Programme – Women & Girls Rugby;
- Player Welfare & Rugby Services;
- Team Marketing & Commercial Operations (TMCO);
- Clubhouse; and
- Safe Sport.

A facilitated workshop followed by an interactive feedback session took place among the delegates of the General Assembly.

## **7. FINANCE & RISK UPDATE**

Following an introduction from Ms. Deborah Griffin, Chair of the Audit & Risk Committee, the meeting received a presentation as set out in **APPENDIX FOUR** from Ms. Charlotte Samuelson, World Rugby Chief Operations Officer on securing World Rugby's Foundations for Growth, the Financial Risks and Opportunities and World Rugby's Risk in Transition.

## **8. OCEANIA RUGBY PRESENTATION (DONOR FUNDING OPPORTUNITIES)**

The meeting received a presentation from Richard Sapias, President, Oceania Rugby and World Rugby Council member, Cathy Wong, World Rugby Council Member and Frank Puletua, Oceania Rugby General Manager as set out in **APPENDIX FIVE**, providing an overview of the ongoing initiatives in the region as follows:

1. New Partnership Opportunities;
2. Expanding Existing Programs; and
3. Creating New Meaningful Initiatives.

## 9. WORLD RUGBY CONTENT STRATEGY

The meeting received a presentation as set out in **APPENDIX SIX** from Mr. James Rothwell, World Rugby Chief Marketing & Content Officer, on a Marketing and Content Overview. The General Assembly noted an overview of the why, what and how of the content and marketing strategy as well as the next step.

Mr. Rothwell explained to the meeting that the objective is to achieve World Rugby's strategic goal of growing rugby globally by building a World Rugby Consumer Business and Consumer Funnel for Rugby which would:

- Grow cultural relevance amongst non-fans (**Awareness & Interest**)
- Grow consistent engagement with casual fans (**Engagement & Loyalty**)
- Build direct relationships and monetize (**Conversion**)

Mr. Rothwell continued by advising the General Assembly of the next steps in the Marketing and Content space as well as providing statistics to show the success of Rugby World Cup 2023, all of which are outlined in the presentation set out in **APPENDIX SIX**.

## 10. PARTICIPATION & NON-CONTACT RUGBY

The meeting received a presentation from Jason Lewis, World Rugby Director of Participation as set out in **APPENDIX SEVEN**, detailing the development of a non-contact form of the game. In particular, Mr. Lewis advised the meeting that this new format, named T1 Rugby, is a game for everyone, played by anyone and that there were four guiding principles in creating the format:

- a. It has to be accessible with no entry barriers;
- b. It must be easy to understand;
- c. It must look and feel like rugby union; and
- d. Build on the energy towards Touch

Mr. Lewis concluded by outlining the rules and principles of the format and the next steps around consultation with the Unions.

## 11. MATCH OFFICIAL STRATEGIC PLAN 2023-2027

The meeting received a presentation from Phil Davies, World Rugby Director of Rugby as set out in **APPENDIX EIGHT**, detailing the Elite Match Officiating guiding principles and strategic plan.

Mr. Davies advised the meeting of the 2023 Rugby World Cup Playing Charter and spoke of the Pillars of the Match Official Strategic Plan:

- a. **Pillar One** – Collaborating with World Rugby's resourced unions to further enhance support for elite match officials through a linked coaching approach
- b. **Pillar Two** – Collaborating with Emerging Nations to:
  - i. Grow the numbers of global match officials;
  - ii. Strive to create a minimum standards approach.

Mr. Davies concluded by outlining the performance roadmap, gateway to international rugby and elite match official competition pathway.

## **12. QUESTION AND ANSWER SESSION WITH SALLY HORROX**

Ms. Sally Horrox took to the stage for a question-and-answer session. Within the session, the meeting received a presentation as set out in **APPENDIX NINE** from Ms. Horrox. Ms. Horrox provided the meeting with an update on:

- A clear roadmap for the women's game;
- WXV;
- Global Participation statistics;
- The benefits of rugby and the Social Return on Investment in Rugby;
- Women's Portfolio; and
- The Accelerate Programme.

Ms. Horrox advised the meeting of the significance of these developments for the women's game, the project and programmes that the Women's Rugby team are leading, the major focus areas in the women's game and how the World Rugby Women's Rugby team intend to deliver their growth agenda.

## **13. CLOSING OF THE 16<sup>TH</sup> GENERAL ASSEMBLY**

In formally closing the 16<sup>th</sup> General Assembly Mr. John Jeffrey, Vice-Chairman of World Rugby, highlighted the game changing, transformational and groundbreaking week it has been for the sport. The Vice-Chairman paid tribute to the incredible hard work that has gone in to getting the proposals to Council and credited World Rugby staff who were part of this.

The Vice-Chairman spoke about how that moment was the real time for growth at every level of the game and every Member of World Rugby true to the values of the game. The Vice-Chairman envisaged the group looking back at this week in four to eight years time and reflecting about how it was truly transformational.

The Vice-Chairman continued by noting that the past seven weeks have seen focus mainly put on the men's game but the women's game featured prominently in all discussions at the General Assembly meeting, advising that in two years time, focus will be mainly on the women's game.

The Vice-Chairman observed the constructive engagement of delegates and spoke of the remarkable energy and passion in the room. The Vice-Chairman continued by speaking about the positivity around the levels of engagement in the workshops and interactive sessions.

In conclusion, the Vice-Chairman expressed his thanks and appreciation for the attendance and constructive participation of all delegates throughout the session. The Vice-Chairman further thanked the hosts, the FFR, the interpreters, World Rugby staff and the presenters and panelists for their engaging content.

**Sir Bill Beaumont CBE DL**  
**Chairman**  
**World Rugby**

**October 26, 2023**

## APPENDIX ONE

# Making Rugby Better for Everyone



WORLD  
RUGBY



26<sup>TH</sup> OCTOBER 2023



**TOGETHER.**







# Our Greatest Celebration...



# ...of Togetherness



# RWC23 Highlights Our Opportunities...

To become more competitive...

To give more opportunity to growing unions...

To rectify gender imbalances...

To grow into larger markets...

To find new audiences...

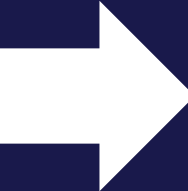


# World Rugby Strategic Plan 2021-25

<b>Vision</b>	A global sport for all – true to its values		
<b>Purpose</b>	Growing rugby by making it more relevant and accessible		
<b>Values</b>	INTEGRITY • RESPECT SOLIDARITY PASSION DISCIPLINE		
<b>Pillars</b>	<div><b>Competition</b><ul style="list-style-type: none"><li>• Optimise the portfolio</li><li>• Raise standards &amp; competitiveness</li><li>• Build the global calendar</li></ul><b>The Game</b><ul style="list-style-type: none"><li>• Player welfare &amp; experience</li></ul></div>	<div><b>Participation</b><ul style="list-style-type: none"><li>• Drive retention</li><li>• Grow women's rugby</li><li>• Target growth markets</li></ul><b>Forms of the game</b><ul style="list-style-type: none"><li>• Forms of the game</li></ul></div>	<div><b>Engagement</b><ul style="list-style-type: none"><li>• Promote brand rugby</li><li>• Enhance stakeholder relations</li><li>• Drive audience engagement and value</li></ul><b>Utilise expert &amp; audience input</b><ul style="list-style-type: none"><li>• Utilise expert &amp; audience input</li></ul></div>
<b>Culture</b>	<div><b>Ways of Working</b><ul style="list-style-type: none"><li>• Responsible</li><li>• Commercial</li><li>• Efficient and Effective</li></ul></div>		



# WE SET OUR OUR 10-YEAR RUNWAY...



# WE ARE GROWING INTERNATIONAL RUGBY...



World Rugby Union News

[News](#) [Teams](#) [Competitions](#) [Fixtures](#) [Results](#) [Tables](#) [Watch](#)

## Women's Rugby World Cup to be expanded to 16 teams from 2025

The 2025 women's Rugby World Cup will be an expanded tournament involving 16 teams; Decision has been formally confirmed by World Rugby; Chairman Sir Bill Beaumont: "Women's Rugby is the single greatest opportunity to grow the sport globally"

Updated: 30/11/20 12:27pm





# WE ARE FINDING NEW FANS...



INNOVATING  
THE  
SPECTACLE

NEW  
STORYTELLING

RUGBY 7s  
REIMAGINED

SPORT +  
ENTERTAINMENT



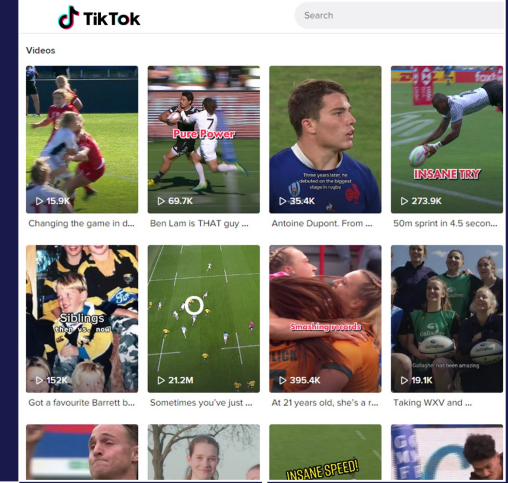
>280k

Subscribers to  
RugbyPass TV



500k

Players of  
RWC23 Fantasy



>50%

Of RWC video  
views via TikTok



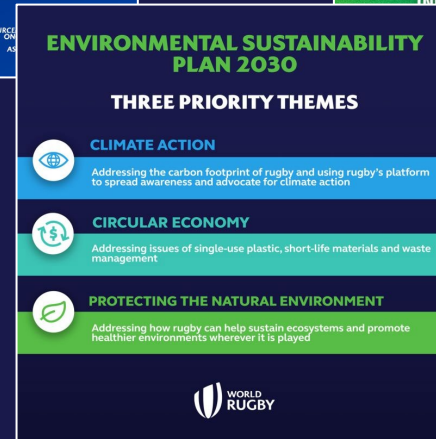


**INCREASING  
INTEREST**

**DIVERSIFYING  
PARTICIPATION**



# GROWING A RESPONSIBLE GAME



# WITH STRONG VALUES



A wide-angle, low-perspective shot of a large stadium at night. In the center of the field stands a tall, illuminated replica of the Eiffel Tower. The stadium's seating is filled with spectators, and the stands are lit with blue and red lights. The sky above the stadium is filled with a dense display of red and white fireworks. The text "MAKING RUGBY BETTER FOR EVERYONE. TOGETHER." is overlaid in large, bold, blue capital letters at the top of the image.

**MAKING RUGBY BETTER  
FOR EVERYONE.  
TOGETHER.**

**THANK YOU!**



APPENDIX TWO

# PLAYER WELFARE UPDATE

WORLD RUGBY GENERAL  
ASSEMBLY

PARIS, OCTOBER 2023







# ADVANCING WELFARE FOR PLAYERS – PRESENT, FUTURE AND PAST – AT ALL LEVELS OF THE GAME

---

## 1 AFTERCARE FOR FORMER PLAYERS

Developing a best-practice approach to care and support for former players.



## 2 INNOVATION LED BY SCIENCE AND RESEARCH

Investing in concussion and head impact studies, and acting on the evidence.



## 3 LAWS OF THE GAME EVOLUTION

Reviewing and updating the laws to further safeguard players at all levels.



## 4 DEDICATED FOCUS ON THE WOMEN'S GAME

Holistic approach including bespoke scientific research and game adaptations.



## 5 EDUCATION AND INJURY-PREVENTION INITIATIVES

Easy access to information, tools and resources for everyone involved in rugby.



## 6 OPEN ENGAGEMENT WITH THE RUGBY FAMILY

Engaging with players, coaches, medics, fans and parents to shape together the future of the game.



# RUGBY 2.0

Future proofing our heritage

**SUPPORT THE RUGBY INFRASTRUCTURE**

**WELFARE CENTRED & RESEARCH DRIVEN**

**TECHNOLOGY**

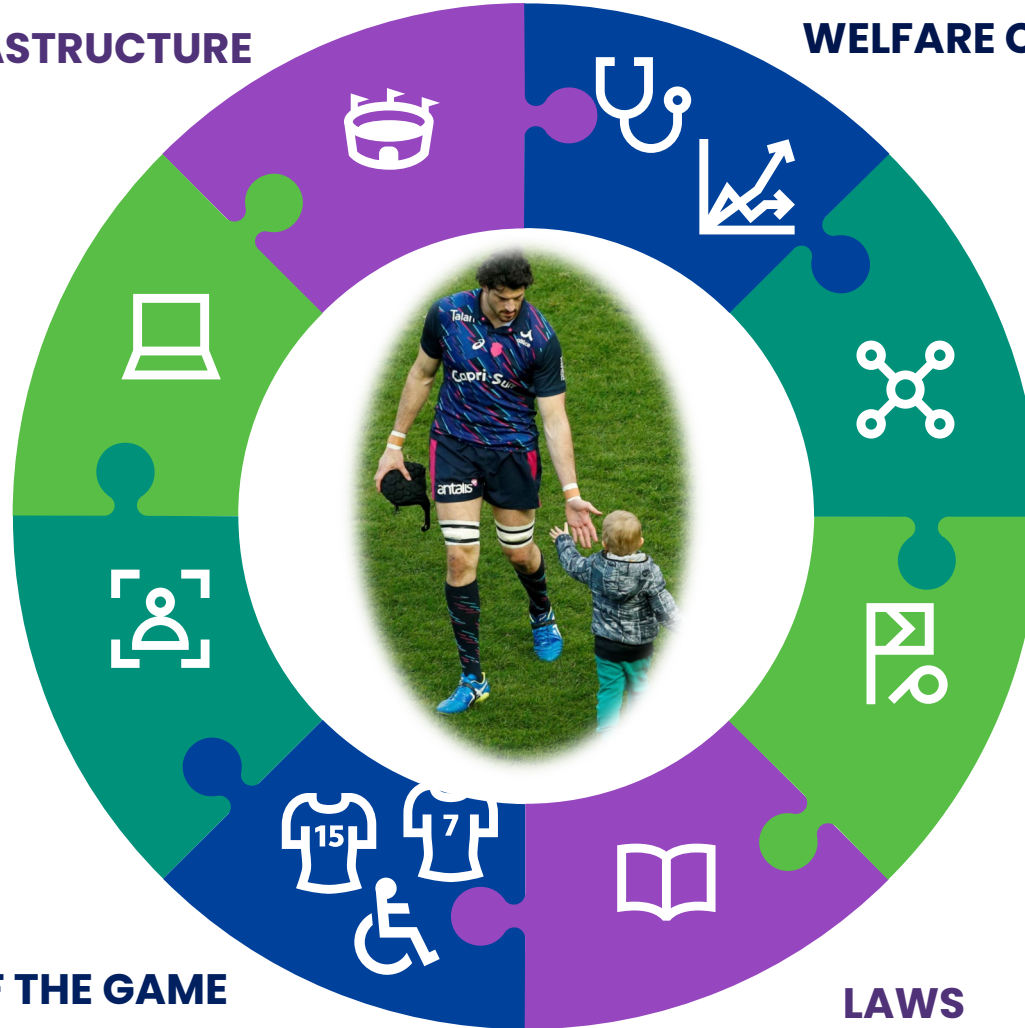
**RUGBY DNA**

**PROTECT THE PLAYERS**

**HOW WE REFEREE**

**DIFFERENT FORMS OF THE GAME**

**LAWS**



## Player Welfare and Rugby Services

### Game Analysis

Tracking all elite rugby to support player welfare, judicial, training, Shape of the game and referee coaching.



### Conferences

Annual Medical, Shape of the Game and Education/training conferences



### Turf Regulation

Advice on field selection, installation, maintenance & compliance



### Education & Training

Workforce of 2500 Trainers & Educators delivering a portfolio of face-to-face courses. WR passport provides over 30 online learning modules in multiple languages for all involved in the game.



### Refereeing

Supporting talent identification and developing pathways for aspiring Match Officials



### Medical

Developing evidence-based injury prevention and management tools and procedures



### Doping Prevention and detection

Education support for players and staff  
Clean sport promotion at national events



### Research

Annual call for funding to support game research priorities  
Injury prevention and concussion research.  
Law specific research via Rugby laboratories.



### Shape of the game

Tracking the game at all levels and working with the games major stakeholders to develop a safer and more spectacular game.



### Laws

Producing multi-lingual and cross platform law resources. Managing law trials and supporting all variants of the game



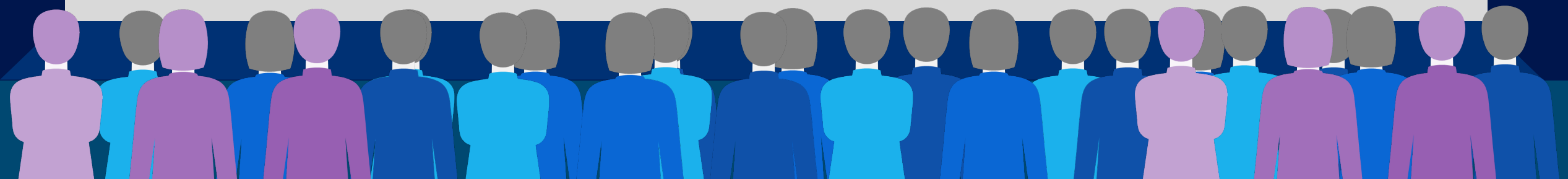
### Equipment

Regulating on-field equipment to safeguard players



### Brain Health Service

SUPPORTING ex-players and connecting them with specialist medical help where required





- Triage system for players at risk
- Majority of players presenting to existing services diagnosed with anxiety & depression
- These are risk factors for neurodegenerative disease
- 12 modifiable risk-factors noted for brain health – Lancet 2020
- Process to protect those member of the Rugby Family who may be suffering
- Pilot with Australian RU December 2023
- Further 2 Unions Feb 2024



# INNOVATION LED BY SCIENCE & RESEARCH





# The ORCHID Study

Study Partners



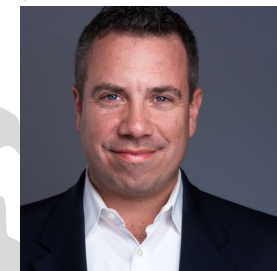
Data Analysis



Coordination



HAE Capture




With support from the  
following Organisations:



Associate Professor Melanie Bussey  
([melanie.bussey@otago.ac.nz](mailto:melanie.bussey@otago.ac.nz))



# Head Acceleration Events in Male Community Rugby Players: An Observational Cohort Study across Four Playing Grades, from Under-13 to Senior Men

Melanie D. Bussey<sup>1</sup>  · Danielle Salmon<sup>2</sup> · Janelle Romanchuk<sup>1,2</sup> · Bridie Nanai<sup>1</sup> · Peter Davidson<sup>1</sup> · Ross Tucker<sup>3,4</sup> · Eanna Falvey<sup>4,5</sup>

Accepted: 21 August 2023

© The Author(s) 2023

## Abstract

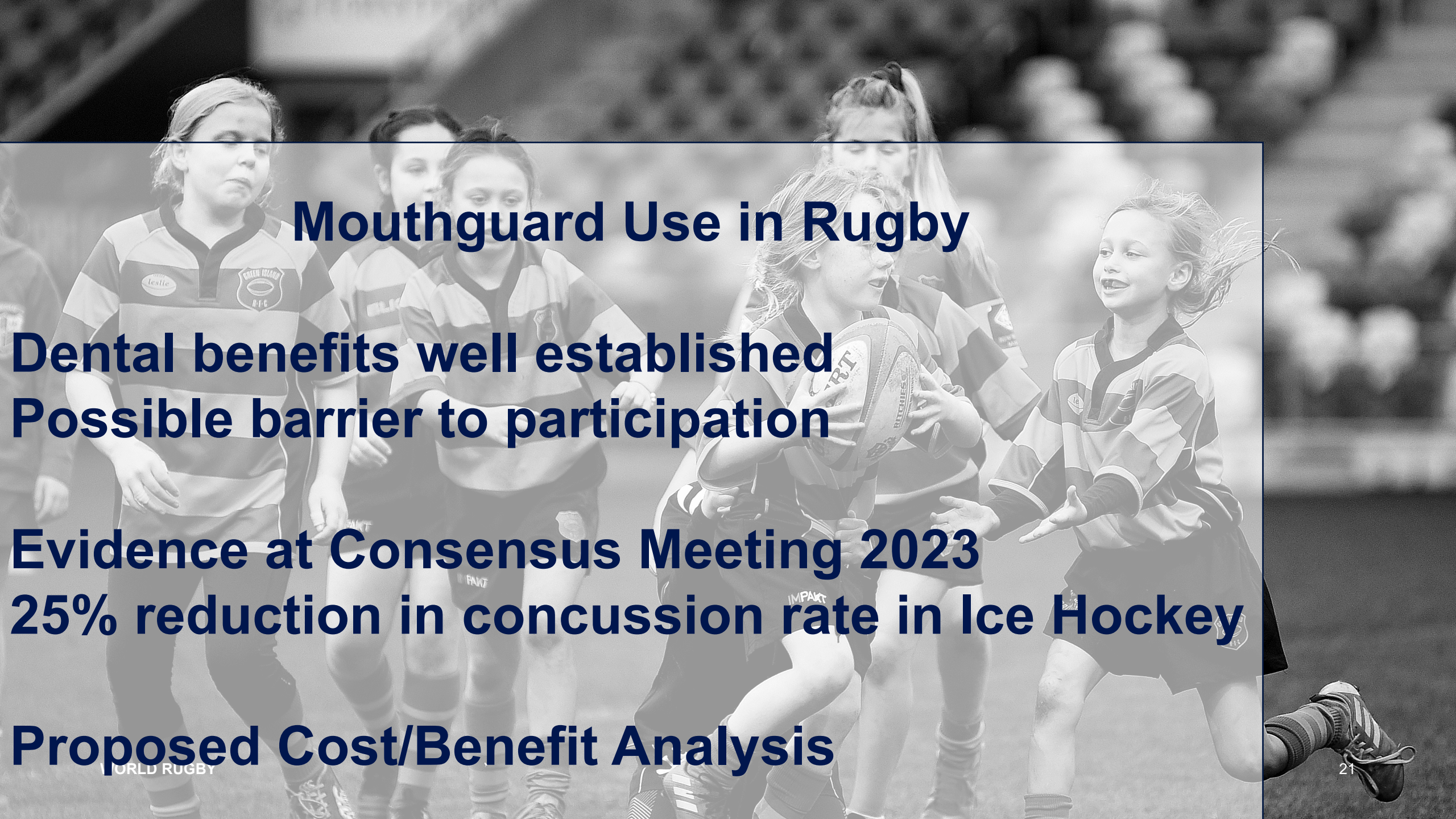
**Objectives** The aim of this study was to examine the cumulative head acceleration event (HAE) exposure in male rugby players from the Under-13 (U13) to senior club level over 4 weeks of matches and training during the 2021 community rugby season.

**Methods** This prospective, observational cohort study involved 328 male rugby players. Players were representative of four playing grades: U13 ( $N=60$ , age  $12.5 \pm 0.6$  years), U15 ( $N=100$ , age  $14.8 \pm 0.0$  years), U19 ( $N=78$ , age  $16.0 \pm 0.7$  years), and Senior ( $N=90$ , age  $20.0 \pm 0.5$  years).









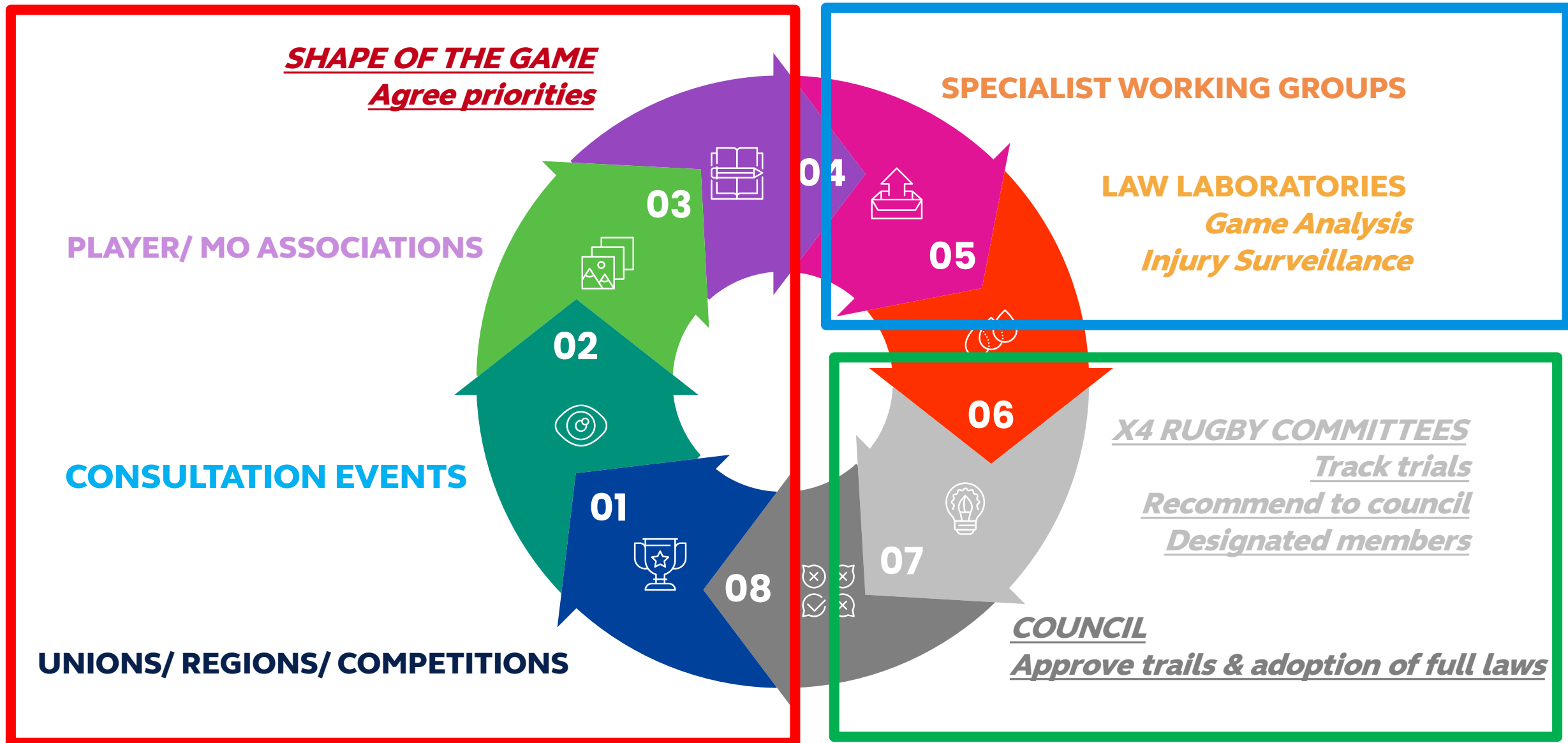
# **Mouthguard Use in Rugby**

**Dental benefits well established**  
**Possible barrier to participation**

**Evidence at Consensus Meeting 2023**  
**25% reduction in concussion rate in Ice Hockey**

**Proposed Cost/Benefit Analysis**

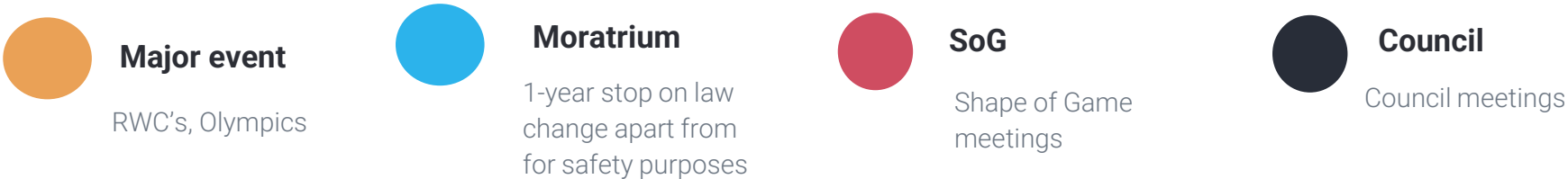
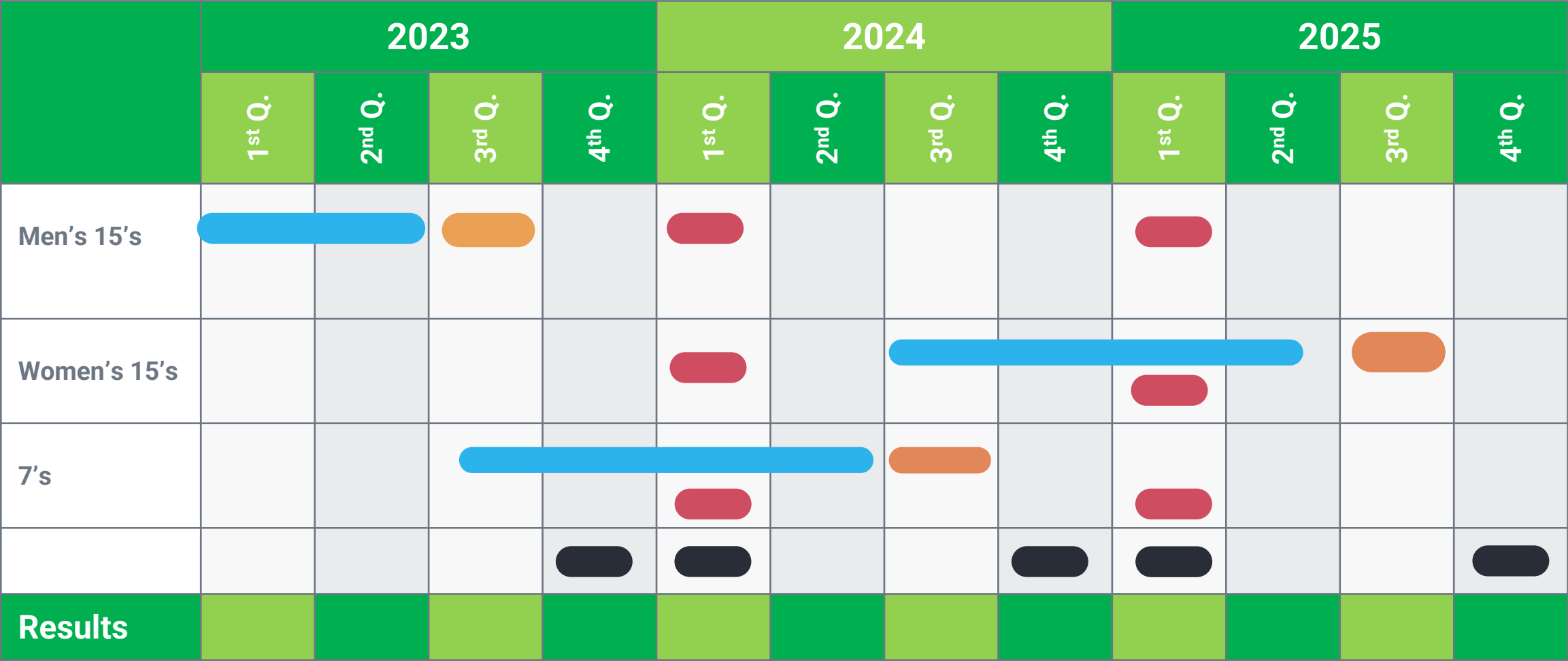
# LAW REVIEW PROCESS & ENGAGEMENT





# Law Review Cycles

2023 - 2025



# TACKLE HEIGHT



## COMMUNITY GAME: LEGAL TACKLE HEIGHT PROPOSAL

THE RISK OF CONCUSSION IS 4.2  
TIMES HIGHER WHEN THE TACKLER'S  
HEAD IS ABOVE THE BALL CARRIER'S  
STERNUM IN THE TACKLE\*



### BELOW THE STERNUM

- TACKLE THE BELLY
- BELOW THE BALL
- TARGET THE TORSO

\*[SOURCE: DATA FROM 878 HIAS,  
ONGOING WORLD RUGBY  
RESEARCH STUDIES,  
AS IN TUCKER ET AL 2017]



# OPT-IN GLOBAL LAW TRIAL – TACKLE HEIGHT

May 2023 Council meeting agreed opt-in to a two-year Global Law Trial reducing the tackle height in the community game.

Unions able to choose a reduced tackle height to the waist, or to base of sternum; and whether to introduce any measures specific to the ball carrier.



Active/proposed tackle height



**BELOW THE STERNUM**



**BELOW THE WAIST**



Ball carrier measures



# WORLD RUGBY RESOURCES

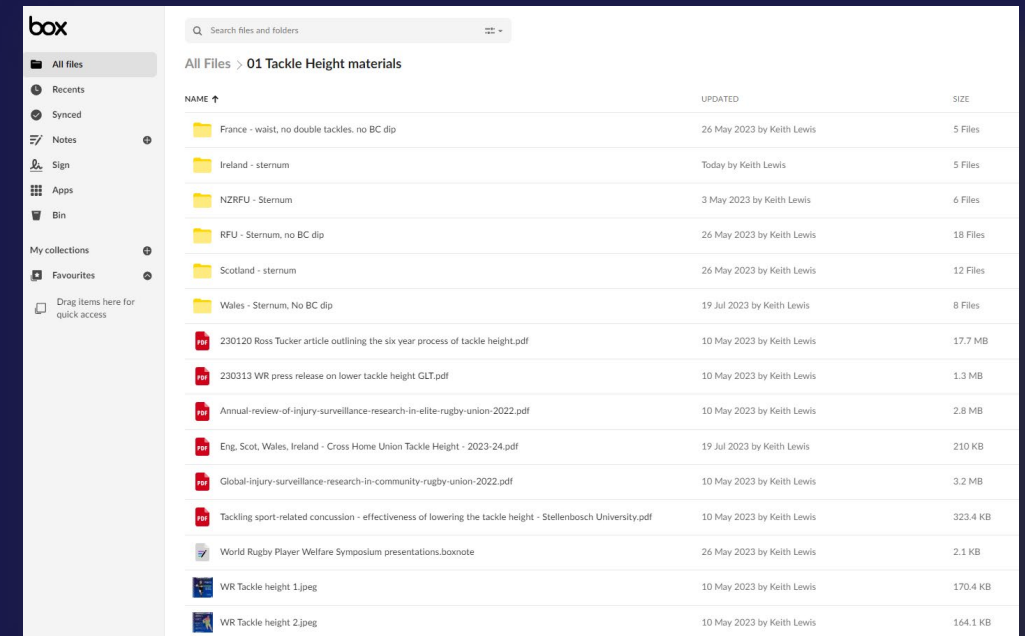
## Tackle Ready and Tackle height resources

<https://passport.world.rugby/injury-prevention-and-risk-management/tackle-ready/>



## Resource hub – Union sharing portal:

<https://worldrugby.box.com/v/tackleheightmaterials>



NAME	UPDATED	SIZE
France - waist, no double tackles, no BC dip	26 May 2023 by Keith Lewis	5 Files
Ireland - sternum	Today by Keith Lewis	5 Files
NZRFU - Sternum	3 May 2023 by Keith Lewis	6 Files
RFU - Sternum, no BC dip	26 May 2023 by Keith Lewis	18 Files
Scotland - sternum	26 May 2023 by Keith Lewis	12 Files
Wales - Sternum, No BC dip	19 Jul 2023 by Keith Lewis	8 Files
230120 Ross Tucker article outlining the six year process of tackle height.pdf	10 May 2023 by Keith Lewis	17.7 MB
230313 WR press release on lower tackle height GLT.pdf	10 May 2023 by Keith Lewis	1.3 MB
Annual-review-of-injury-surveillance-research-in-elite-rugby-union-2022.pdf	10 May 2023 by Keith Lewis	2.8 MB
Eng, Scot, Wales, Ireland - Cross Home Union Tackle Height - 2023-24.pdf	19 Jul 2023 by Keith Lewis	210 KB
Global-injury-surveillance-research-in-community-rugby-union-2022.pdf	10 May 2023 by Keith Lewis	3.2 MB
Tackling sport-related concussion - effectiveness of lowering the tackle height - Stellenbosch University.pdf	10 May 2023 by Keith Lewis	323.4 KB
World Rugby Player Welfare Symposium presentations.boxnote	26 May 2023 by Keith Lewis	2.1 KB
WR Tackle height 1.jpeg	10 May 2023 by Keith Lewis	170.4 KB
WR Tackle height 2.jpeg	10 May 2023 by Keith Lewis	164.1 KB

# TACKLE HEIGHT RESEARCH OVERVIEW

PRE

POST

How does lowering the height of the tackle affect...?

## Head injury risk

- Likely to happen only later, after adoption (see FFR)
- Fewer Unions have reliable PRE injury data for comparison

## Shape of the game

- Ruck number and rate, offloads, line breaks, kick behaviours
- Penalty and foul play decisions

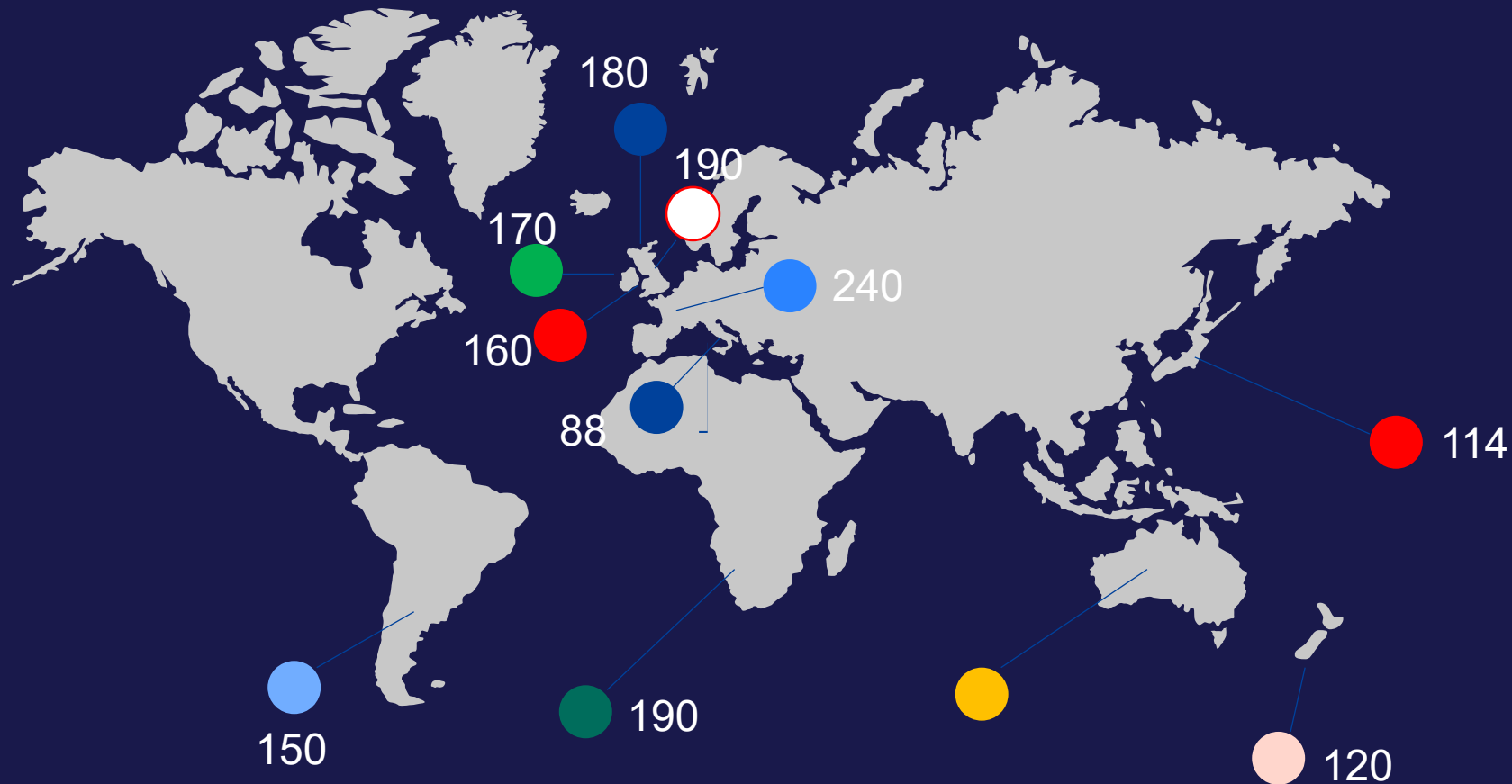
## Tackle characteristics

- Tackle success %, tackle height, head contact type, player body position, tackle type etc

- To support the answers to the questions, all Unions were offered a choice between partnering with WR to code their own community matches and then sharing data, or providing match footage to WR to code data
- All Unions have chosen the first option – will obtain match footage (PRE & POST) and code their own data, with direction and funding from WR
- Creates the largest ever tackle and rugby play analysis project – global research collaboration

# GLOBAL RESEARCH COLLABORATION

- Total (anticipated) matches = 1762
- Estimated tackles = 265,000 (in first year of POST, year 2 POST planned in 2025)
- Matches identified with high quality video footage for both sexes and from U12 to adult, up to highest community level
- Coding reliability unit formed to calibrate work across the centres



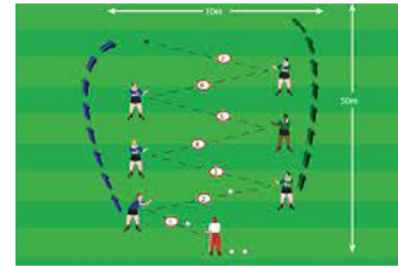
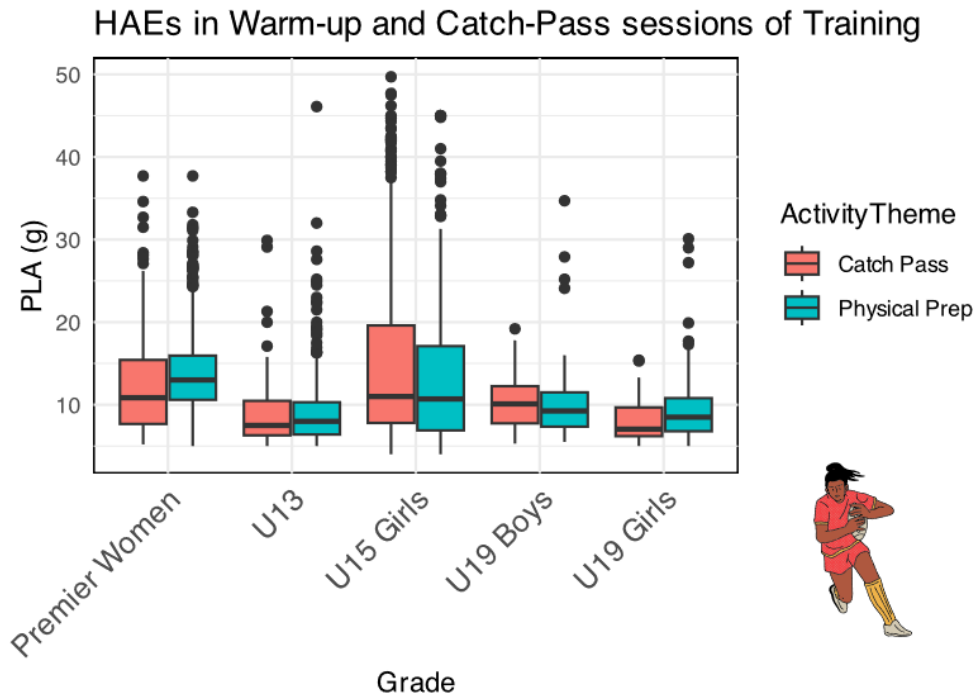


# DEDICATED FOCUS ON THE WOMEN'S GAME



## HAE Counts Women's Training

N = 283



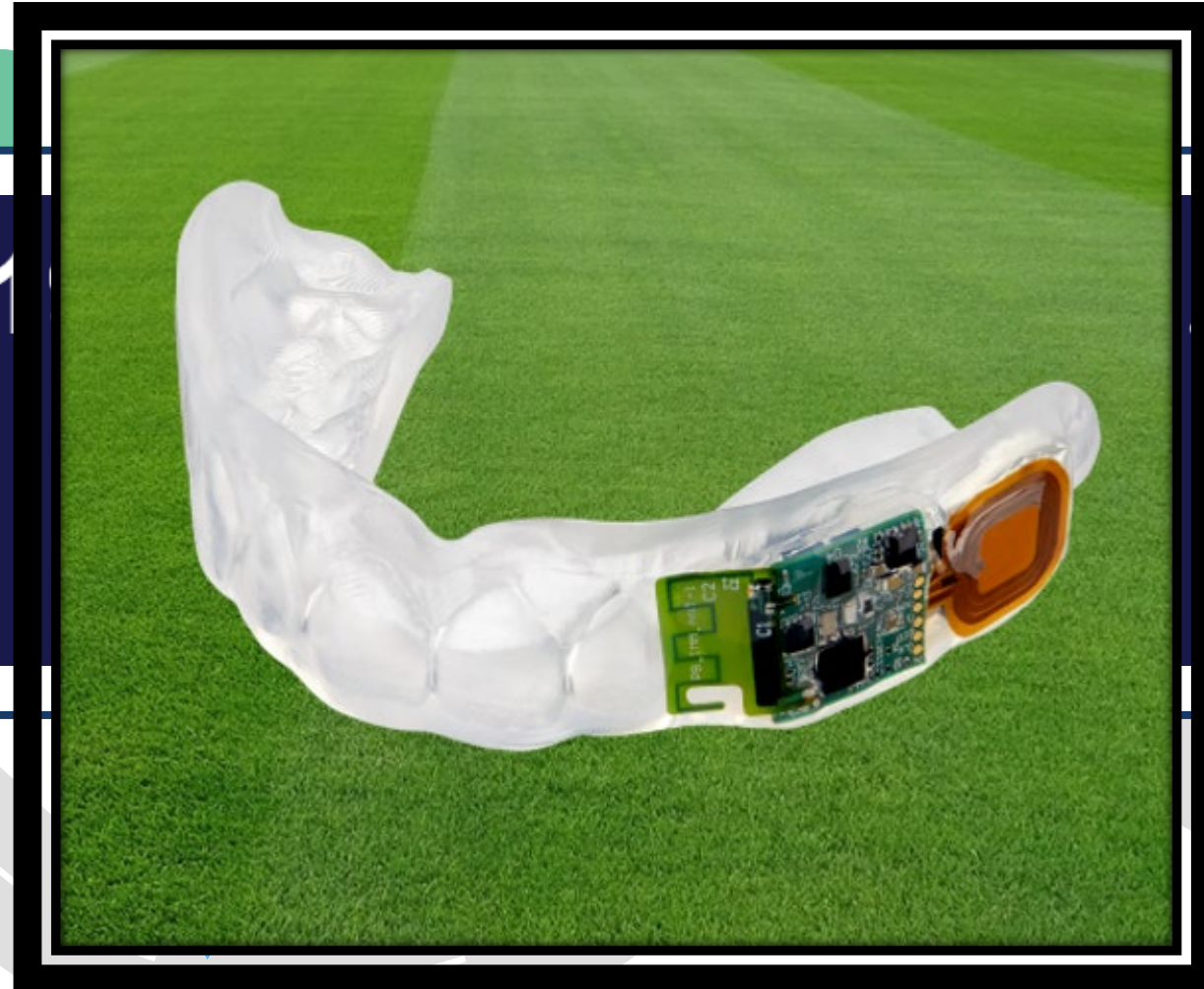
**Original article**

## Risk factors for head injury events in professional rugby union: a video analysis of 464 head injury events to inform prevention strategies

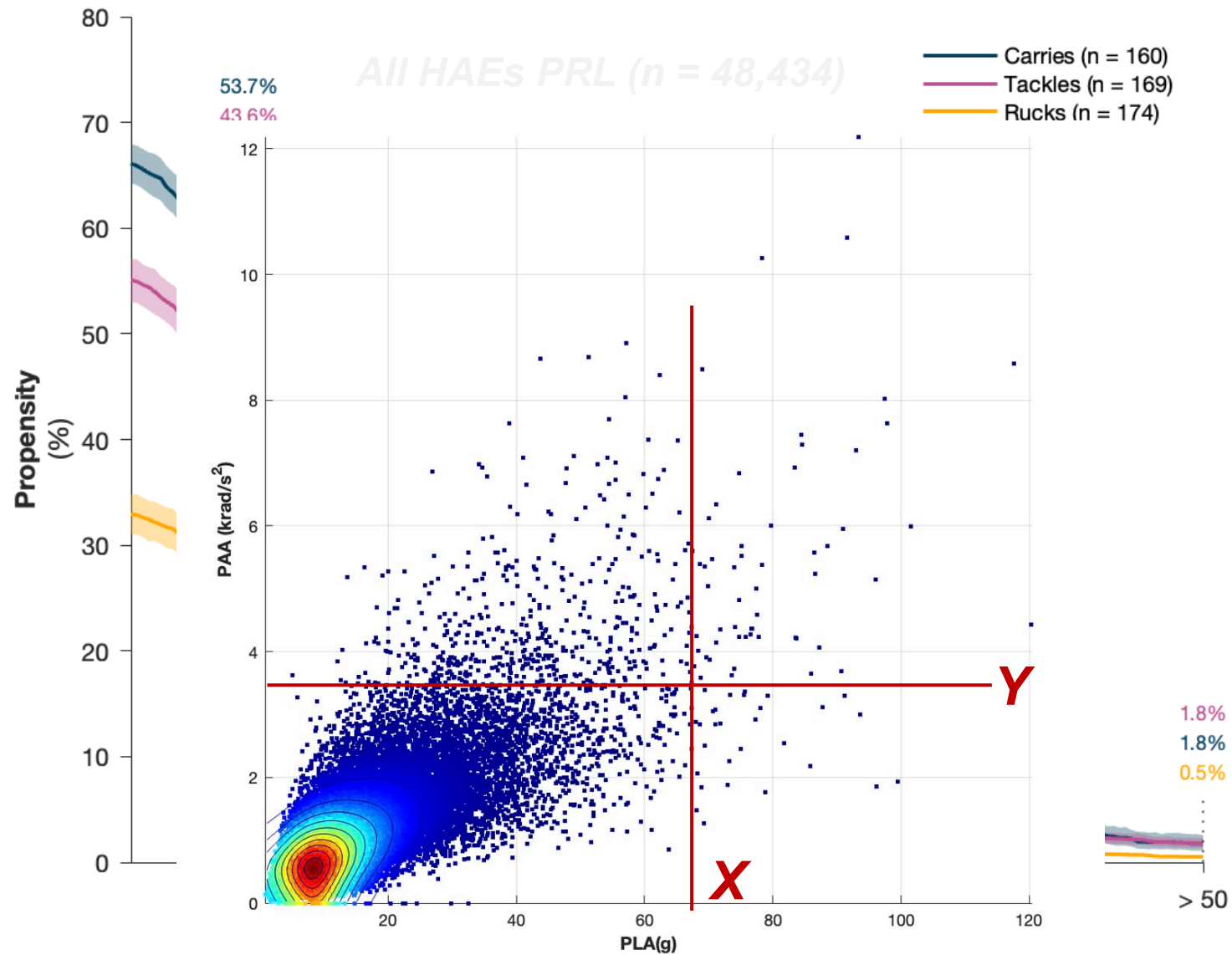
Ross Tucker,<sup>1</sup> Martin Rathall,<sup>1</sup> Simon Keen,<sup>2</sup> James Brown,<sup>3</sup> Ben Hester,<sup>4</sup> Matthew Crook,<sup>5</sup> Ken Quarrie<sup>6</sup>

<sup>1</sup>Scottish Rugby, Edinburgh, Scotland; <sup>2</sup>Rugby Football Union, London, England; <sup>3</sup>Scottish Rugby, Edinburgh, Scotland; <sup>4</sup>Scottish Rugby, Edinburgh, Scotland; <sup>5</sup>Scottish Rugby, Edinburgh, Scotland; <sup>6</sup>Scottish Rugby, Edinburgh, Scotland

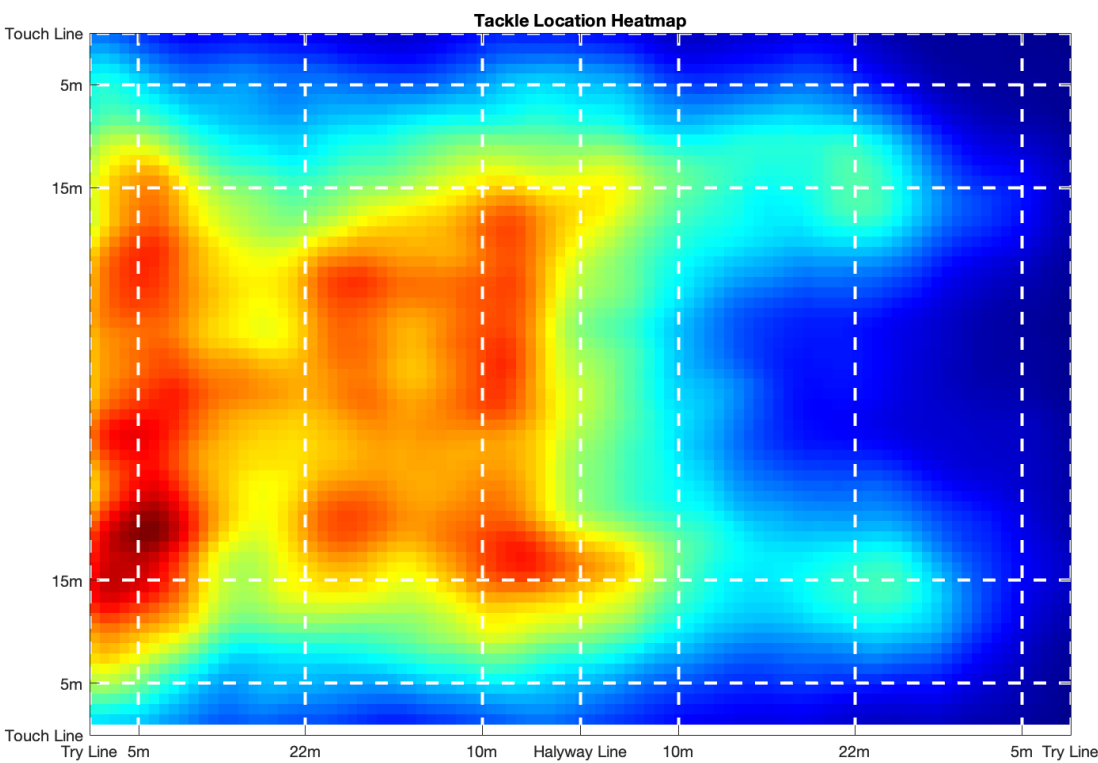
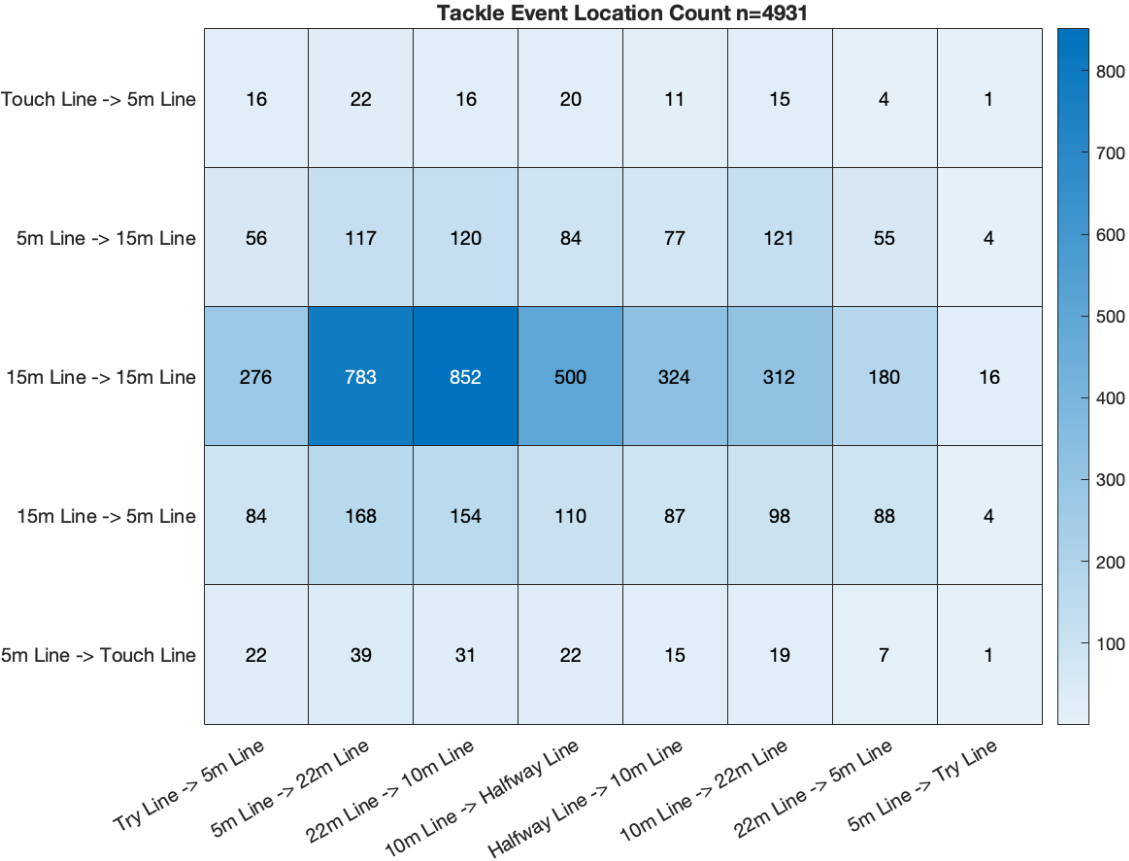
**Abstract** The tackle is responsible for the majority of head injury events in professional rugby union. This study used video analysis to identify risk factors during the tackle and to identify the tackle phases most likely to be associated with head injury events in the professional game. Data for 464 head injury events were collected from 10 professional rugby union clubs. The tackle was the most common event type, accounting for 40% of all head injury events. The tackle was most commonly associated with head injury events in the professional game. The tackle was most commonly associated with head injury events in the professional game. The tackle was most commonly associated with head injury events in the professional game.



# iMG identification of significant events



# LOCATION OF FIELD TACKLES

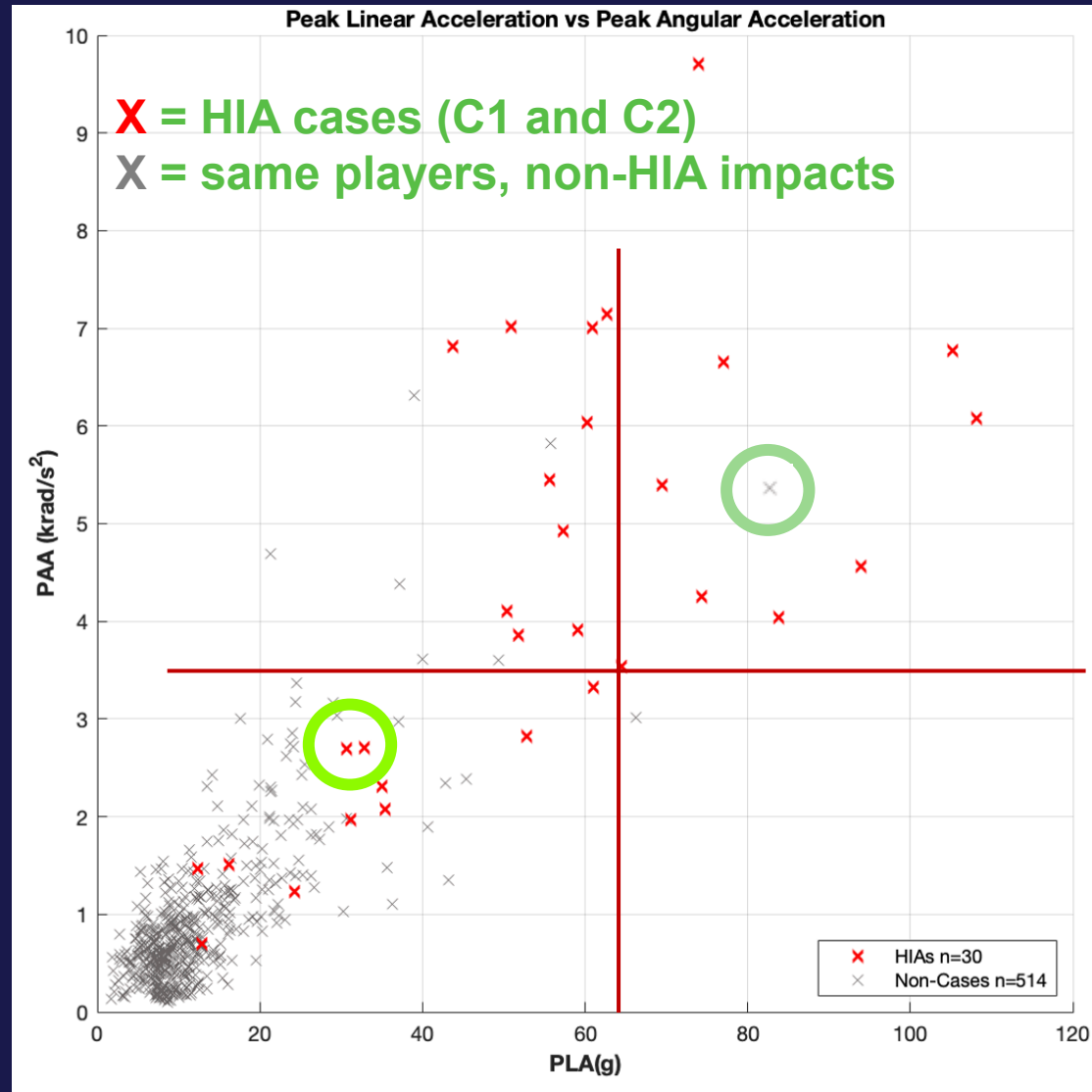


2023

15%

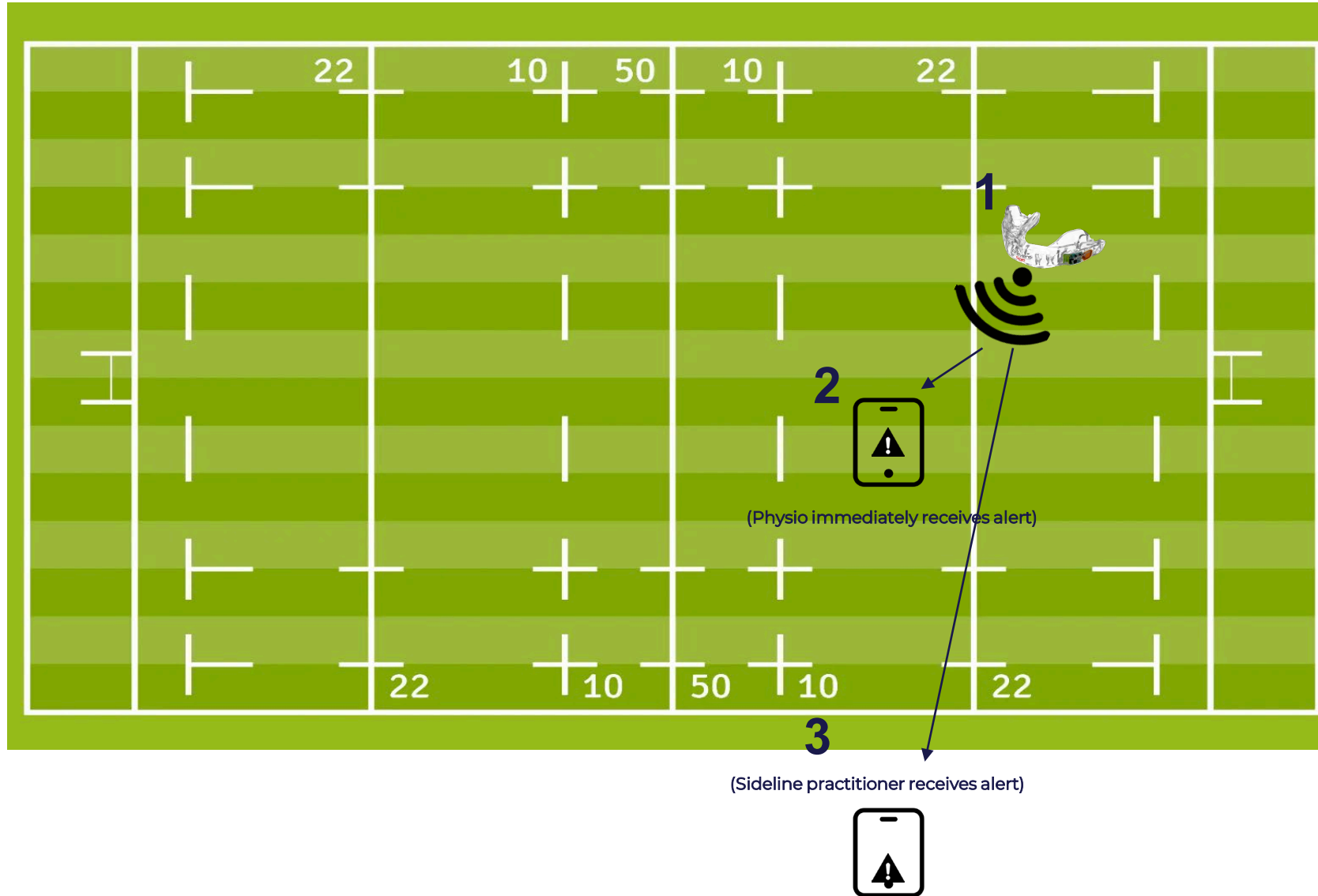
ALL CONCUSSIONS  
REPORTED AT HIA2  
OR HIA3 DAYS

# iMG identification of significant events





# REAL TIME IMPLEMENTATION OF DATA



# Real-time use of iMG data





WORLD RUGBY





# NEVER STANDING STILL

2023 Player Welfare  
Communications







# WORKING TOGETHER AS A TEAM

- Updated toolkit available for unions in how to approach welfare comms:



SCAN ME

- Rugby World Cup 2023 has proved an excellent case study in communications teamwork
- Putting our words into action is key – tell us what you're working on and we can give it global reach





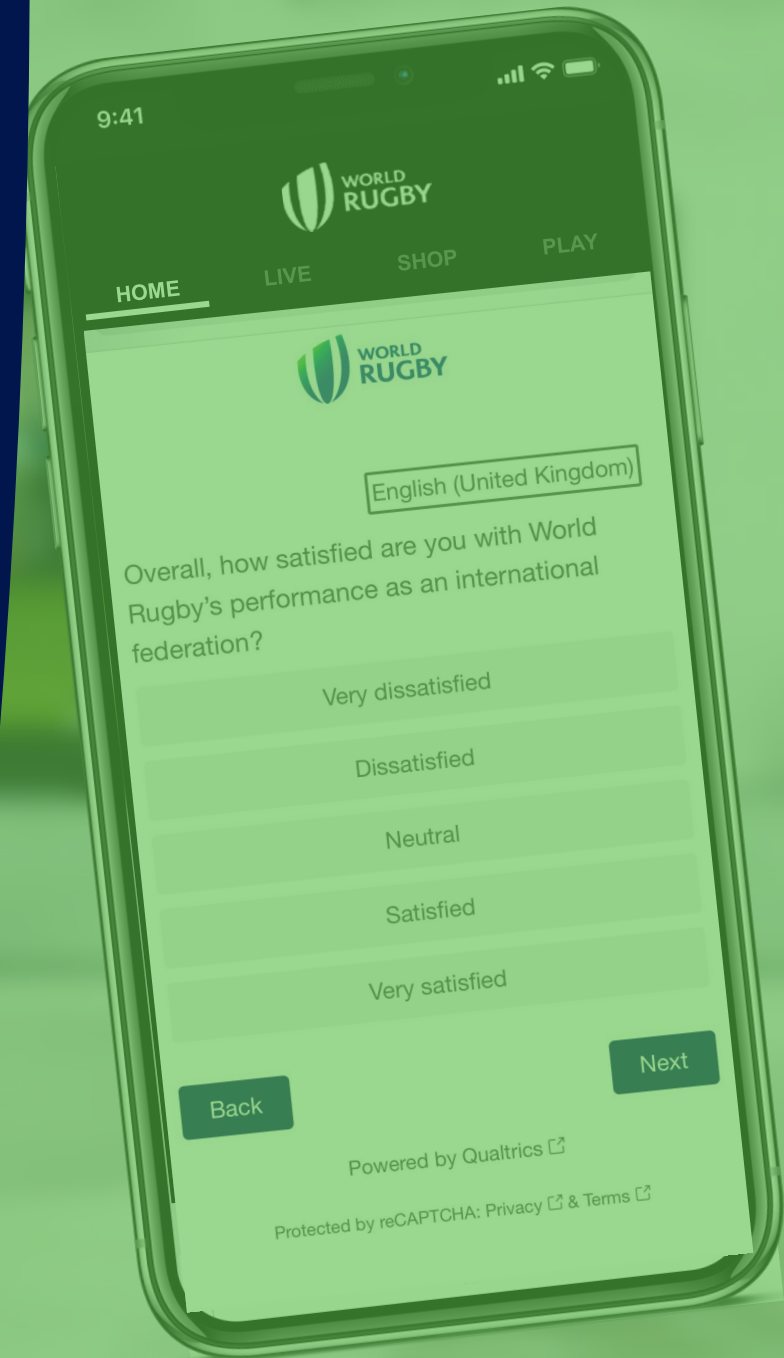
# THANK YOU



APPENDIX THREE

# WORLD RUGBY MEMBERSHIP SURVEY

**Mihir Warty**  
Chief Strategy Officer



**VISION**

**A GLOBAL SPORT FOR ALL - TRUE TO ITS VALUES**

**PURPOSE**

**GROWING RUGBY BY MAKING IT MORE RELEVANT AND ACCESSIBLE**

**VALUES**

**INTEGRITY**

**RESPECT**

**SOLIDARITY**

**PASSION**

**DISCIPLINE**

**PILLARS**

**COMPETITION**

**PARTICIPATION**

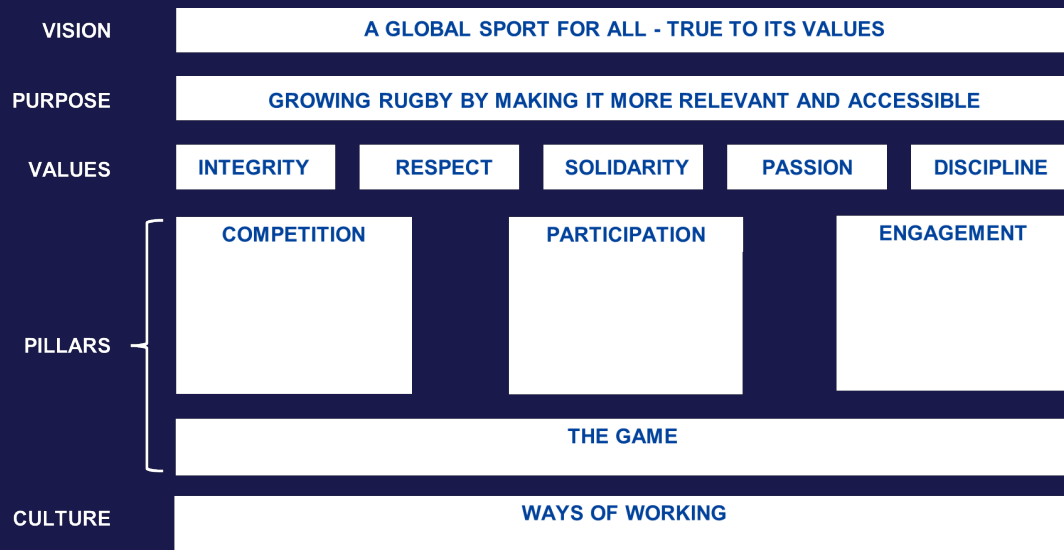
**ENGAGEMENT**

**THE GAME**

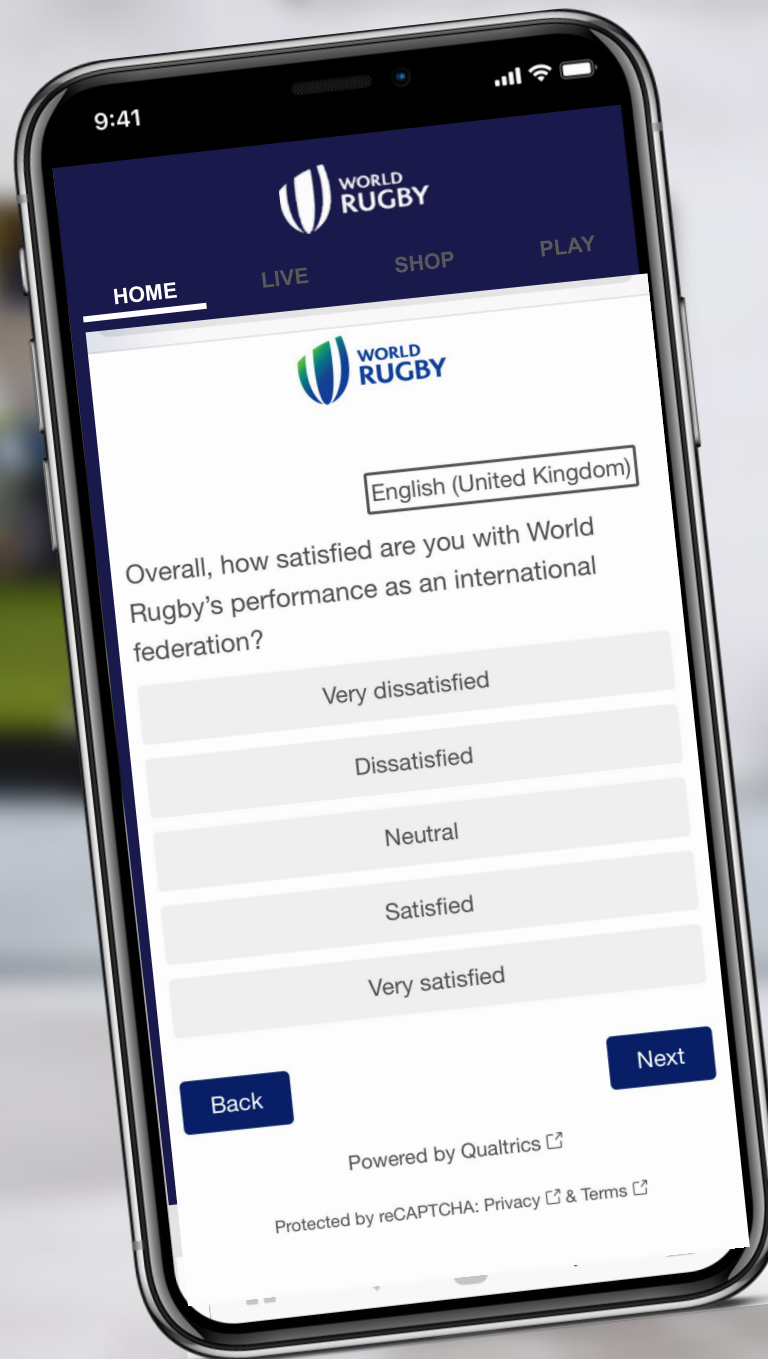
**CULTURE**

**WAYS OF WORKING**

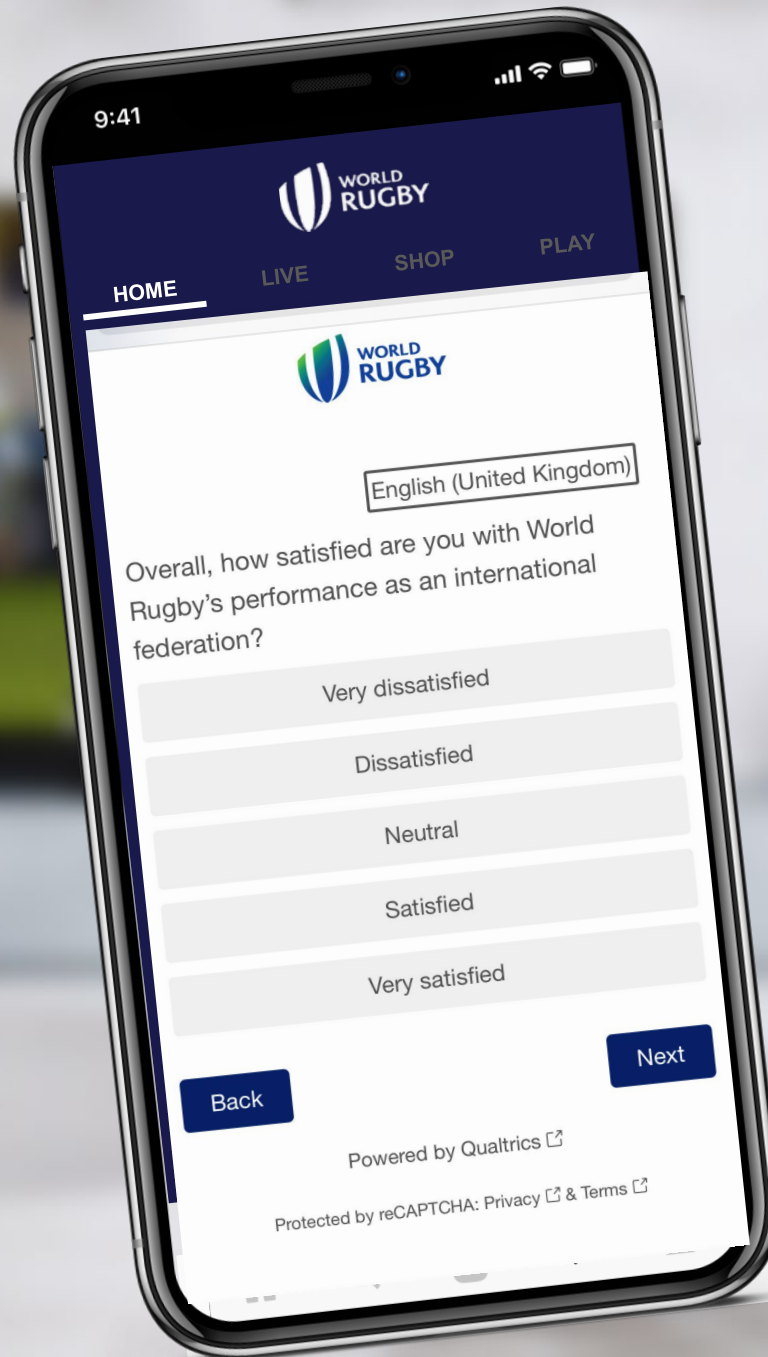




# World Rugby Membership Survey

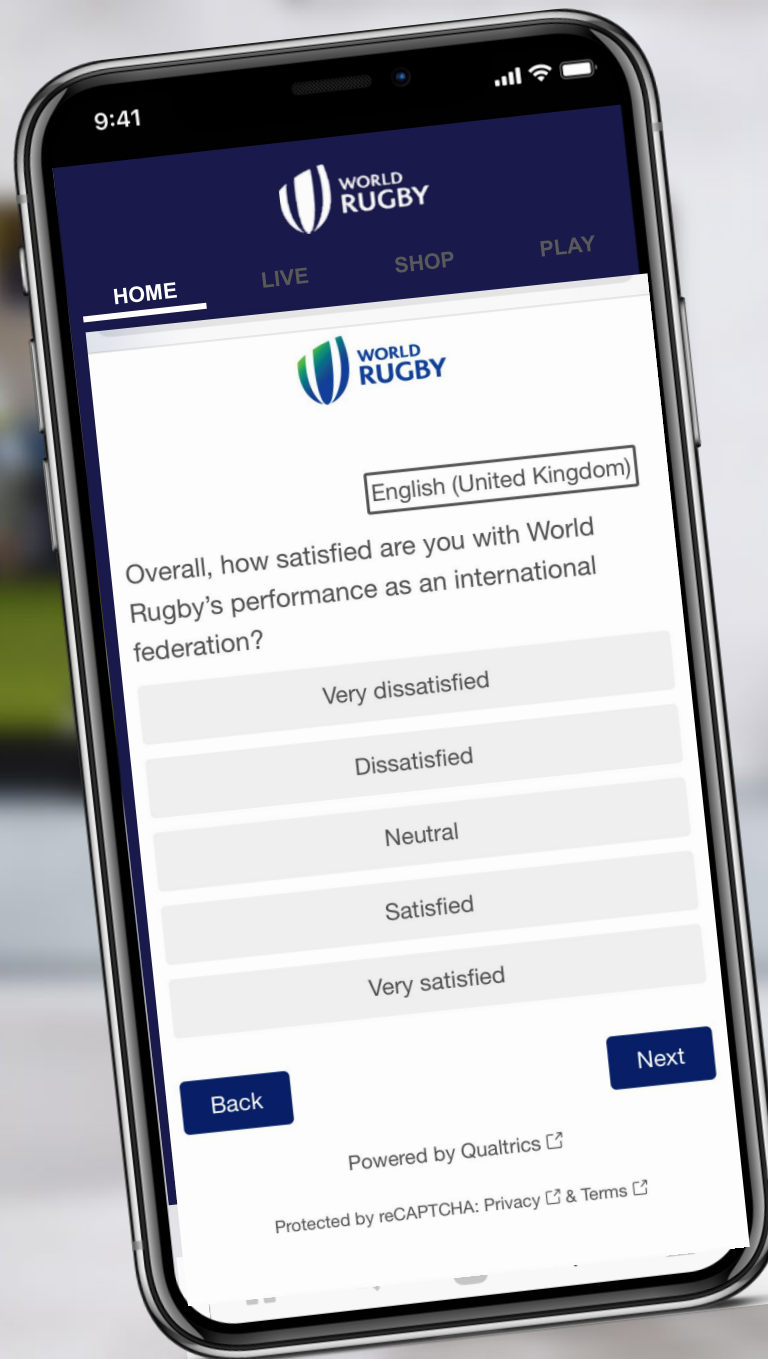


Launched in October 2021



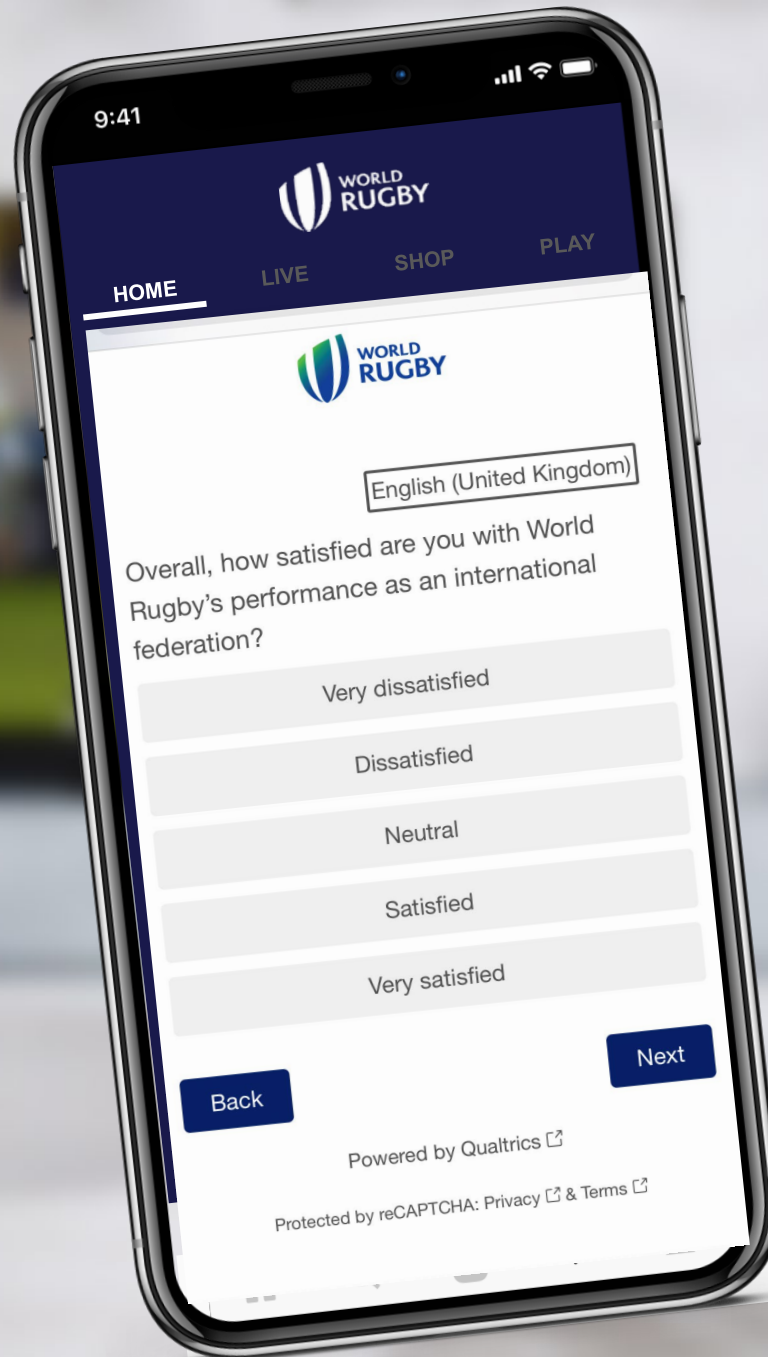
Repeated in November 2022





84 respondents in 2021

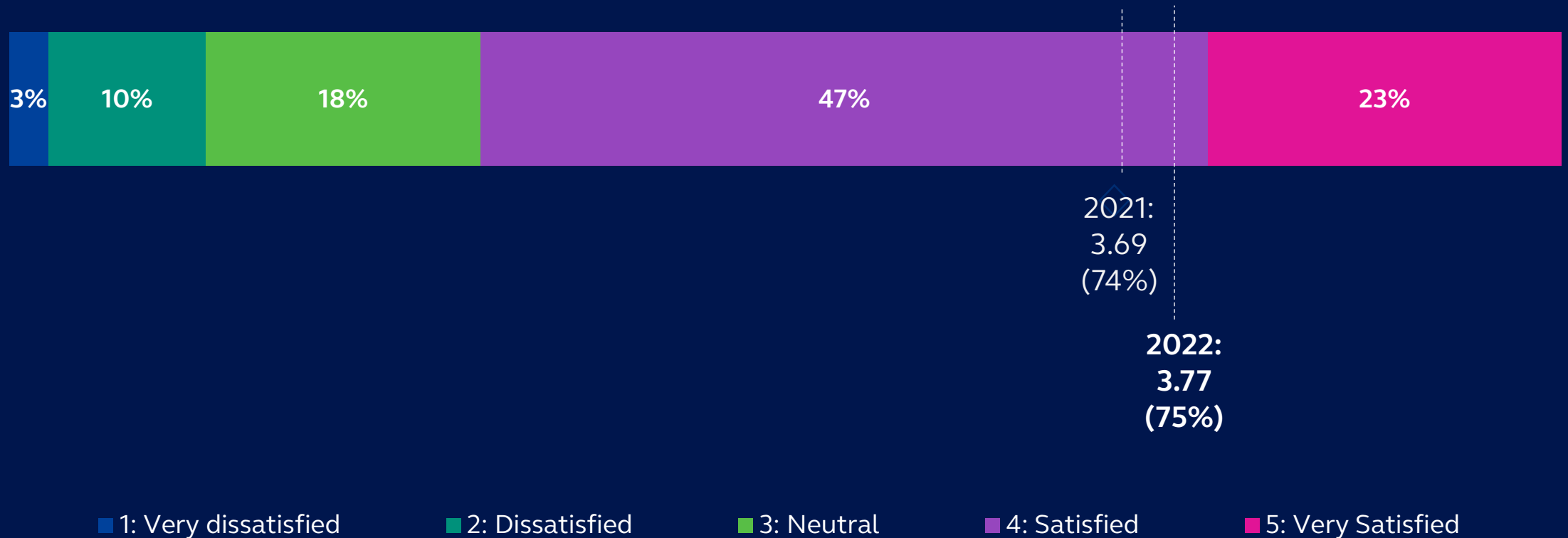
79 respondents in 2022



‘Likert’ 1-5 scale

Above 3.5 / 70% seen as positive

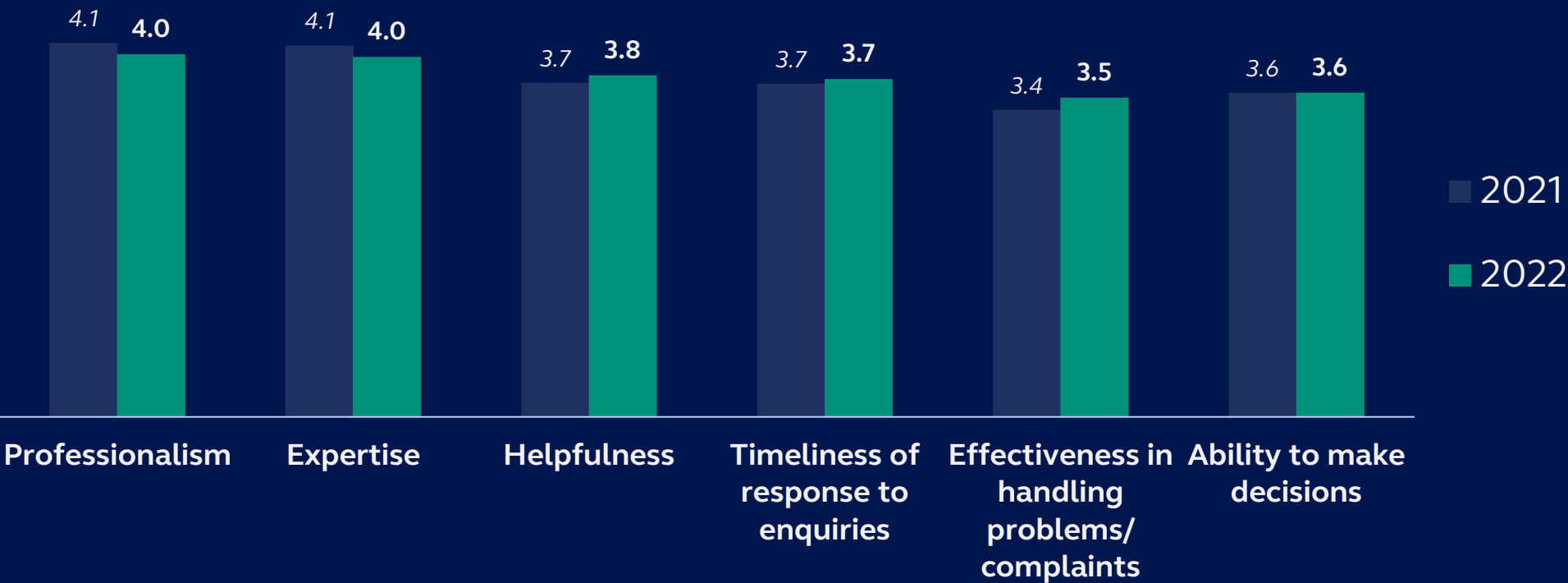
# OVERALL, HOW SATISFIED ARE YOU WITH WORLD RUGBY'S PERFORMANCE AS AN INTERNATIONAL FEDERATION?





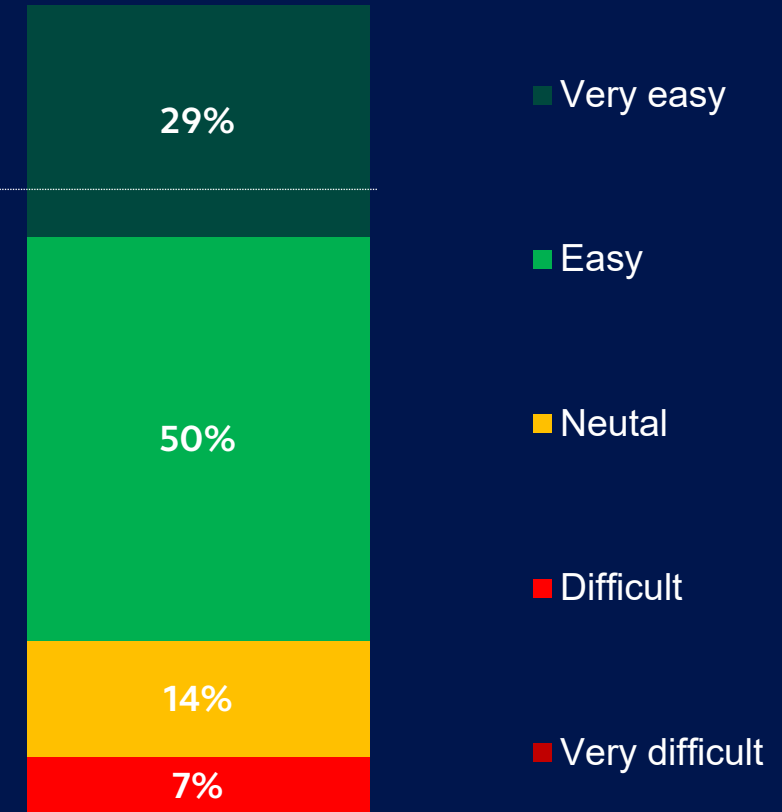
# HOW SATISFIED ARE YOU WITH WORLD RUGBY IN THE FOLLOWING AREAS?

**Key:**  
5: Very Satisfied  
4: Satisfied  
3: Neutral  
2: Dissatisfied  
1: Very dissatisfied



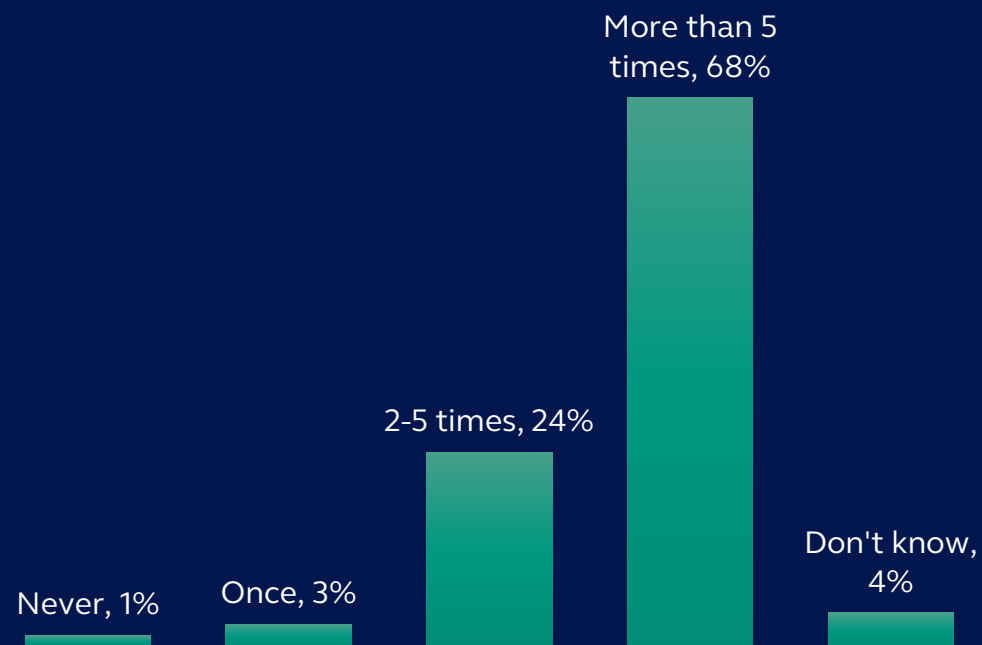
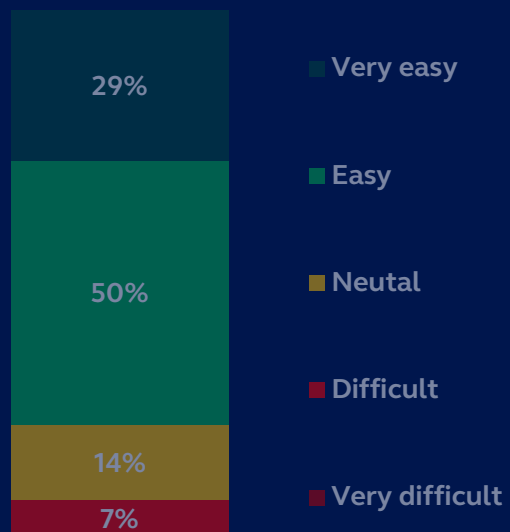
# IN GENERAL, HOW EASY DO YOU FIND IT TO CONTACT WORLD RUGBY?

Average: 4.0



# APPROXIMATELY HOW MANY TIMES IN THE PAST 12 MONTHS HAVE YOU HAD DIRECT CONTACT WITH WORLD RUGBY?

IN GENERAL,  
HOW EASY DO YOU FIND IT TO CONTACT  
WORLD RUGBY?



# WHAT SORT OF SERVICES WOULD YOU LIKE TO SEE US OFFER?

## Expertise and advice

Content and videos  
that will help us  
promote rugby

Training and  
Education

More practical  
support in helping  
us with sponsorship  
from Businesses.



# WHAT SORT OF SERVICES WOULD YOU LIKE TO SEE US OFFER?

## Ways of working

Support with good governance

## Expertise and advice

Content and videos that will help us promote rugby

Training and Education

More practical support in helping us with sponsorship from Businesses.

# WHAT SORT OF SERVICES WOULD YOU LIKE TO SEE US OFFER?

## Financial support

Help with  
procurement and  
purchasing

Preferential loan  
access

Support for  
Women's Rugby

## Ways of working

Support with good  
governance

## Expertise and advice

Content and videos  
that will help us  
promote rugby

Training and  
Education

More practical  
support in helping  
us with sponsorship  
from Businesses.

# MEMBERSHIP SERVICES WORKSHOP

Clare Barrell



OCTOBER 26, 2023

# COVERAGE OF THE WORKSHOP

- Overview of Direction
- Spotlight on Member Services
- Workshop
- Next Steps





# REGIONAL PARTNERSHIP MANAGERS

## *Helping to connect the dots for World Rugby*

### **RPM OBJECTIVE:**

*Establish a close working partnership with the region and its unions to support an increase of capability and capacity to develop the sport of rugby.*

### **Enabled through:**

*Provision of a consultative interface between **all** departments at World Rugby and the Regional Association and unions.*



# MENTI QUESTION ONE

INSERT QR CODE



Say HELLO

BONJOUR

BULA!

CIAO

# MEMBER SERVICES - LIVE



ACCELERATE  
PROGRAMME -  
RESOURCES & INSIGHTS



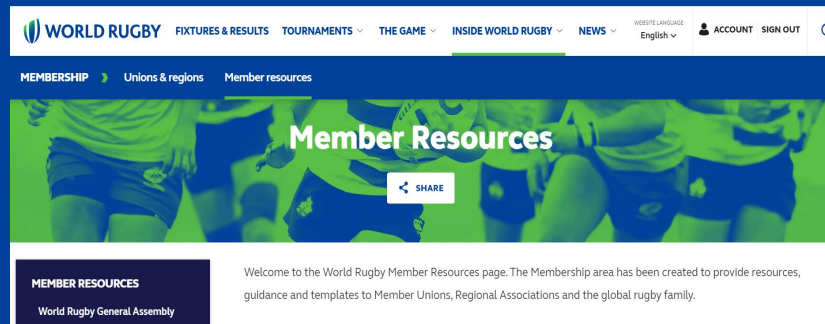
PLAYER WELFARE &  
RUGBY SERVICES



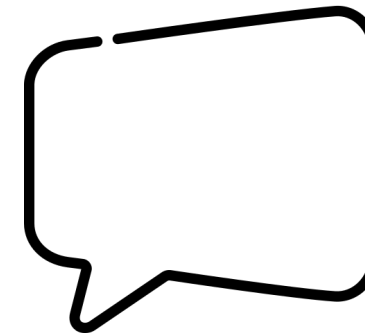
SUSTAINABILITY



TEAM MARKETING,  
COMMUNICATION &  
COMMERCIAL  
OPERATIONS (TMCO)

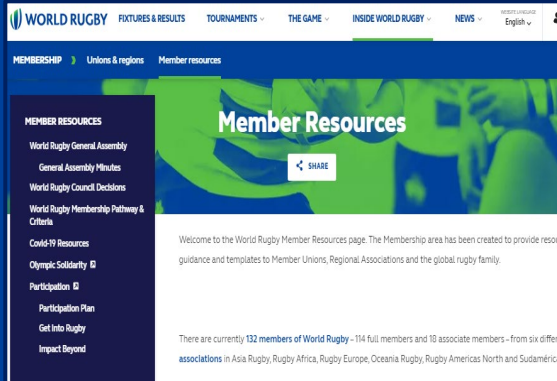


RESOURCES, GUIDANCE &  
TEMPLATES



COMMUNICATIONS

# MEMBER SERVICES – GO LIVE Q1 2024



## GOVERNANCE

Templates &  
Resources (e.g.,  
Model Union Statutes,  
Job descriptions)



## CLUBHOUSE

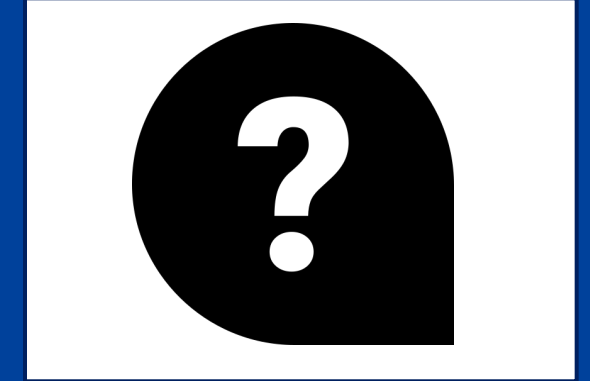
Resources to support  
your club or  
association

Developing the team  
off the field



## SAFE SPORT

A comprehensive,  
certificated, safeguarding  
educational course aimed  
at safeguarding leads  
within sports  
organisations



# WHAT ELSE?



# 01

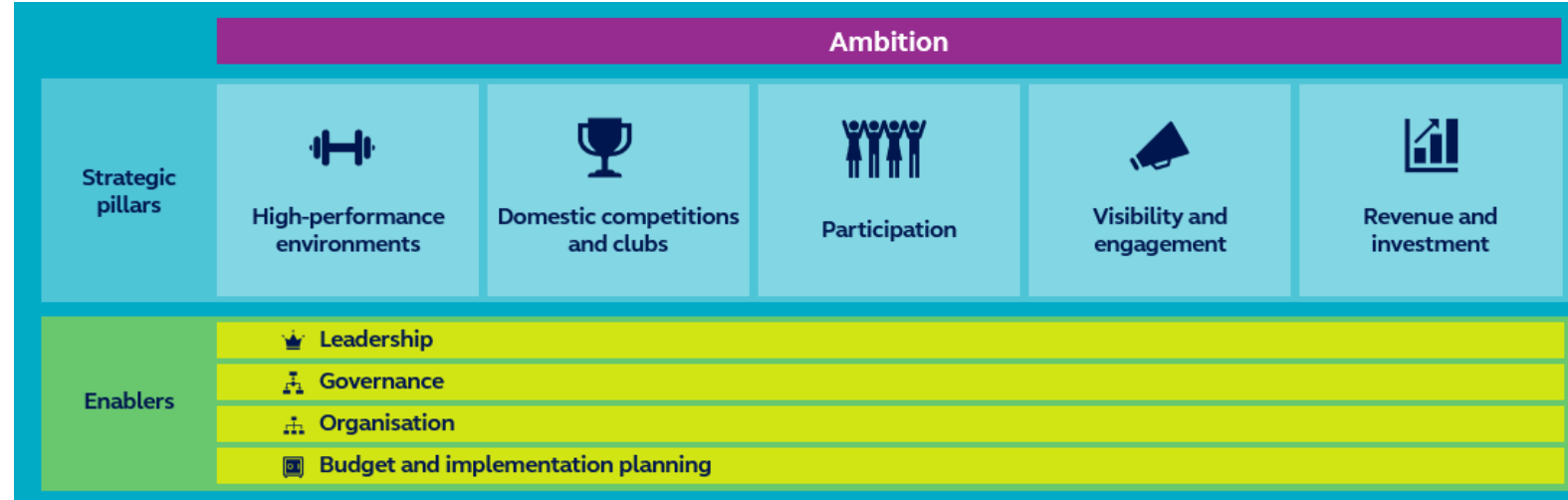
## ACCELERATE PROGRAMME - WOMEN & GIRLS RUGBY

# ACCELERATE PROGRAMME: BUILDING STRONGER FOUNDATIONS FOR GROWTH

## WHAT IS IT


1. Building **stronger sport and business plans** that will **grow the whole game** and **unlock funding**
2. **Digital and centralised services**; toolkits, resources, and support underpinned by an **insights led approach**
3. **Supporting Unions** to develop capacity, knowledge and expertise

## THROUGH A 360 DEGREE WHOLE GAME APPROACH




*Aligning with wider World Rugby programmes to provide 'best-in-class' member services*

# ACCELERATE PROGRAMME: STRATEGIC PLANNING TOOLKIT



**ACCELERATE  
PROGRAMME**

**STRATEGIC  
PLANNING TOOLKIT**



## CONTENTS

01/ Scene Setting and Context	02/ Strategic Plan Framework	03/ High Performance Environments	04/ Domestic Clubs and Competitions
05/ Participation	06/ Visibility and Engagement	07/ Revenue and Investment	08/ Strategic Planning Process



08/ STRATEGIC PLANNING PROCESS

How to create and implement an  
**EFFECTIVE WOMEN AND GIRLS' RUGBY STRATEGIC PLAN**



# 02

## PLAYER WELFARE & RUGBY SERVICES



## Player Welfare and Rugby Services

### Game Analysis

*Tracking all elite rugby to support player welfare, judicial, training, Shape of the game and referee coaching.*



### Conferences

Annual Medical, Shape of the Game and Education/ training conferences



### Turf Regulation

Advice on field selection, installation, maintenance & compliance



### Education & Training

*Workforce of 2500 Trainers & Educators delivering a portfolio of on-line & face-to-face course*



### Refereeing

*Supporting talent identification and developing pathways for aspiring Match Officials*



### Medical

*Developing evidence-based injury prevention and management tools and procedures*



### Doping Prevention and detection

Education support for players and staff  
Clean sport promotion at national events



### Research

Annual call for funding to support game research priorities  
Injury prevention and concussion research



### Shape of the game

*Tracking the game at all levels and working with the games major stakeholders to develop a safer and more spectacular game.*



### Laws

*Producing multi-lingual and cross platform law resources. Managing law trials and supporting all variants of the game*



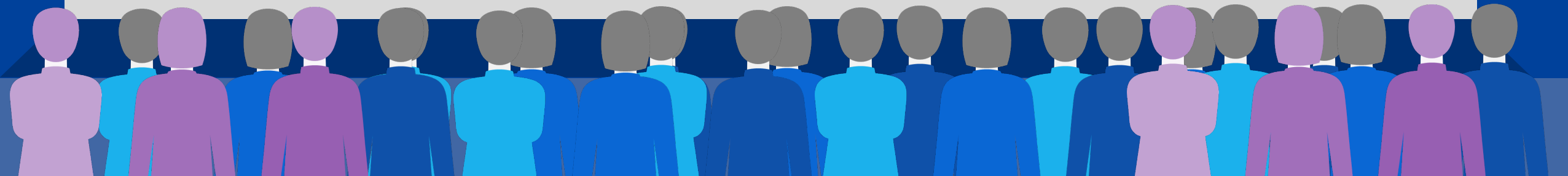
### Equipment

Regulating on-field equipment to safeguard players



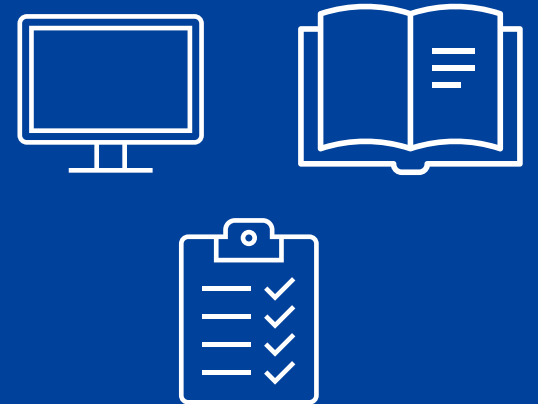
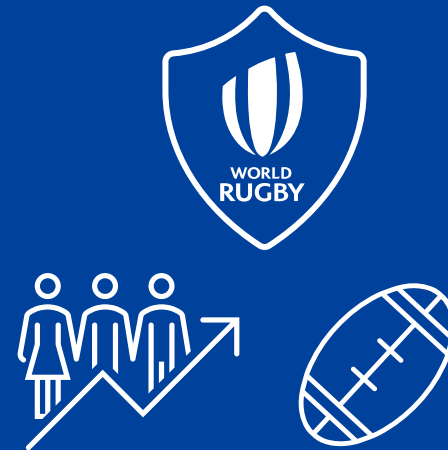
### Brain Health Service

*SupportING ex-players and connecting them with specialist medical help where required*





**“WE INSPIRE ALL TO IMPROVE, PROTECT, GROW  
THE GAME AND THE PEOPLE WITHIN IT.”**



# 03

## TEAM MARKETING & COMMERCIAL OPERATIONS... TMCO

**We**



# SUPPORTING MEMBERS THROUGH TMCO

World Rugby is investing in a family of central initiatives specifically to support member unions in their marketing, distribution and commercial operations.



## Social Support

We can support members with social content production & publishing services – as piloted with selected Unions during RWC2023.



## Video Support

We can offer Unions bespoke video inventory at scale by leveraging industry-leading publishing & sharing tools such as WSC & Greenfly.



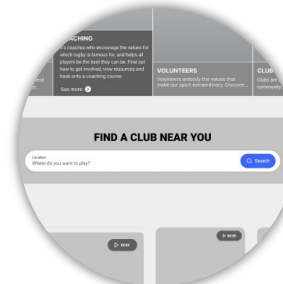
## Syndicated Content

We offer a range of easy-to-embed video and data products which require little or no local maintenance – including highlights, magazine content & rankings.



## Streaming

We use our RugbyPass TV product to give reach & relevance to global & regional rugby events via live and/or VOD distribution services.



## Licensed Tech

We offer centrally procured and “specifically-scoped-for-rugby” fan engagement technology – including website, streaming, SSO & marketing tech – for utilisation by Unions.



## Data & Co-Marketing

We offer technical, commercial & advisory services to help broker mutually beneficial co-marketing & data sharing arrangements.



## Commercial Support

We collaborate with Unions in the identification and pursuit of strategic and commercial opportunities across D2C, sponsorship and media revenue lines.

## Intended Outcomes:

More  
**Revenue**  
in the Game

Bigger  
**Audiences**  
across the eco-system

More  
**Data**  
to collaboratively monetise

# 04 CLUBHOUSE

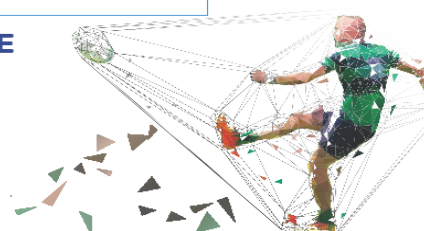
# World Rugby Clubhouse

Ressources pour soutenir votre club ou association



Volet Croissance « Dans les tribunes »	Volet Gestion « Dans la salle du conseil »
<b>Gérer le changement</b> « Éléments à prendre en compte lorsque des changements qui affecteront les membres sont requis »	<b>Développer une culture au sein du club</b> « S'assurer que tout le monde dans le club œuvre vers un objectif commun »
<b>Attirer et fidéliser les bénévoles</b> « Comment recruter et fidéliser des bénévoles dans votre club »	<b>Élaborer et exécuter un plan de base</b> « Ne gaspillez pas votre précieuse ressource de bénévolat, ayez un plan pour être plus efficace »
<b>Attirer et fidéliser les familles</b> « Comment recruter et fidéliser tous les membres de la famille dans votre club »	<b>Le Club de l'avenir / Vision</b> « À quoi voulez-vous que votre club ressemble dans 3 à 5 ans ? »
<b>Élaborer un plan de communication</b> « Comment fournissez-vous des informations à toutes les parties prenantes ? »	<b>Gestion de données</b> « La pratique sûre, efficace et rentable de la collecte, conservation et utilisation des données »
<b>Développer une image ou une marque forte</b> « Générer une image positive de votre club dans la communauté »	<b>Gestion financière</b> « Les bases de l'organisation, de la direction et du contrôle des activités financières de votre club »
<b>Élaborer une expérience client</b> « Comment créer une expérience client exceptionnelle »	<b>Leadership</b> « Pour aider à diriger un groupe de personnes ou votre club »
<b>Développer l'affluence le jour du match</b> « Qui pourriez-vous attirer pour voir jouer votre équipe ? »	<b>Sponsoring</b> « Comment intéresser, attirer et fidéliser des sponsors pour votre club »
<b>Promouvoir le club dans la communauté</b> « Veiller à la visibilité de votre club au sein de la communauté »	<b>Affiliation</b> « Quel est l'intérêt pour moi d'être membre de votre club ? »
<b>Gestion des événements</b> « Prendre en charge la planification et la gestion de petits et grands événements dans votre club »	<b>Gestion des installations</b> « L'entretien et le développement de vos bâtiments et équipements »

**WORLD RUGBY CLUBHOUSE**  
DÉVELOPPER L'ÉQUIPE HORS DU TERRAIN



# World Rugby Clubhouse

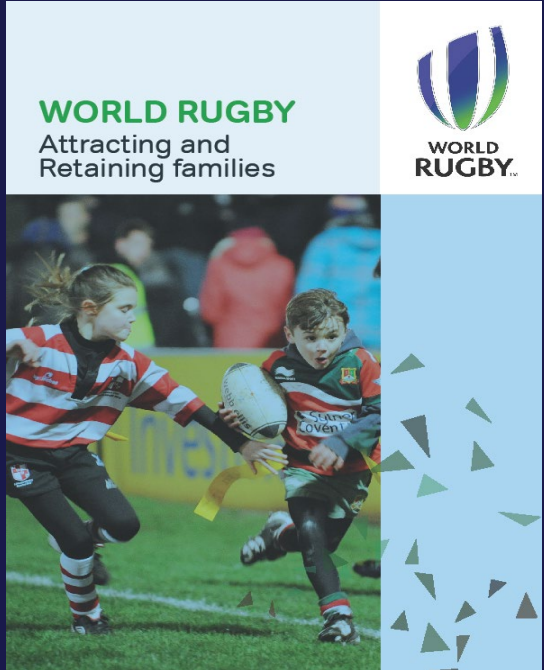
Recursos para ayudar a su club o asociación



Temas de Crecimiento "En las tribunas"	Temas de Administración "En la sala del consejo"
<b>Manejo de los cambios</b> "Lo que hay que tener en cuenta cuando hay que hacer cambios que afectarán a los socios"	<b>Desarrollo de una Cultura del Club</b> "Garantizar que todos en el club trabajen para una meta común"
<b>Captación y Retención de Voluntarios</b> "Cómo captar y retener a los voluntarios dentro de su club"	<b>Confección y ejecución de un Plan Básico</b> "No malgaste su valioso recurso de voluntarios: tenga un plan para ser más eficaz"
<b>Atracción y Retención de Familias</b> "Cómo atraer y retener a todos los miembros de las familias dentro de su club"	<b>Club del Futuro / Visión</b> "Cómo quiere que sea su club dentro de 3 a 5 años"
<b>Diseño de un Plan de comunicaciones</b> "Cómo proporcionar información a todas las partes interesadas"	<b>Administración de Datos</b> "La práctica de recopilar, conservar y utilizar los datos de forma segura, eficaz y rentable"
<b>Desarrollar una imagen o marca fuerte</b> "Generar una imagen positiva de su club en la comunidad"	<b>Administración financiera</b> "Fundamentos de la organización, dirección y control de los aspectos financieros de su club"
<b>Armar una experiencia de cliente</b> "Cómo construir una gran experiencia para el cliente"	<b>Liderazgo</b> "Ayudar en la acción de liderar un grupo de personas o a su club"
<b>Aumentar la asistencia a los partidos</b> "A quién se puede atraer para que vea jugar a su equipo"	<b>Patrocinios</b> "Cómo atraer, captar y retener patrocinadores para su club"
<b>Promoción del Club en la comunidad</b> "Asegurar que su club sea visible dentro de la comunidad"	<b>Socios</b> "¿En qué me beneficia ser socio de su club?"
<b>Organización de Eventos</b> "Manejo de la tarea de planificación y gestión de pequeños y grandes eventos en su club"	<b>Administración de Instalaciones</b> "El mantenimiento y desarrollo de sus edificios y equipamiento"

**WORLD RUGBY CLUBHOUSE**  
DESARROLLO DEL EQUIPO FUERA DEL CAMPO





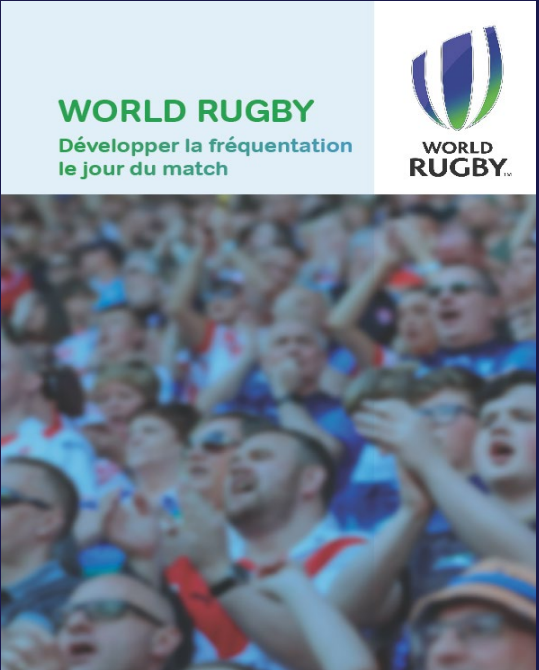
WORLD RUGBY

Attracting and Retaining families

Step by Step Guide

Building up a simple plan

Activity	Actions	Who is responsible	When	Date completed
Deciding to make a change	The leader or leadership group will decide that something needs to change because of an external factor such as Covid, to grow the club in a certain area or to support an area that isn't successful.			
Focus on the change	Using the SMART approach, the leadership group would define what needs to be changed.			
Making a detailed plan	The club will then build up a detailed plan, step by step, deciding on what needs to be done, when it needs to be done by and when it needs to be completed.			
The skills needed	The club will then need to match the step by step actions with individuals that have the skills.			
Monitor	The leader or leadership group will need to monitor the progress against the plan.			



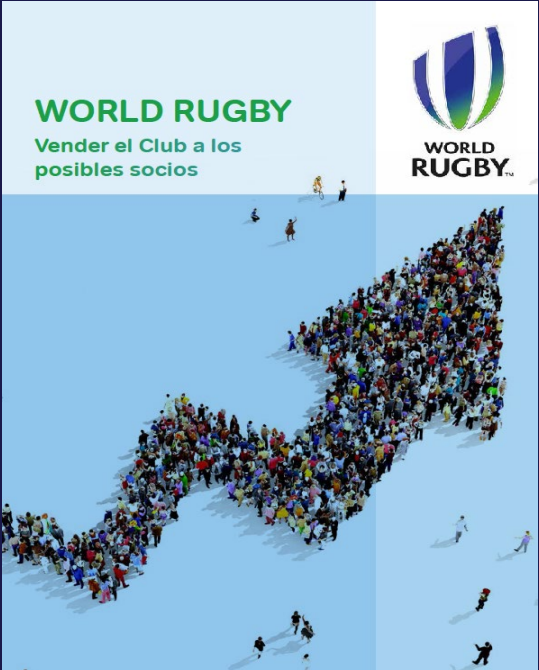
WORLD RUGBY

Développer la fréquentation le jour du match

Guide étape par étape

Élaborer un plan de communication

Activité	Actions	Qui est responsable	Quand	Date de réalisation
Toutes les personnes impliquées dans la communication doivent se préparer à une réunion visant à élaborer un plan	Au sein du club, certaines personnes seront responsables de différents aspects de la communication. Il s'agit notamment de faire connaître le club davantage, de promouvoir les événements, de renforcer la réputation du club, de vendre le club et de fournir des informations aux adhérents existants. Avant la réunion, chacun devra décider soigneusement qui il veut cibler et quelle sont les meilleurs canaux médiatiques à utiliser.			
Examiner les communications qui doivent être mises en œuvre et les canaux requis	Réunir toutes les personnes qui seront impliquées afin de passer en revue toutes les communications potentielles qui pourraient être utiles, et quels canaux il serait préférable d'utiliser.			
Décider de ce qui est possible	Les ressources n'étant pas illimitées, le groupe devra décider des canaux à privilégier et de la personne responsable de l'envoi de chaque type de communication.			
Décider qui gèrera la partie web, qui est la plateforme de toutes les communications	Le site web doit être la plateforme tournante à travers laquelle toutes les activités sur les réseaux sociaux sont articulées : il s'agit de la source centrale d'informations sur le club. Cela représente un rôle majeur au sein du club, qui exige une personne ou un groupe de personnes qui peut fournir du temps et de l'expertise.			
Développer un plan	Le club devra accepter de n'envoyer que la quantité d'informations pour laquelle il dispose de ressources. Si l'on y consacre trop de temps, cela aura un impact négatif sur la motivation des bénévoles. Si trop d'informations sont envoyées, elles seront ignorées. Le plan devra préciser qui fait quoi et quand, en se concentrant sur ce qui est réalisable et réalisable.			
Suivi	De manière très simple, toutes les communications doivent faire l'objet d'un suivi pour voir si elles ont un résultat, le nombre d'adhérents sur les réseaux sociaux doit aussi faire l'objet d'un suivi ainsi que le nombre de visiteurs de site web.			



WORLD RUGBY

Vender el Club a los posibles socios

Guía paso a paso

El Club del futuro

Actividad	Acciones	Quién es responsable	Cuando	Fecha de finalización
Quiénes van a trabajar en el proyecto	El líder o el grupo de liderazgo deberá reunir a todo el equipo que trabajará en el desarrollo de la visión del club.			
Acordar una visión para el futuro	El equipo deberá debatir y acordar la visión. Esta se resumirá en unos pocos frases, debe ser alcanzable y también debe poder ser medible. De este modo, el equipo podrá evaluar si se ha alcanzado la visión.			
Decidir en qué punto se encuentran el club en la actualidad para poder diseñar los cambios necesarios	Todos los aspectos del club, tales como la membresía, el patrocinio, las instalaciones, etc., que intervienen en la visión, deben ser analizados mediante un análisis FODA. Esto permitirá de identificar los cambios que deben realizarse.			
Diseñar planes SMART	El plan básico o SMART debe rediseñarse para cada área de la visión. A continuación, el equipo acordará el orden de ejecución de los proyectos involucrados en el logro de la visión.			
Diseñar planes detallados	Para cada miniplan o proyecto deberá haber un plan detallado de quién hace qué, cuándo tiene que hacerlo y cuándo tiene que estar terminado.			
Monitoreo	El grupo de liderazgo deberá monitorear el progreso en cada área y reportar a los voluntarios cuando sea necesario.			



# 05

## SAFE SPORT



The Open  
University

## BREAKOUT



**“WHAT ADDITIONAL MEMBER SERVICE(S) WOULD MAKE THE BIGGEST IMPACT FOR YOUR UNION IN THE NEXT 24 MONTHS?”**

TEMPLATES, GUIDANCE, RESEARCH, INSIGHT, WORKSHOPS, KNOWLEDGE TRANSFER?

WHAT TOPICS?

# GET IN TOUCH

**Accelerate**

[accelerate@worldrugby.org](mailto:accelerate@worldrugby.org)

**ELC Team**

[jock.peggie@worldrugby.org](mailto:jock.peggie@worldrugby.org)

**TMCO**

[tmco@worldrugby.org](mailto:tmco@worldrugby.org)

**Member Services  
central email**

[memberservices@worldrugby.org](mailto:memberservices@worldrugby.org)



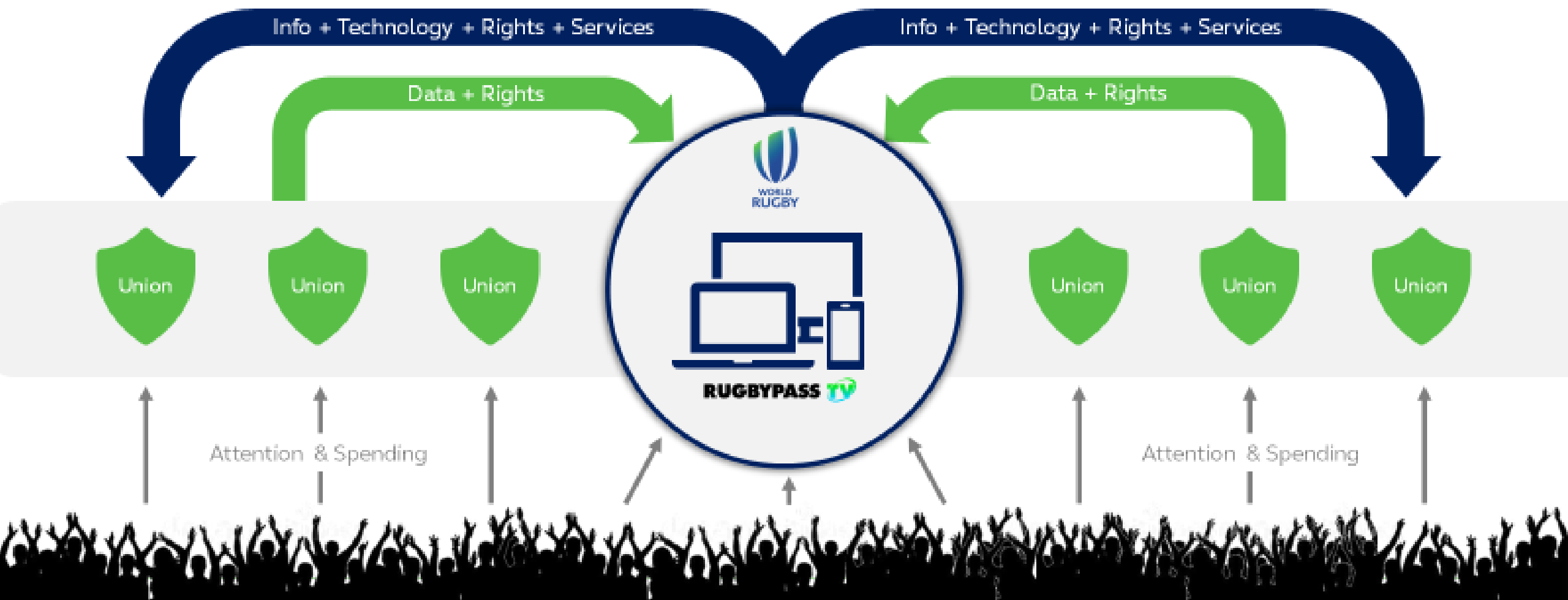
# WRAP UP

- Resources referenced shared in the Box
- Contact details of relevant areas also shared
- [memberservices@worldrugby.org](mailto:memberservices@worldrugby.org) as a sorting house
- Update in Q1 and workshop outcomes to be shared



# Growing a Stronger Game Together

Investment in the initiatives outlined will create the basis of a virtuous cycle of long-term commercial growth across the game, predicated on the exchange of data, services, technology and content/rights.



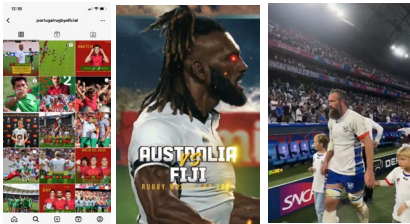
# TMCO PROJECTS

TMCO is here to support Unions – DO reach out!

2023

REVENUE  
AUDIENCE  
DATA

2024



## Social Media Content

Content production for Unions for the RWC



## Video Widget Distribution

Interactive widget to help drive context, authenticity and engagement across Union and publisher websites for RWC and beyond.



## Video Syndication

Utilising technology such as Greenfly and WSC to enable syndication and distribution of video content to Member Unions.



## Digital Platform Strategy

Revolutionize global rugby's digital landscape, through a unified ecosystem of Member Union websites powered by a centralized white-label technology solutions



## Regional OTT Streaming

Work with Unions to increase the eyeballs and distribution of local and regional tournaments through RugbyPass.TV



## Targeted Country Activations

Data-led strategy to identify Unions for specific regional development, collaborating on commercial opportunities and shared initiatives for audience growth





A wide-angle photograph of a packed stadium at night during a rugby match. The stands are filled with spectators, and the pitch is brightly lit by stadium lights. A large white text overlay 'THANK YOU' is positioned in the upper left quadrant. In the background, a large screen displays a close-up of the game. Various banners for 'France 2023', 'Rugby World Cup 2023', and 'Coupe du Monde de Rugby 2023' are visible around the stadium. Advertisements for Mastercard, Orange, and Vivendi are also present along the field's perimeter.

# THANK YOU



## APPENDIX FOUR

# FINANCE & RISK UPDATE

DEBORAH GRIFFIN, CHAIR OF THE AUDIT & RISK COMMITTEE

CHARLOTTE SAMUELSON, CHIEF OPERATING OFFICER

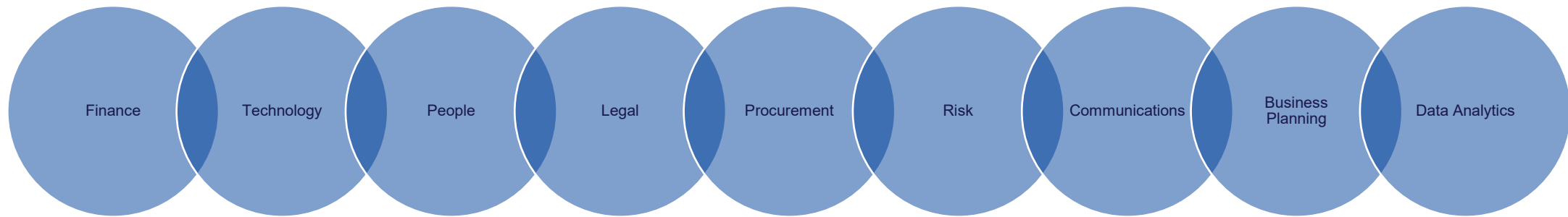
# AUDIT, FINANCE & RISK

## Committee Members

Deborah Griffin (Chair)  
Mark Dodson  
Cristina Flores  
Alan Gilpin  
Tuilaepa Sailele Malielegaoi  
Pip Marlow  
Kevin Potts  
Gabriel Travaglini

- The Audit & Risk Committee and Finance Committee have merged
- The Committee oversees the external audit, annual accounts (prior to submission to the Council), and World Rugby's Risk Management processes
- BDO are the external auditors for the Group

# SECURING OUR FOUNDATIONS FOR GROWTH



# FINANCIAL RISKS AND OPPORTUNITIES

The 2024-27 cycle reflects a **new operating model** for Rugby World Cups and SVNS, creating both a risk and an opportunity.

**Inflation/energy costs/travel costs:** The continued impact of the 2022 energy cost rise and inflation impact will be closely monitored and could provide some risk to the cashflow should higher than anticipated inflation rates be prevalent through this cycle. There are, however, opportunities to reduce overall travel costs through a potential change in provider (due to tender this year) and a tightening of staff travel.

Achievement of the 2024 budget and subsequent cashflow projections are reliant on achieving **commercial targets** in the early years; with the projected reserves ratio of 0.5x being attained in year 4 of the cycle (so, less buffer in the early years).

As World Rugby takes on operational responsibilities in more countries, the organization is exposed to a greater **FX and Tax risk**, both of which will be a key areas of focus to mitigate future risk.

With increased investment into **Women's Rugby** and commercial and engagement momentum building in Women's sport (Women's Football World Cup success), opportunity exists to make an even greater impact on the back of the flagship Women's World Cup 2025.

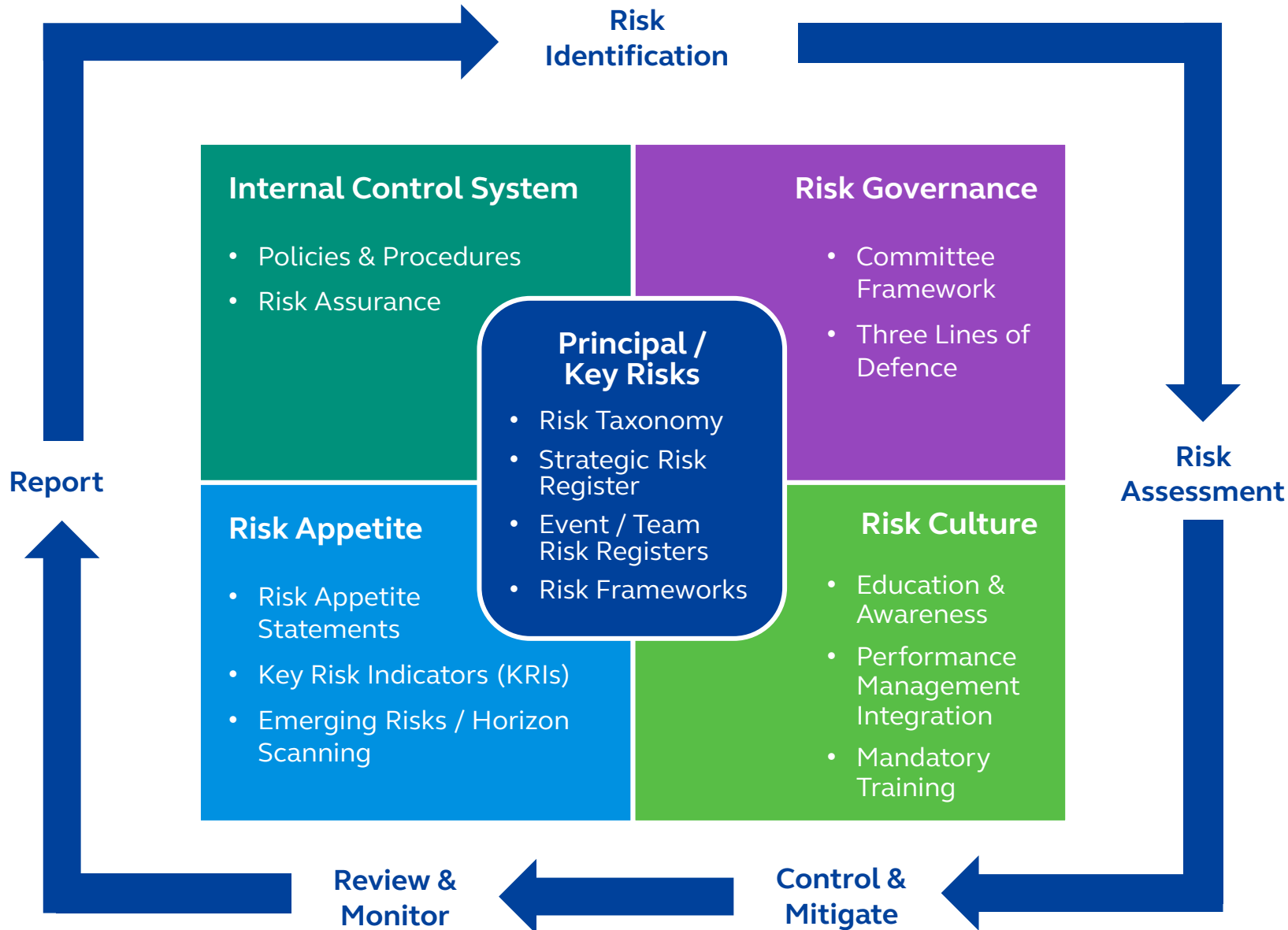


# RISK IN TRANSITION

- Transition to new model and direct management of pinnacle events **is transforming World Rugby's risk landscape**, building on risks associated with the organisation's existing activities
- Key **commercial and operational risks associated with tournament delivery** are now being incurred directly while **change risk is increasing** due to necessary organisational transformation

# HOW WE ARE RESPONDING

- Recognising the changes to its risk landscape, World Rugby has acknowledged that **evolution of its legacy risk management approach is now required**
- A **new Risk Team** has been onboarded, tasked with **developing an organisation-wide risk management framework**, capable of facilitating a **consistent and effective approach**, aligned with **industry best practice**
- Embedment of a **‘Three Lines of Defence’ model** core to new framework and critical in defining **clear roles and responsibilities** for all



# World Rugby Risk Framework

Best practice framework comprised of five core components:

1. Internal Control System
2. Risk Governance
3. Risk Appetite
4. Risk Culture
5. Principal / Key Risks

A Risk Process Lifecycle runs across the framework ensuring a consistent and measurable approach to risk management

APPENDIX FIVE



**OCEANIA  
RUGBY**

REGIONAL ASSOCIATION





Oceania Rugby is one of six (6) regional associations of World Rugby, responsible for fostering, developing and growing the sport of rugby across the region.

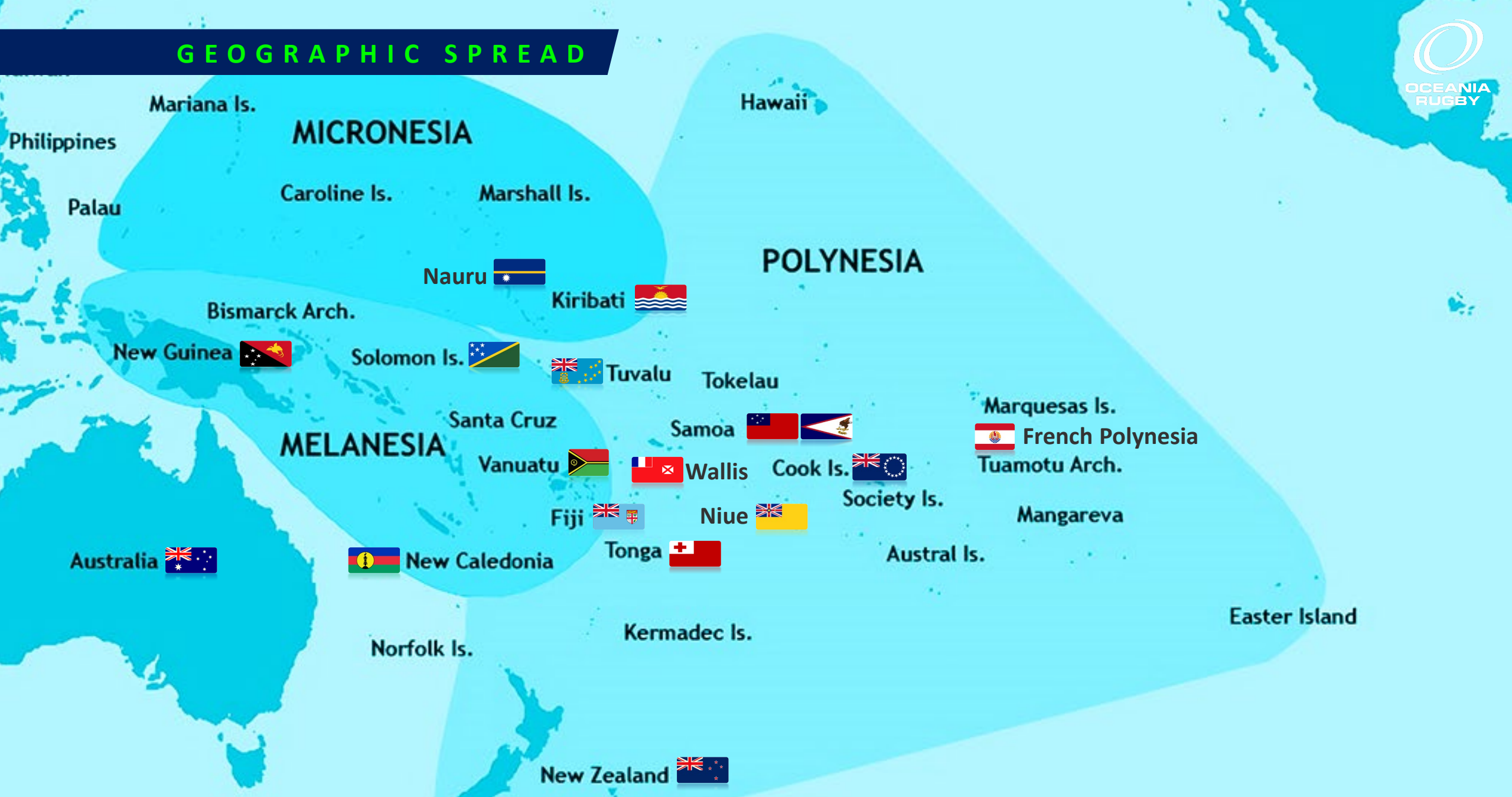
The Oceania region is rich with talent, producing nearly half of the world's professionally contracted rugby players.



**OCEANIA  
RUGBY**



# GEOGRAPHIC SPREAD



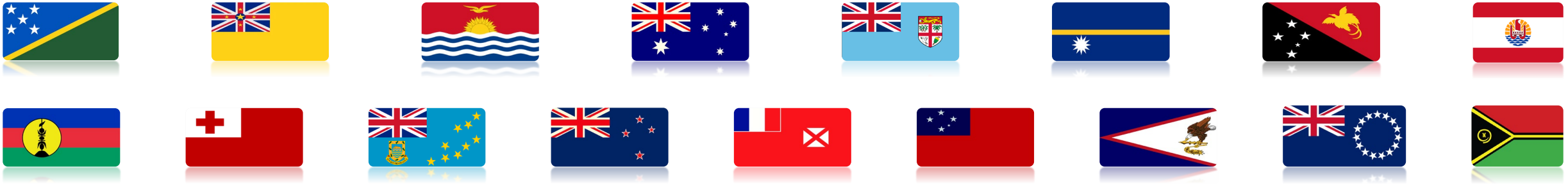




**OCEANIA  
RUGBY**

STRATEGIC PARTNERSHIPS





## STRATEGIC PARTNERS

Through the strong partnership forged with Rugby Australia, Oceania Rugby delivers social impact programs across the Pacific through Australian Federal government and Strategic Partnership investment.



**Australian Government**





## GET INTO RUGBY PLUS

Get into Rugby PLUS is a flagship Sport for Development programme that embeds life skills learning with rugby union to promote positive behaviours, support gender equality, and prevent violence against women, girls and boys.





BY NUMBERS

2K

PARTICIPANTS

100+

COACHES  
ACCREDITED

51

SCHOOLS  
ENGAGED

50%

FEMALE  
COACHES & PARTICIPANTS

40K

ENGAGEMENTS

\$3M

INVESTED SINCE 2018



## COMMUNITY CATEGORY

WHICH COMPANY IS USING  
SPORT TO BREAK DOWN  
BARRIERS AND BRING A  
COMMUNITY TOGETHER?



# PROGRAMS

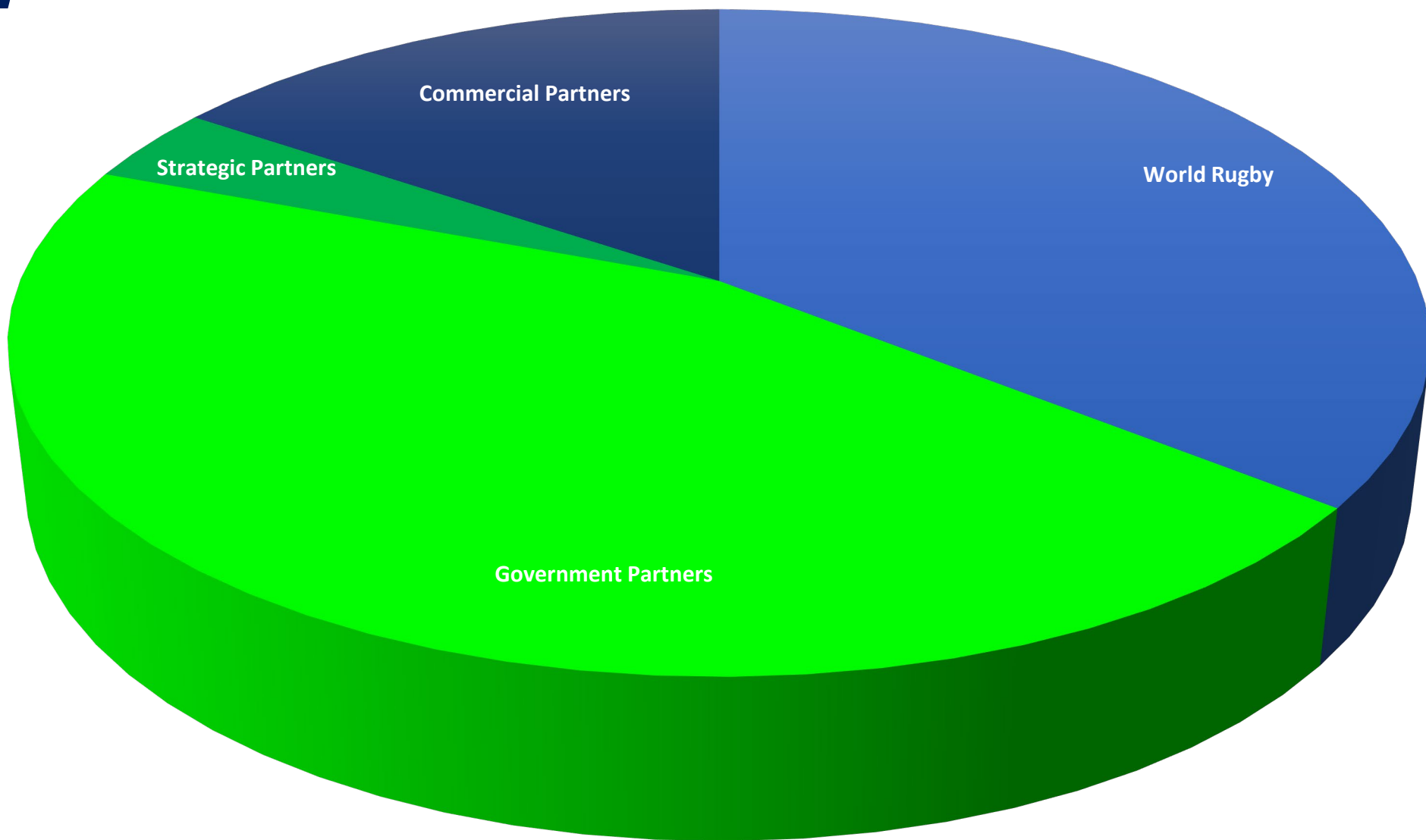


Australian Government



Program / Initiative	Overview	Unions Engaged
Get into Rugby PLUS	Improving gender equality behaviours attitudes	Samoa, Fiji
Impact Inclusion Programs	Increased female participation across rugby	Papua New Guinea, Nauru
Professional Development	Enhancing the competencies of women in rugby	All Member Unions
Women's Combine	Providing opportunities for local women to play Super W	Samoa, Tonga, Papua New Guinea
Men's U20s	Supporting U20 development pathways	Samoa, Tonga, Papua New Guinea
Rise Rugby + Women's Rugby	Integrate women across all areas of rugby	All Member Unions
Domestic Competitions	Support development and delivery of local competitions	All Member Unions
World Rugby Scholarships	WR Scholarships building ambition and aspiration through rugby	All Member Unions
Women in Governance Training & Mentoring Program	Increasing competencies in governance for greater representation	All Member Unions
Women in Rugby Network	Established network built to support women across the game	All Member Unions
Oceania Women in Rugby Forum	Key event encouraging more women to share insights into rugby	All Member Unions





■ World Rugby ■ Government Partners ■ Strategic Partners ■ Commercial Partners



**OCEANIA  
RUGBY**

1. NEW PARTNERSHIP OPPORTUNITIES
2. EXPANDING EXISTING PROGRAMS
3. CREATING NEW MEANINGFUL INITIATIVES







**OCEANIA  
RUGBY**

VINAKA VAKA LEVU





## APPENDIX SIX



# MARKETING AND CONTENT OVERVIEW

## World Rugby General Assembly

Oct. 26<sup>th</sup> 2023









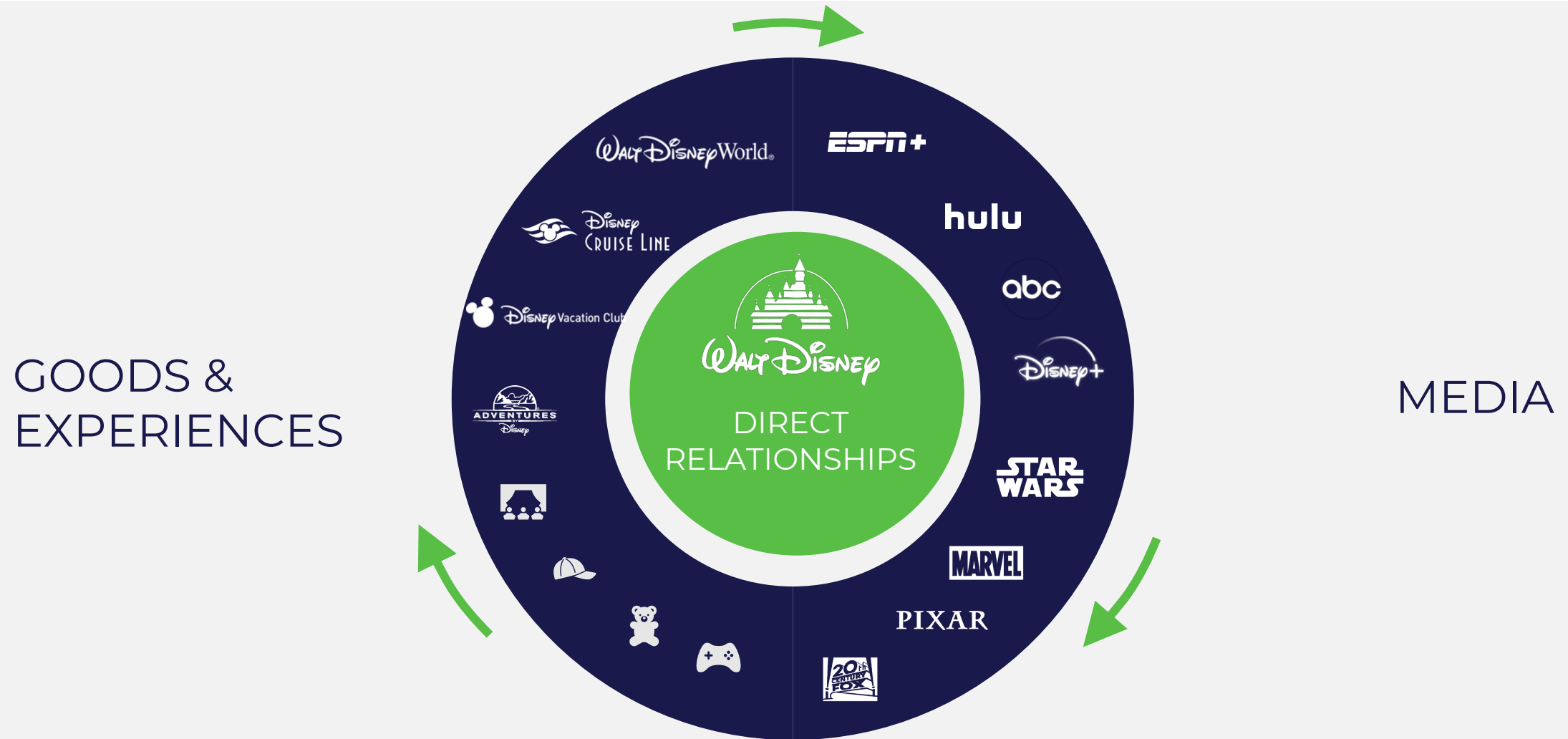
Grow rugby amongst new audiences in new markets through making the game more *accessible, relevant* and *entertaining*.

## WHY // OBJECTIVES

Achieve our strategic goal of growing rugby globally by building a **World Rugby Consumer Business** that:

- (a) Drives more direct fan relationships and higher engagement through better platforms, content, brands and event experiences
- (b) Monetises those relationships more effectively through smarter and more creative commercial and marketing

We are here to deliver a greater commercial return and larger global audiences for the game as a whole.



The fastest growing media & leisure businesses use direct relationships to turn + accelerate their 'flywheel'



## EVENTS

Deliver a world class portfolio of entertaining, sustainable, socially conscious and cost efficient owned and operated events.



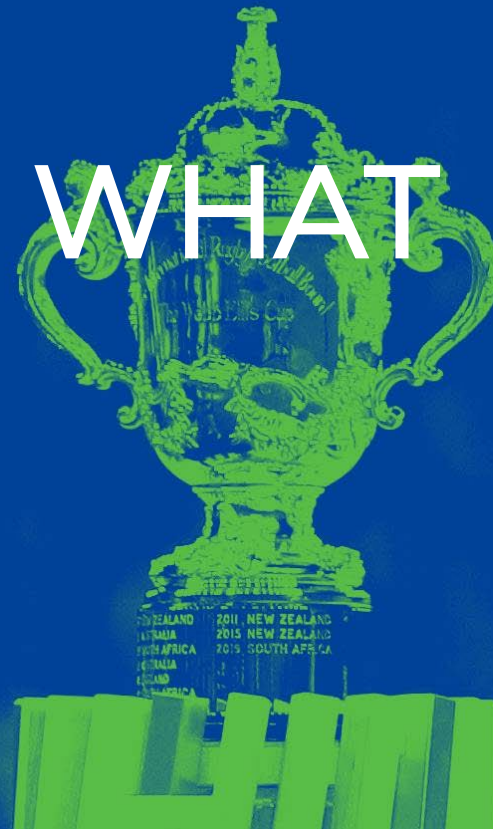
## MEDIA

Accelerate Diverse Audience Reach & Fan Engagement by meeting fans where they are & transforming the propositions that generate fan attention.

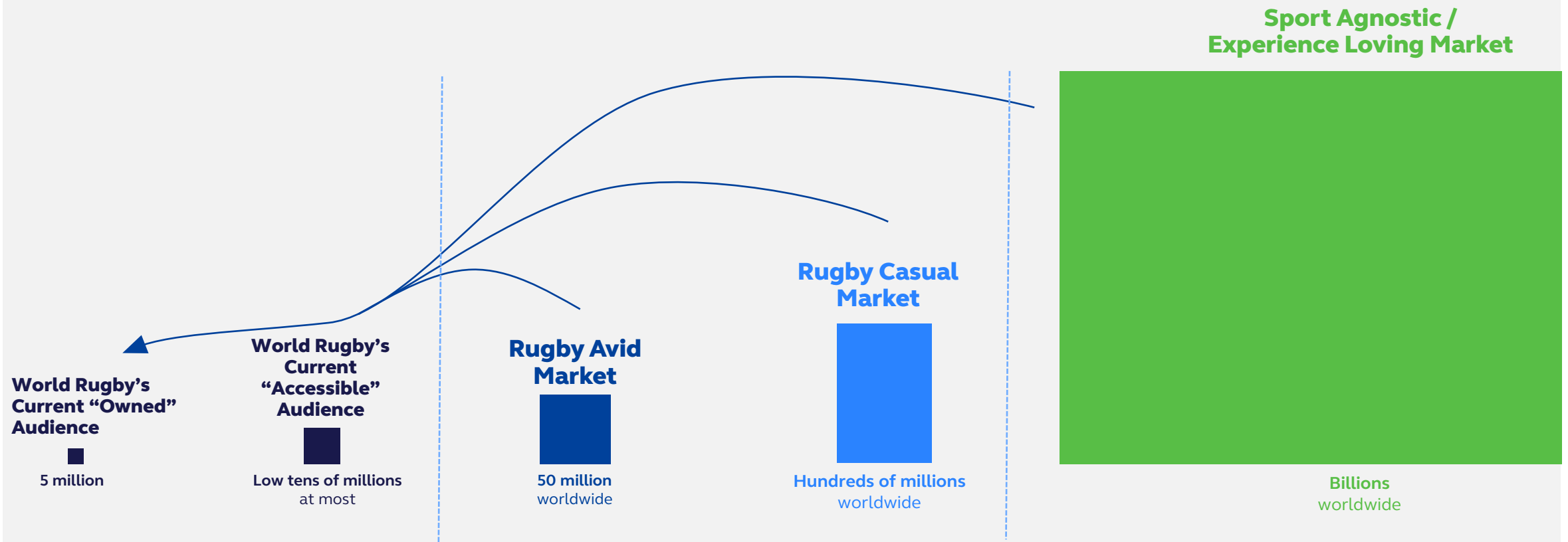
## PRODUCTS & EXPERIENCES

Monetise more effectively by driving fan dwell time, yield and loyalty through tailored, diverse experiences

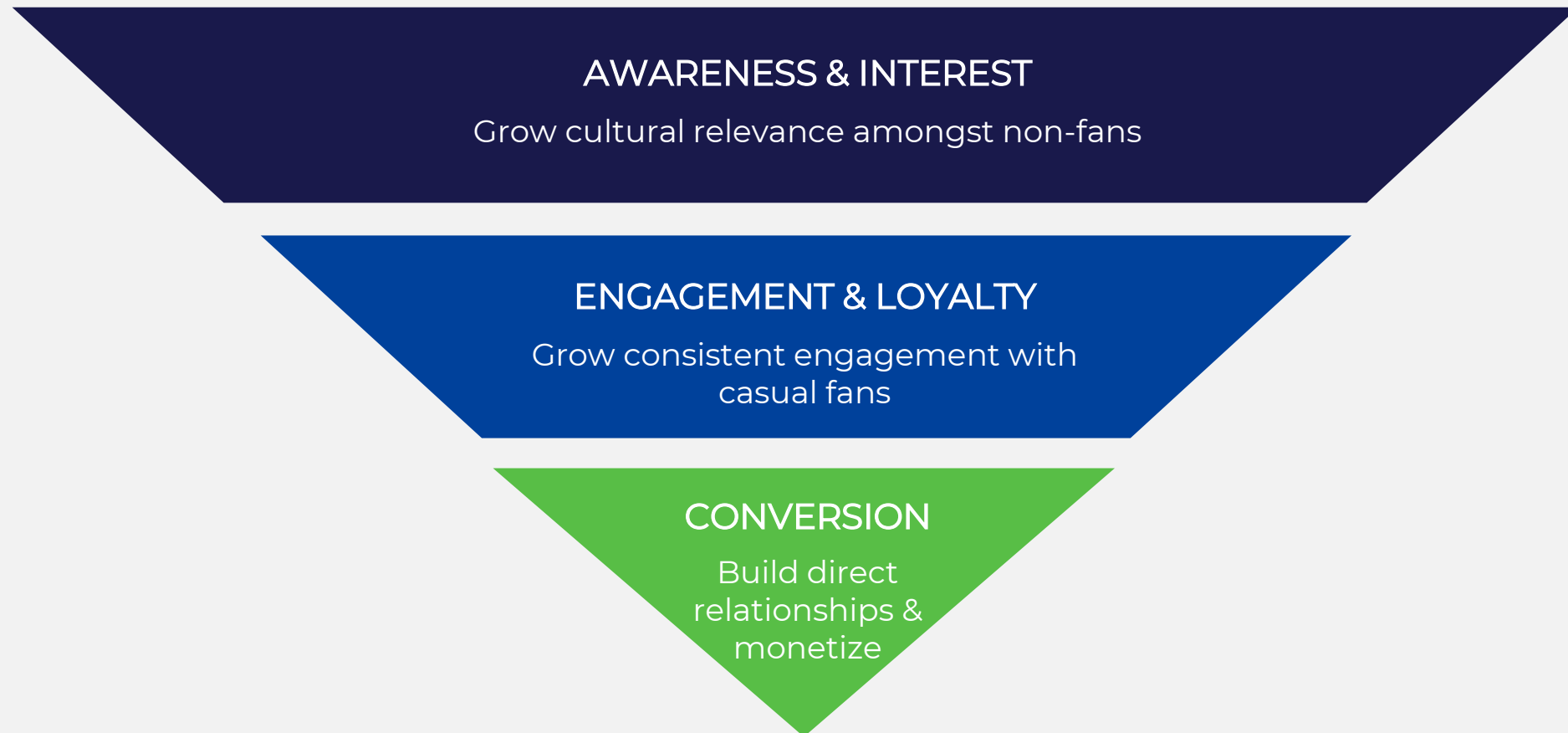
# WHAT



Rugby has a bright future, but to deliver on our growth potential we need access to **hundreds of millions** of consumers over the next 8 years.



## HOW MANY // A CONSUMER FUNNEL FOR RUGBY





## WHAT // AUDIENCE STRATEGY

To deliver our 10 year audience targets at a sufficient scale to underpin our investment, we need to answer two fundamental Q's:

### “WHO?”

We need access to an increasingly diverse profile of consumers – **geographically, demographically, attitudinally** – to support differentiated growth across our portfolio. Rugby avids alone will not be enough!

### “HOW MANY?”

We need large enough audiences – across various consumption environments – to support both our consumer business and the targeted growth in our B2B business.

...SHAPED BY  
DISTINCTIVE  
PREFERENCES &  
SENSITIVITIES...



Rugby  
Avids



Decision-Makers in  
Young Families



Leisure Hungry  
18-34s



'Undecided' Gen  
Z

EVENTS



Child friendly  
experiences, food,  
drink & merch

F&B, Music  
creating social  
scene

Price accessibility &  
higher purpose  
(D&I, Sustainability)

CONTENT



Tie-ins with  
existing, fun kid's  
media

Pop-culture  
spillover: celebs,  
memes, drama &  
stars

Easily discoverable,  
& short form  
counterculture

WAYS TO PLAY



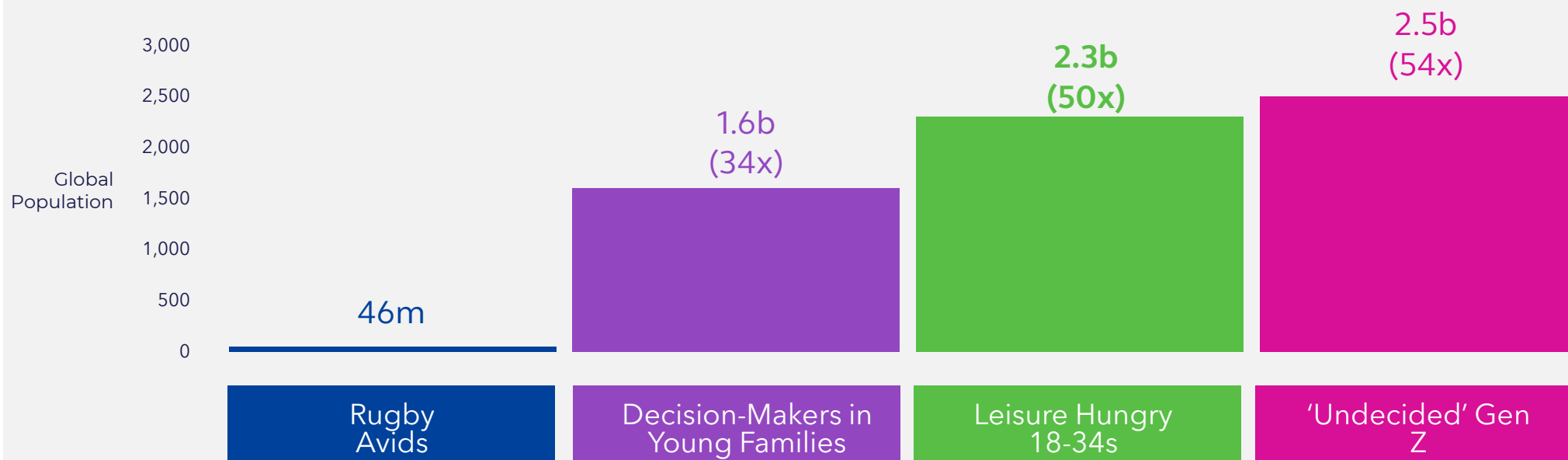
Safe & low  
commitment  
introductions to  
the game

Low commitment  
in time, physicality  
& equipment: social  
first

Self-organized  
social sport

## ....AND PRESENTING A HUGE MARKET OPPORTUNITY FOR RUGBY.

If we get 1% of our non-rugby target groups to spend just an extra 1% of their existing leisure spend on rugby, we quadruple the global rugby market.





# 「WORLD RUGBY STUDIOS」

Our goal is to become the biggest **creator**,  
**producer** and **distributor** of content in rugby.  
We want to entertain and inform fans 24/7 to  
build audiences for our game.





# 「WORLD RUGBY STUDIOS」

**WORLD RUGBY STUDIOS** is the creative engine room powering our flagship brands. Through original content and programming we serve the unmet needs of distinct, strategically important audiences on every platform, on every continent.



# WORLD RUGBY STUDIOS



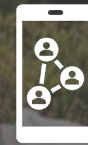
ORIGINAL  
PROGRAMMING



NEWS AND  
EDITORIAL



BROADCAST &  
PRODUCTION



PLATFORMS &  
GAMING



SOCIAL





# HOW



## HOW // EXECUTING ACROSS THE FUNNEL

### AWARENESS & RELEVANCE

#### **NON-FANS**

Grow top-of-funnel reach for rugby by engaging new audiences in new environments. Build awareness, relevance, and accessibility.

### ENGAGEMENT & LOYALTY

#### **CASUAL FANS**

Drive TOM awareness and evergreen engagement through an improved always-on offering focused on brand, content, community and gaming.

### CONVERSION

#### **AVID FANS**

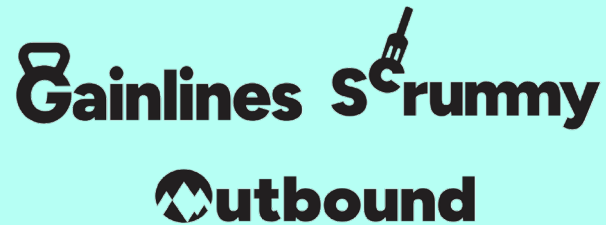
Capture value by building closer, direct relationships with our Avid Fans through best-in-class signed-in propositions & personalization



Non-Fans

## NON-FANS // AWARENESS AND RELEVANCE

Opportunity: Grow the top-of-funnel reach for rugby by engaging new audiences in new environments with rugby adjacent and accessible content.



Launched 3 new publishing brands focused on *Fitness*, *Food & Drink* and *Travel*. Increased investment in high growth platforms: *TikTok*, *Reddit*, *IG Reels*.



Focus on partners for audience scale and credibility: *Netflix*, *TikTok*, *X*



Develop brands that speak to new audiences and identities for rugby: *SVNS*, *RWC*, *APAC Competition*.

## CASUAL FANS // DRIVING CONSUMPTION

Opportunity: Engage casual fans more outside of major competition windows, with an improved always-on offering



Refreshed RWC Tournament website and app with enhanced data and stats, greater gameplay, and new content features inc. Vertical video.



More than doubled our Monthly Active Users through improved editorial, social publishing, and enhanced match centre and player stats.



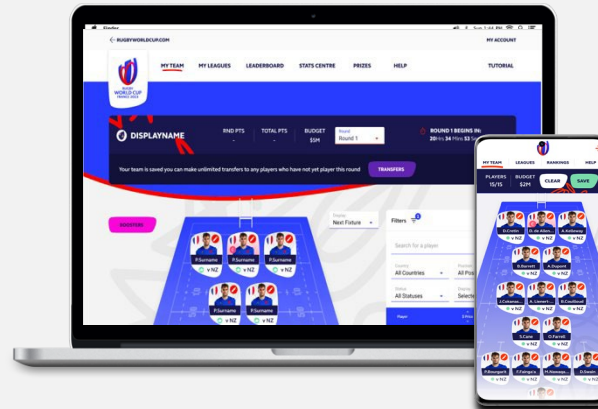
The biggest creator, producer and distributor of content in rugby. Internal capabilities to deliver diverse, enhanced content programming to engage new interest groups.

## AVID FANS // CAPTURING VALUE

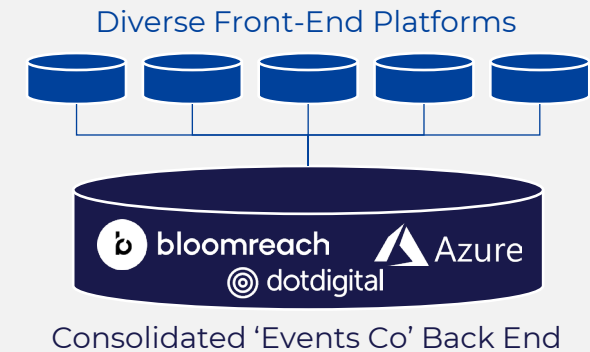
Opportunity: Build Direct Relationships with our Avid Fans to nourish loyalty & generate directly marketable audiences



RugbyPass TV is the new global home for rugby fans, focused on relevance, accessibility and entertainment.



First RWC Fantasy Rugby game launched for RWC 23, supported by WRS original content and celebrity players.



New marketing tech estate in place incl. channel orchestration & data warehouse driving personalized experience

## HOW //

## AN AUDIENCE-FIRST PRODUCT PORTFOLIO



Rugby Avids



Decision-Makers in Young Families

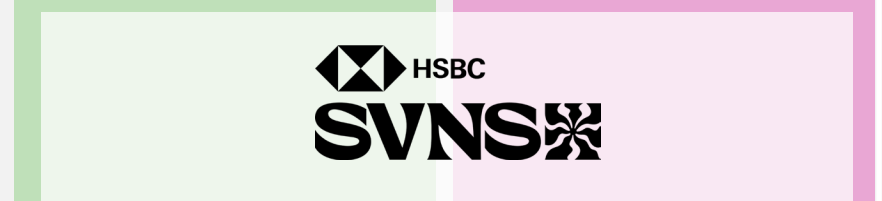


Leisure Hungry 18-34s



'Undecided' Gen Z

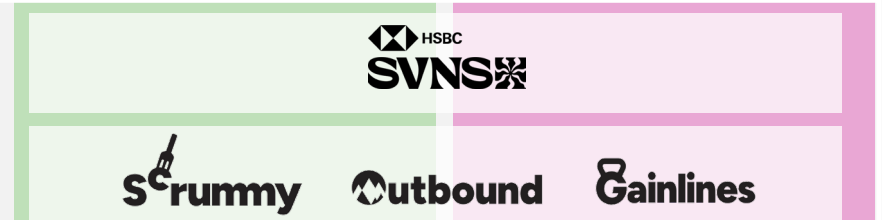
## EVENTS



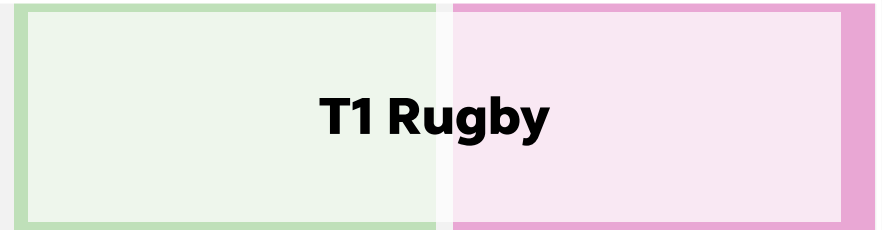
## CONTENT



Storytelling through new content partnerships



## WAYS TO PLAY





# 「WORLD RUGBY STUDIOS」

6

**Core Shows**

Focussing on all teams  
in 3 languages

100

**Hours**

Original programming  
creating accessibility and  
relevance for rugby

40

**Shoot Days**

Maximising time with  
talent and in studio

25K

**Social Posts**

Driving reach and  
engagement 27/7



**+2.5M**  
**New Followers**

Our fastest growth ever,  
driven by LATAM and US  
now 22M+ total. 100M likes  
on TikTok.

**1.5B**  
**Views**

Already 3X 2019's total  
tournament views & our most  
engaged 6 week period ever

**48M**  
**Web & App Users**

150M+ sessions. 2x RWC 2019.

121,511

RUGBY  
WORLD CUP  
FRANCE 2023FANTASY  
SHOWDOWNRUGBY  
WORLD CUP  
FRANCE 2023

FANTASY

500K 128 16M 43%

**Players**

75% of whom are 'new'  
users previously non-  
addressable to World  
Rugby

**Nations Supported**

Across the user base,  
with more than 1000  
users supporting 20  
distinct unions

**Social Reach**

Fantasy is driving  
significant daily  
engagement and repeat  
usage of the RWC App

**Players 18-34**

Fantasy is reaching  
younger audiences, and  
they are twice as engaged.  
36% total rugby audience  
18-34.



# RUGBYPASS TV

**300k** **500k** **91%**

## Subscribers

68% of whom are 'new' users previously non-addressable to World Rugby

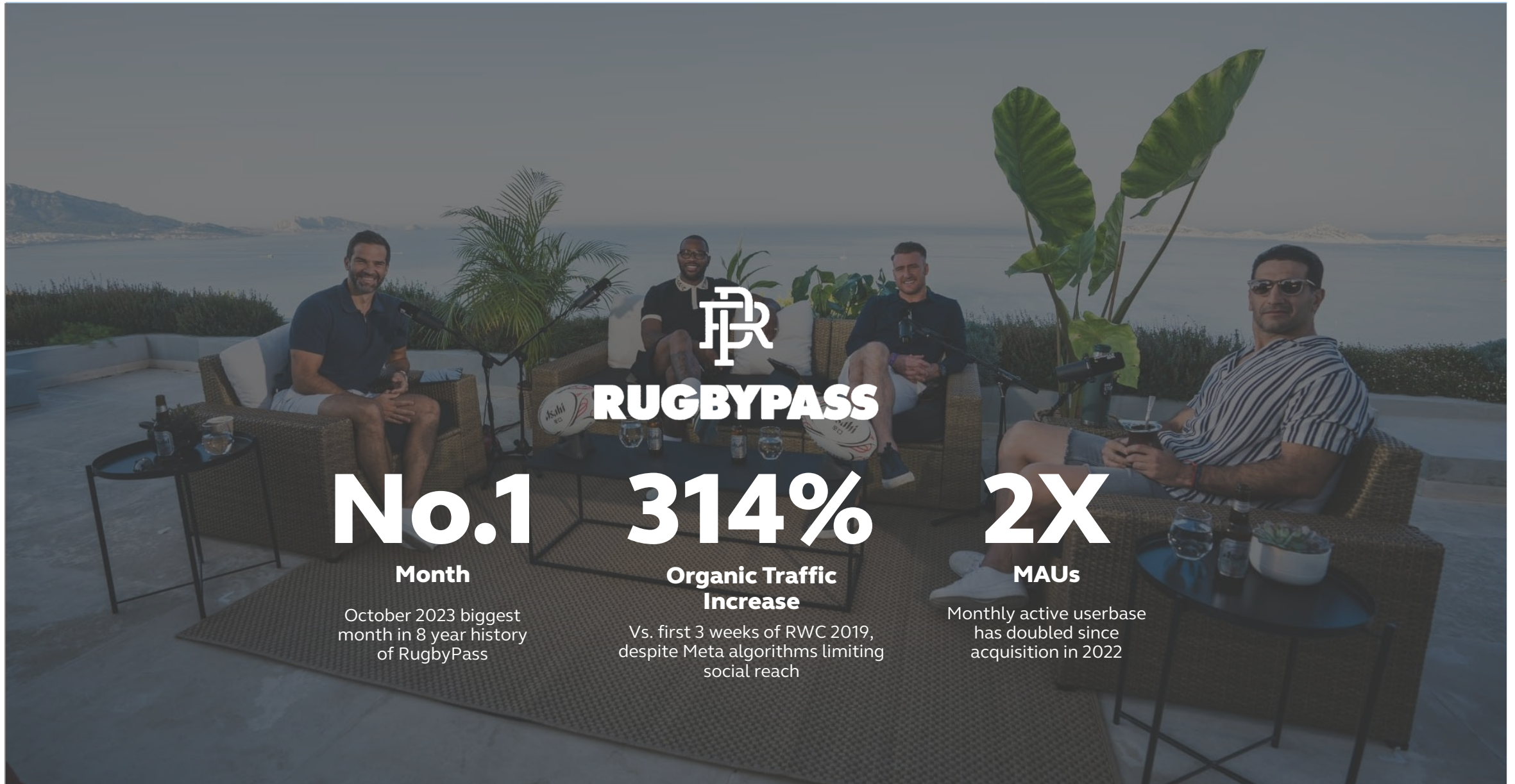
## Hours View Time

Distributed across Livestreams, Pre/Post-Match Shows, Archive and RWC Highlights

## Subscribers

Located outside of UK and France. South Africa #1 acquisition market.





The background image shows four men sitting on a modern outdoor patio with wicker furniture. They are positioned around a low coffee table. In the background, there is a large body of water and distant mountains under a clear sky. The scene is set during the day with soft lighting. Overlaid on this image is the RugbyPass logo and three key performance indicators.

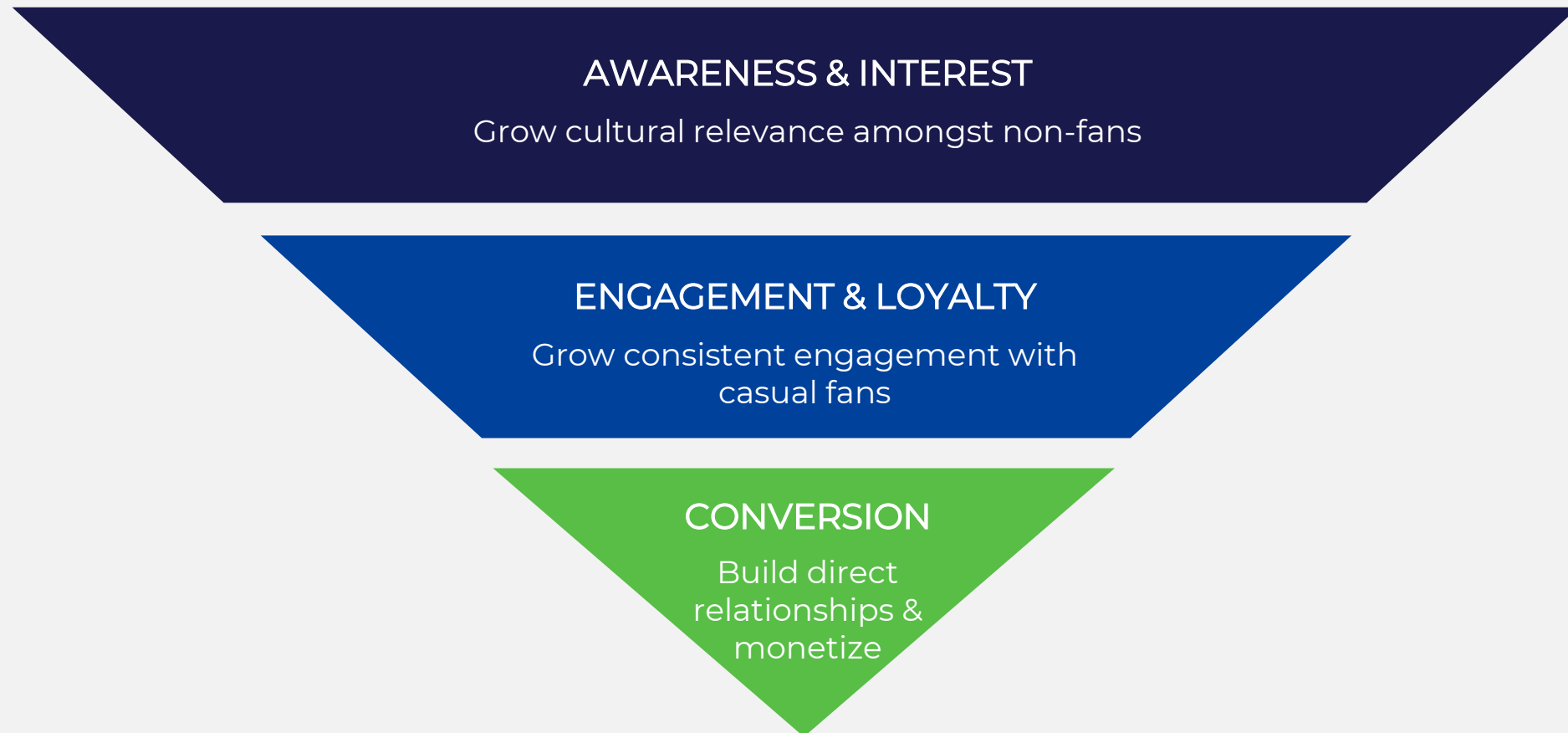
**RUGBYPASS**

**No.1**  
Month  
October 2023 biggest month in 8 year history of RugbyPass

**314%**  
Organic Traffic Increase  
Vs. first 3 weeks of RWC 2019, despite Meta algorithms limiting social reach

**2X**  
MAUs  
Monthly active userbase has doubled since acquisition in 2022

## HOW MANY // A CONSUMER FUNNEL FOR RUGBY





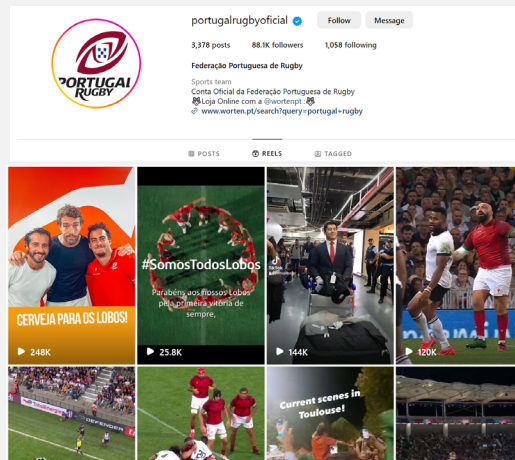
A photograph of a rugby match during the 2019 World Cup, overlaid with a semi-transparent green filter. The image shows players in action on a field, with a large crowd in the stands in the background. A banner at the top of the stands reads 'ラグビーワールドカップ2019' (Rugby World Cup 2019).

# NEXT STEPS

How can we partner together?

## DRIVING FAN ENGAGEMENT TOGETHER

World Rugby is investing in audience growth, content production and platform development at scale. Collaborating on these efforts will lead to better fan experiences, engagement and relationships.

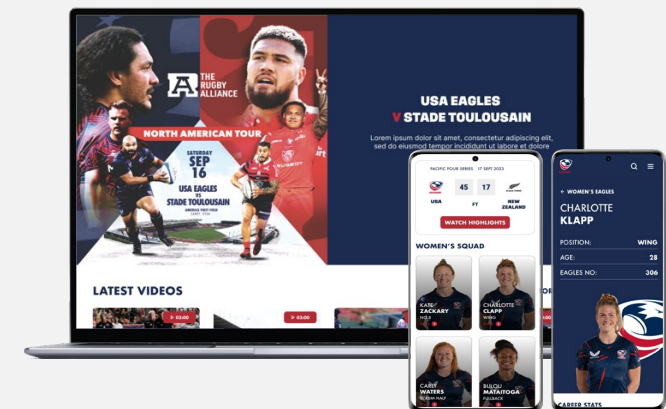


**Social.** Content co-production and community management. Shared access and production scale. Our partnership with Namibia (+153%), Portugal (+126%), and Fiji (+31%) helped to deliver video at scale and follower growth.



Representing your country on a global stage | U20s Embedded | Episode 1

**Content.** Build stars, audiences, and narratives together through content programming. Example: Italy U20s Embedded



**Platforms.** Our centralized, white label solution will be configurable to meet the diverse needs, languages and technological capabilities of all participating Member Unions.





## PORTUGAL // RESULTS



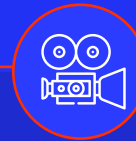
AUDIENCE GROWTH (INSTAGRAM)

**+45,634**

Range: 4 September (40,894) to 16 October (86,528)

Audience Percentage Growth

**111.6%**



MATCH FOOTAGE REELS POSTED

**14**

TOTAL VIDEO VIEWS

**4,368,200**

TOTAL ENGAGEMENTS

**349,954**

Engagement = likes, comments, shares and saves



MATCH FOOTAGE TIKTOKS POSTED

**14**

TOTAL VIDEO VIEWS

**2,213,900**

TOTAL ENGAGEMENTS

**152,059**

Engagement = likes, comments and shares



## FIJI // RESULTS



## AUDIENCE GROWTH (INSTAGRAM)

**+90,000**

Range: 4 September (200,943) to 16 October (290,000)

Audience Percentage Growth  
**36%**

MATCH FOOTAGE REELS  
POSTED**11**

## TOTAL VIDEO VIEWS

**1,010,000**

## TOTAL ENGAGEMENTS

**128,188**

Engagement = likes, comments,  
shares and saves



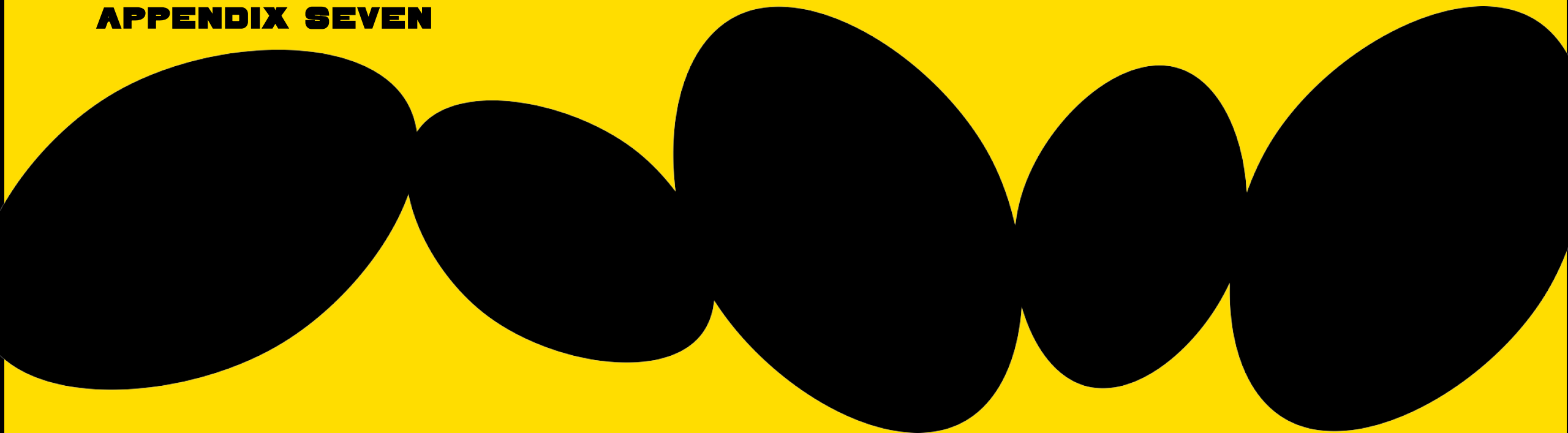
## BEST-PERFORMING CONTENT

1. The Wise Moment: 152,000 views, 19,600 engagements
2. This is that it means for us: 149,000 views, 21,100 engagements
1. The flying kick at 80 mins: 145,000 views, 15,600 engagements



Thanks.

## **APPENDIX SEVEN**



**JASON LEWIS- DIRECTOR  
OF PARTICIPATION**





IS CHANGING. THE GAME MUST  
ADAPT TO MEET CHANGING  
NEEDS



5



HOW WE CONSUME  
RUGBY HAS  
CHANGED

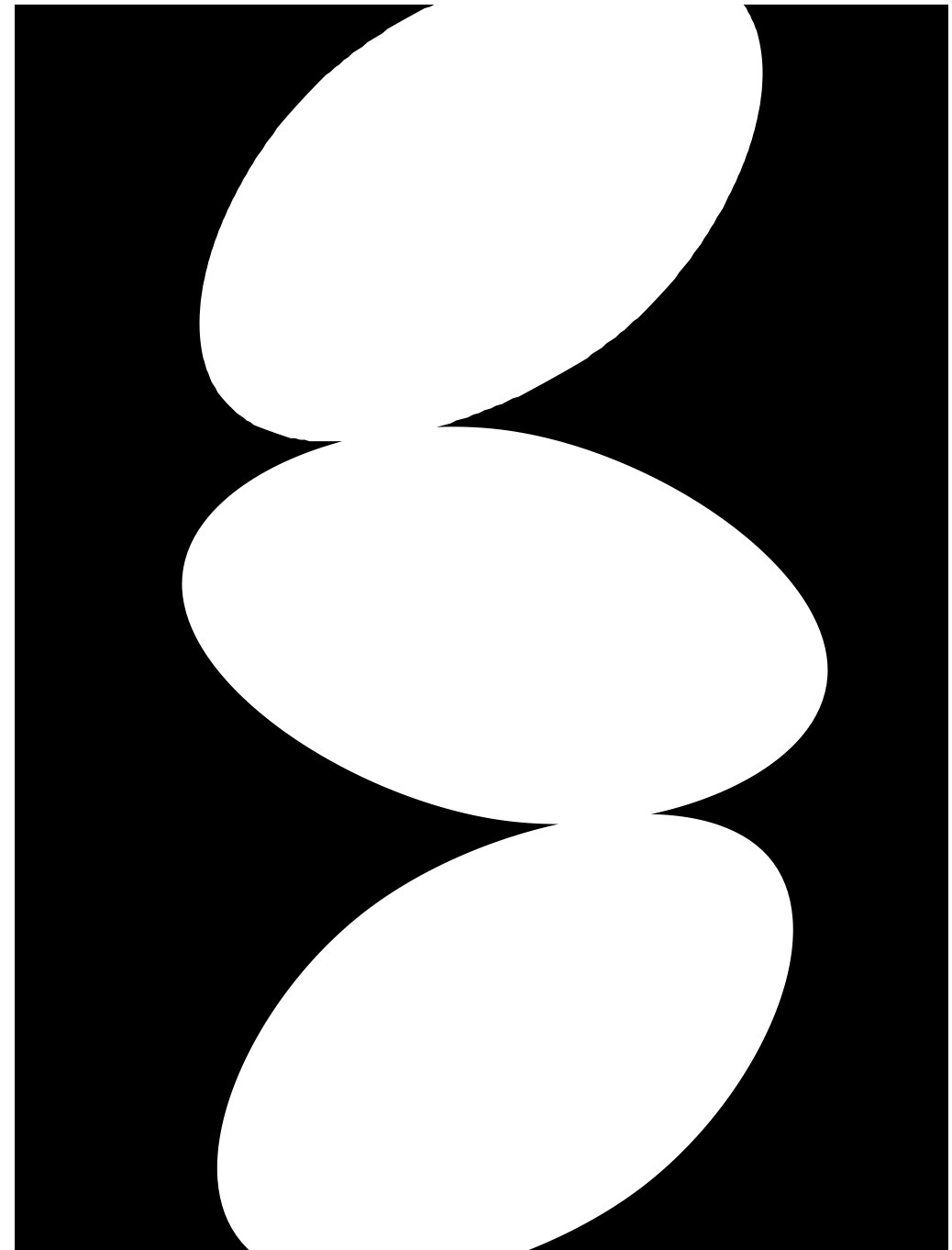


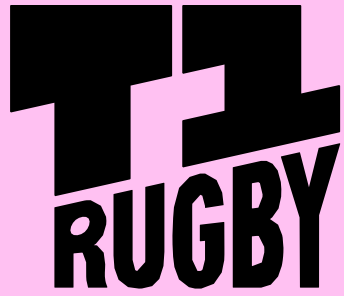
DESTINATION:

WORLD RUGBY

128

**‘World Rugby identified the need for a non-contact game that broadened the reach of rugby into new markets, whilst also providing extension of provision in existing markets.**





# GUIDING PRINCIPLES

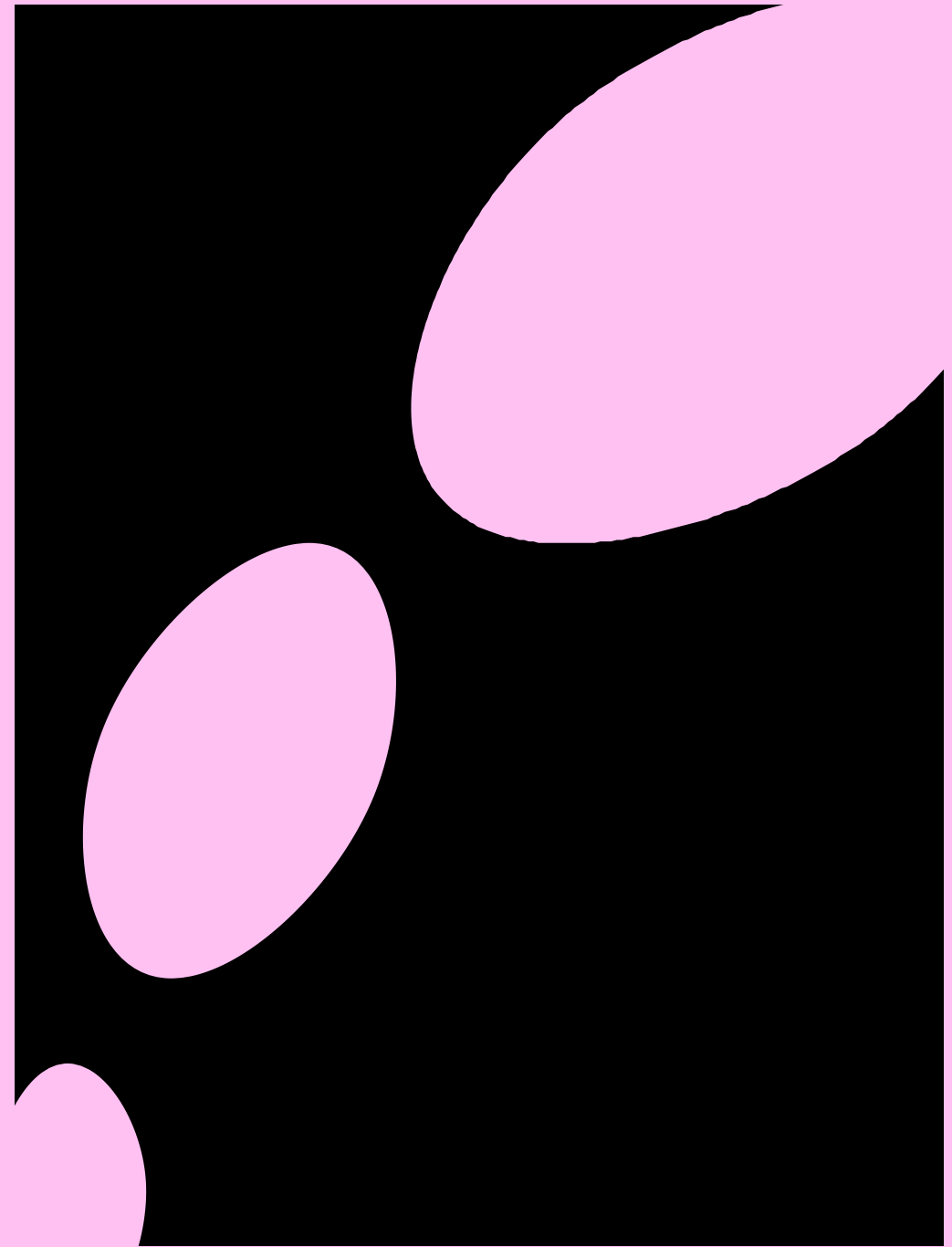
**Accessible**

**No entry  
barriers**

**Easy to  
understand**

**Looks like  
Rugby Union**

**Energy  
towards  
Touch**

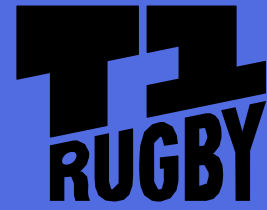




**Looks like Rugby  
Union,**

**Feels like Rugby Union**

**A legitimate & credible  
version of our game**

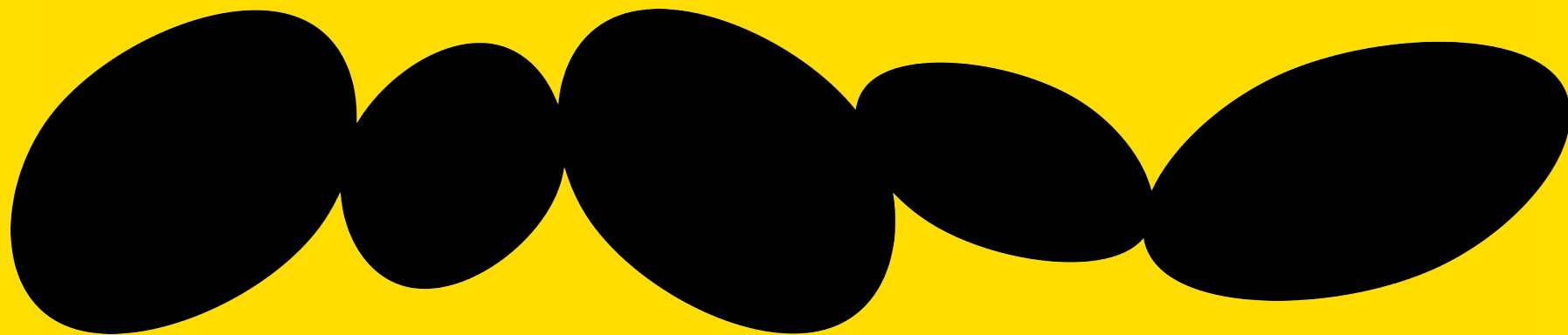


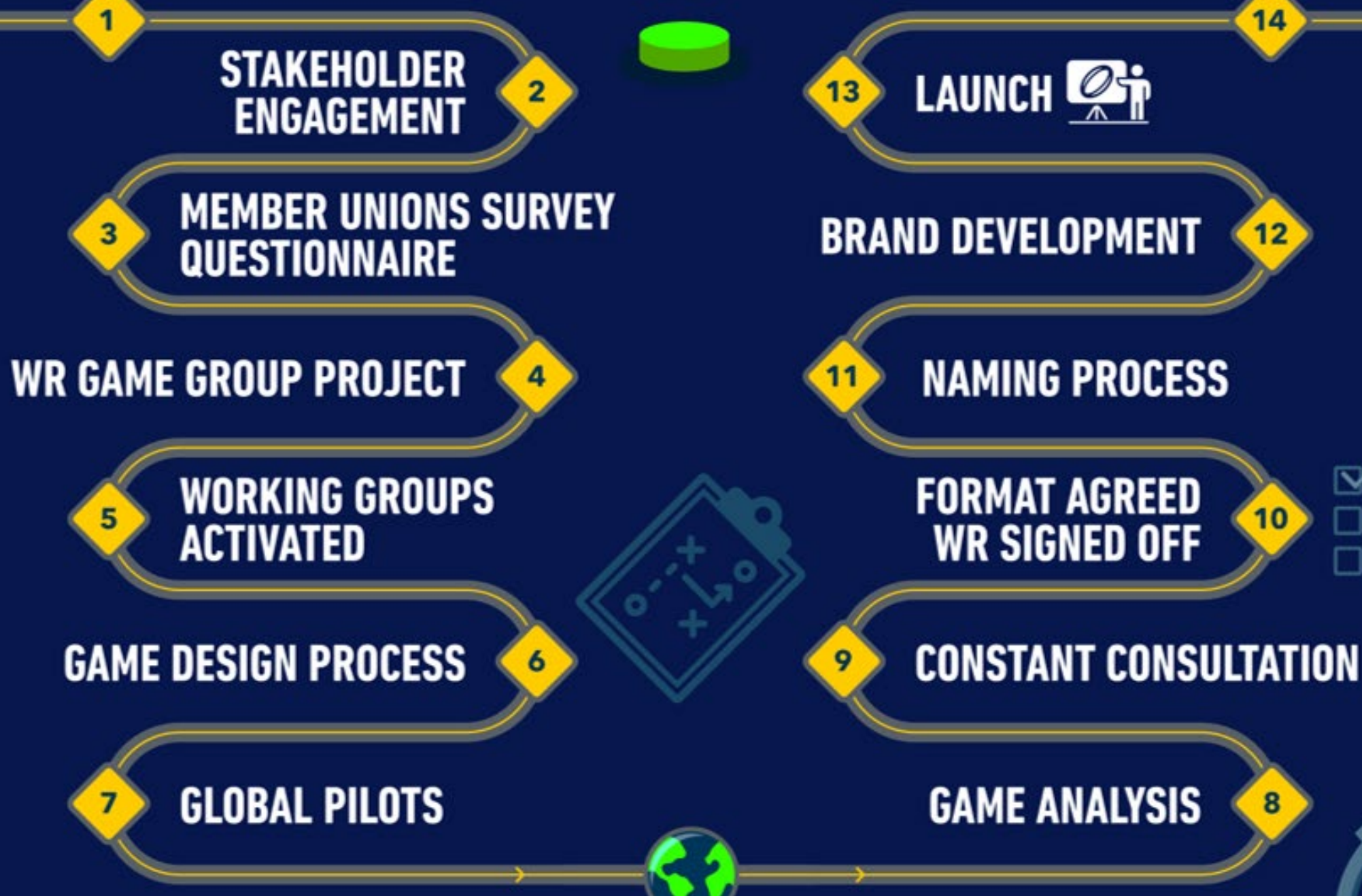
**T1  
RUGBY**

**A game for  
everyone,  
played by  
anyone.**

**11  
RUGBY**

**15's + 7's + 11 Rugby = A game for everyone!**





# THE NON CONTACT RUGBY PROJECT IN NUMBERS

UNIONS CONTRIBUTED • **14**



**1** • NON CONTACT GAME CREATED

**3** • WORKINGS GROUPS

RESOURCES CREATED • **6**

PILOTS SESSIONS • **15**

**60** • ZOOM CALLS

**62** • GAMES ANALYSED

VERSIONS OF RULES • **7**

**25**

HOURS GAME FOOTAGE



## Principles

Rugby union based  
Game,  
Inclusive  
Accessible  
Touch/Tag  
Credible  
Hype

## Touch#

**Togetherness**  
Give it a Try  
Everyone  
**One** game-played  
differently  
(Legitimise)  
Part of **One rugby**  
family  
15's/7's/**touch**

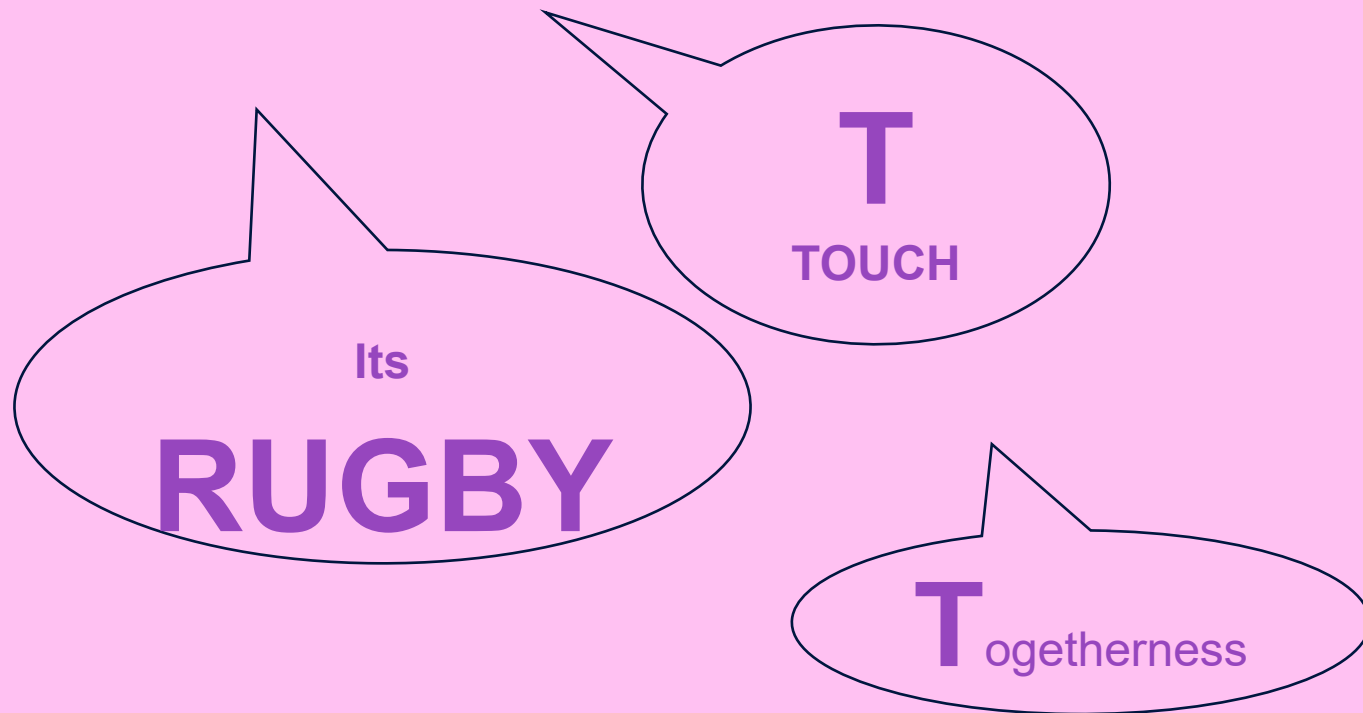


# T21 RUGBY



# Building a narrative.....

- A bit different!
- Designed to build a flexible narrative around
- Global recognizable & translatable





# T1 RUGBY

NON-CONTACT RUGBY  
UNDERSTOOD BY *EVERYONE*  
PLAYED BY *ANYONE*



**INTEGRITY**

**PASSION**

**SOLIDARITY**

**DISCIPLINE**

**RESPECT**

## WHY T1 RUGBY?

Rugby needs a simple, engaging and credible non-contact format. T1 Rugby looks like rugby union; it is easy to understand, it is a game for all shapes, sizes and for everyone. It is easy and fun to play, and it can target new audiences as well as existing rugby lovers. It will have a global brand but have the local flexibility to fit in the local context. Most of all it is fun to play.



10 mins  
per half

**7**

players per side  
(unlimited rolling  
subs)

**HALF  
A PITCH**  
played on  
1/2 pitch

### ● SCRUM ●

3v3 – bind up with teammates and opposition. Passive, no engagement no push, no contest, defending scrum half behind, all other players back 5m

Scrum half can pass within 3 steps or kick **123**

### ● LINEOUT ●

3v3 – no lifting, no contest

Catcher passes back to team mate (5m back) or to thrower-in on sweep round

Penalties – tap and pass, defenders back 5m

Knock on/forward pass – scrum restart (if no advantage)

Ball knocked backwards in open play – play on

**PLENTY OF  
TRIES**

**HIGH BALL  
IN PLAY**

**LOTS OF  
PASSES**

**TESTING YOUR  
DECISION MAKING**

**KICKING  
ALLOWED**

**SET PIECE  
INCLUDED**

**Kick off** (drop kick (or any kick) to  
opposing team – no contest for ball)

**Ball kicked dead** from restart =  
kick/scrum at middle

**Kick on any play** – no restrictions

**Ball kicked dead** = 15m free  
tap & pass

**7 Touches** to score – turnover  
on 7th (free tap and pass)

**Breakdown Defence** – toucher plus 2  
players in defence must join (place hands  
on the defender who tagged the attacker  
– form a triangle with outside arm –  
creates offside line)

**Rest of the defenders must be on the  
back four**

**THE  
BREAKDOWN**

**2 ATTACK**

**3 DEFENCE**

Once touched, ball carrier turns and presents ball to  
team mate

Team mate 'rips' ball, and **must pass within 3 steps**

Ripper can't score from breakdown

**FLEXIBLE  
RULES**

The following elements can be adapted or flexed  
with agreement of both sides.

Size of the pitch can be adjusted as required

Player numbers, specified mix of age/gender  
6v6 up to 10v10

Kicking in open play can be **removed** by agreement

Match length can be reduced by agreement  
(generally in line with player numbers)

**Contestable Areas**

1v1 L/O & Breakdown: If defenders beat attackers  
into breakdown area before ball is played away = turnover

**GAME  
FOR  
ALL**



# RUGBY DNA



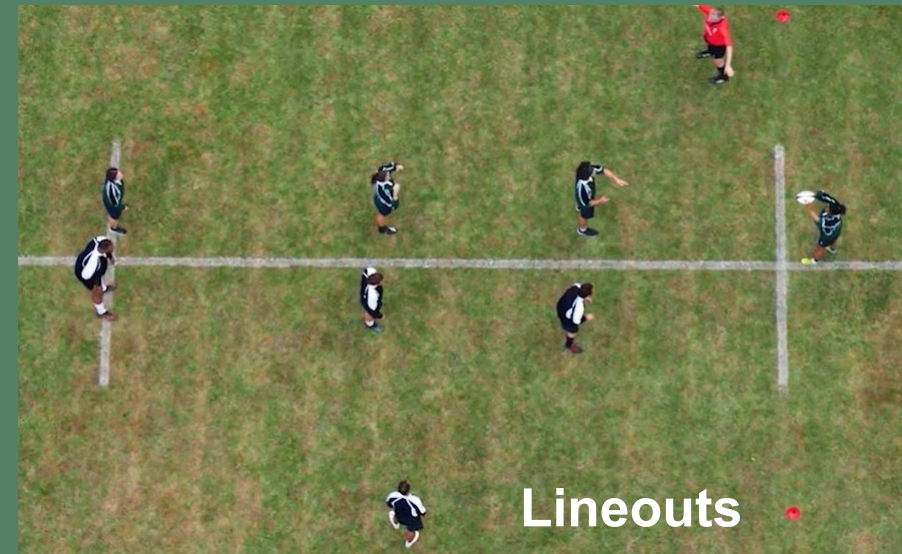
Breakdown Area



Kicking



Scrums



Lineouts





## INTEGRITY

## PASSION

## SOLIDARITY

## DISCIPLINE

## RESPECT

## THE GAME

- Played on 1/2 pitch
- 7 Players per side
- 7 touches to score
- Rolling unlimited subs
- 10 mins per half (20 mins per game)
- Kick off (drop kick or any kick) to opposing team (no contest for the ball)
- Ball kicked dead from restart = kick/scrum at middle
- Kick on any play – no restrictions
- Ball kicked dead = 15m free tap & pass
- 7 touches to score – turnover on 7th (free tap & pass)
- Breakdown = 5 players (2 attack, 3 defence)
- Once touched, ball carrier turns and presents ball to team mate
- Team mate 'rips' ball, and must pass or kick within 3 steps
- Ripper can't score from breakdown

- Breakdown Defence – Toucher/Tagger plus 2 players in defence must join (place hands on the defender who touches the attacker – form a triangle with outside arm – creates offside line)
- Rest of the defenders must be on back foot
- No sanction if attack play away before defence set
- Scrum (3v3 – bind up with team mates and opposition, passive, no engagement, no push, no contest, defending scrum half behind, other players back 5m)  
*Scrum half can pass within 3 steps or kick*
- Lineout (3v3 – no lifting, no contest)  
*Catcher passes back to team mate (5m back) or to thrower-in on sweep round*
- Trying scoring team kicks off
- Penalties (tap and pass, defenders back 5m)
- Knock on/forward pass = scrum restart (if no advantage)
- Ball knocked backwards in open play – play on
- One handed touch below shoulder height is required in defence
- Defenders must make an attempt to move towards the breakdown area to set their defensive triangle

## GAME ON

### GLOBAL GAME WITH LOCAL FLEXIBILITY

The following elements can be adapted or flexed with the agreement of both sides

- Can be played in a touch or tag version
- Size of pitch can be adjusted as required
- Kicking in open play can be removed by agreement
- Match length can be reduced or extended by agreement (generally in line with playing numbers)
- 1v1 LO contest (no lift) ball thrown above shoulder height down the middle of the lineout, 2 players jump (must land on same spot) and contest for the ball
- Breakdown area of contest – defence force the turnover if the 3rd defender is in place before the ball is passed away by the attack
- Remove the 7 touch for turnover – could play unlimited touches if in agreement
- Selected players can be identified to have 2 touches before stopping





## RULES OF THE GAME

1. The game upholds the values of the World Rugby Playing Charter – Integrity, Passion, Solidarity, Discipline and Respect
2. This is a game for anyone, without restriction, where respect for each other and goodwill by participants are integral elements of the game
3. The attacking team's objective is to score a try by touching the ball down on or over the opponent's try line
4. There are two versions – a Tag version and a Touch version – both played with common elements (apart from the tag resources)
5. The attacking team have seven phases to score. On the 7th Tag/Touch, the opposition will be given the ball
6. The defending team need to try and stop the attacking team from scoring by making a touch-tackle on the ball carrier at the shoulder or below, or by ripping rags from a belt worn by the ball carrier
7. Rules of play, player numbers and pitch size can be flexed to meet the needs of the participants

### GENERAL GAME PLAY

- Teams are made up of up to seven players and can be mixed genders and ages – this should be agreed beforehand. Both teams should have the same numbers during a match. If space allows, or is restricted, numbers can be flexed accordingly
- There can be up to 5 replacements per team, used on an unlimited rolling substitutions basis
- A match is made up of two periods of up to 10 minutes (*running time*) – this should be agreed beforehand
- The objective is to touch the ball down on or over the opponent's try line
- This is called a Try and is worth one point. There are no other ways to score
- The attacking team have seven phases to score in T1 Rugby – a phase is a passage of play between a tag or touch (*For clarity, the other team will be given the ball on the 7th touch/tag if a try has not been scored*)
- The defending team aim to stop the attacking team from scoring by either making a series of one-handed touches on a ball carrier – no higher than the shoulder or below – or by removing a series of tags attached to a player's waist

### KICKING

- The game should start with a drop kick at the middle point of the pitch  
*Note: There is no sanction if the ball is kicked in a different way (punt/grubber/place)*
- The kick off/restart must be received by the non-kicking team at any point in their own half. The kicking side must allow the receiving team to catch/retrieve the ball. They cannot compete for, or field their own kick off
- The receiving player should attempt to gather the ball without going to ground
- After a try, the scoring team restarts play with a drop kick from half way (*no sanction if the ball is kicked in a different way*)
- If a restart kick goes off the side or end of the pitch without being collected by the opposition, the non-kickers will have a choice of a re-kick, or a scrum restart on half way with their put in
- Kicks from hand may occur at any time in the game
- Due care must be taken when opponents are competing for a ball that has been kicked in open play; there should be no contact in the chase, or when collecting the loose ball, or contesting possession in the air. If there looks like there may be a competition for a ball, the referee will call out which team should field the ball
- Other than restarts, if the ball is kicked off the side of the pitch, play restarts with a lineout where the ball goes off the field. The other team shall throw the ball in
- Apart from a kick off or restart kick, if the ball is kicked over the end of the pitch from any kick, play restarts with a Tap and Pass to the other team, 15m out from the try line



## RULES OF THE GAME

### TOUCH VERSION

- Played on ½ pitch
- 7 Players per side (+4 replacements)
- Rolling unlimited subs
- 10 mins per half (20 mins per game)
- Kick off (drop kick (or any kick) to opposing team – no contest for ball)
- Ball kicked dead from restart = kick/scrum at middle
- Kick on any play – no restrictions
- Ball kicked dead = 15m free tap & pass
- 7 Touches to score – turnover on 7th (free tap and pass)
- Breakdown = 5 players (2 attack, 3 defence)

### TAG VERSION

- Played on ½ pitch
- 7 Players per side (+4 replacements)
- Rolling unlimited subs
- 10 mins per half (20 mins per game)
- Kick off (drop kick (or any kick) to opposing team – no contest for ball)
- Ball kicked dead from restart = kick/scrum at middle
- Kick on any play – no restrictions
- Ball kicked dead = 15m free tap & pass
- 7 Tags to score – turnover on 7th (free tap & pass)
- Breakdown = 5 players (2 attack, 3 defence)
- Once Tagged, ball carrier turns and presents ball to team mate
- Team mate 'rips' ball, and must pass within 3 steps
- Ripper can't score from breakdown
- Tagger must return tag to opponent
- Breakdown Defence – Tagger plus 2 players in defence must join (place hands on the defender who tagged the attacker – form a triangle with outside arm – creates offside line)
- Rest of the defenders must be on back foot
- No sanction if attack play away before defence set
- Scrum (3 v 3 – passive, no engagement, no push, no contest, defending scrum half behind, others back 5m)
- Scrum half can pass within 3 steps or kick
- Lineout (3 v 3 – no contest)
- Catcher passes ball to thrower-in on sweeper
- Try scoring team kick
- Penalties (tap and pass)
- Knock on/forward pass
- Ball knocked back into play
- Defenders must move back to breakdown area to stop play



## MATCH MANAGER INFORMATION

### INITIAL PREPARATION

- Open and ensure changing facilities for all participants, separate for male and female
- Measure pitch out with cones
- Ensure bibs or shirts are available (or for at least one side)
- Ensure a match ball is suitably pumped and ready for use
- Establish capability of players and discuss the variations in play with the team leaders
- This game is designed to ensure rugby can be played by any group of people. It is essential that you understand the capability of the players, so you can agree which rules might be in play and which aren't  
*For example, agree whether you will have kicking?*
- You can also then agree on team size, pitch sizes, match length etc.
- If you have someone refereeing the match/session, ensure they are met and shown to the relevant facilities.

### PRE-SESSION PREPARATION

- Facilitate a warm-up, use the [World Rugby Activate](#) to make sure the participants are ready to go
- Depending on the experience of the participants, facilitate the explanation of the game and how it is played, this can be done as part of the warm-up/activation session
- Ensure water/drinks are available for participants

### REFEREEING TIPS

- Appreciate that players are running when touched and will need time to stop, but be wary of travelling to far, and bring them back to the point of touch if you think they have gone too far
- Monitor the 3 defenders in a breakdown – consider calling '2 more in' or '3 in' and make sure they are attempting to get into place
- Be mindful of over-physical touches, it's a non-contact game and should be played with that ethos in place
- Encourage the game to be played in the right spirit

### POST SESSIONS

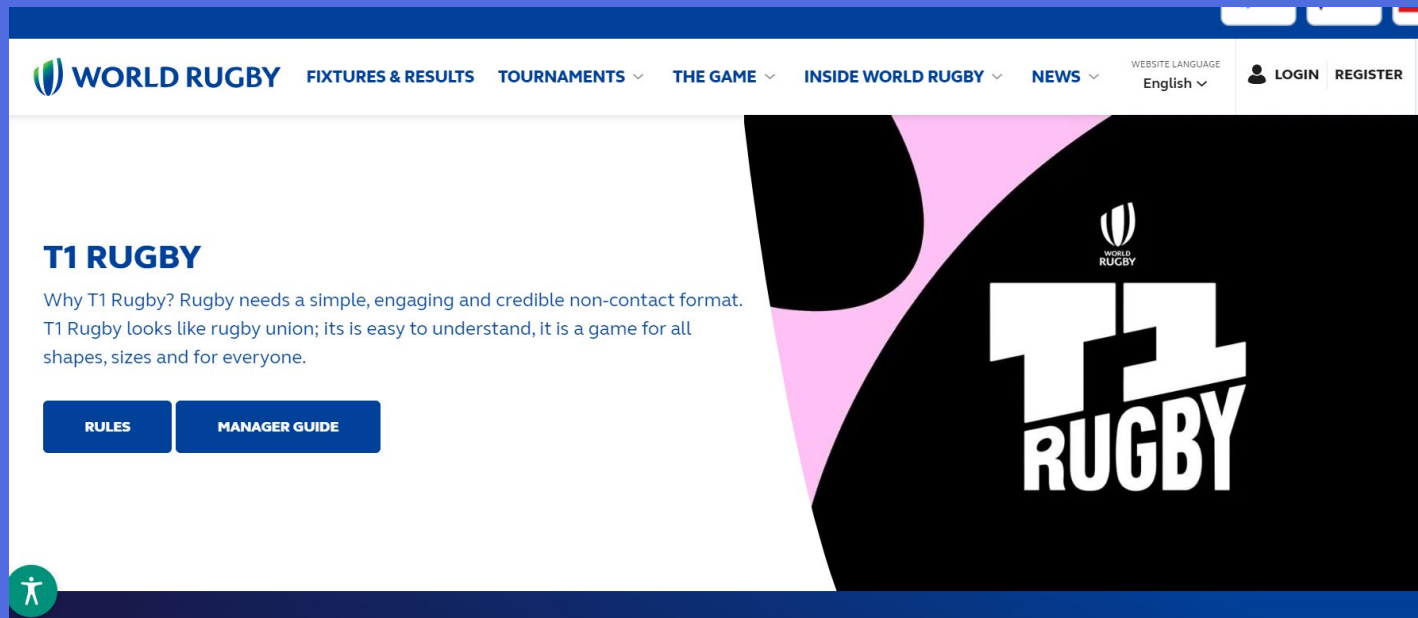
- Warm down/stretch and make sure no-one has injured themselves
- Facilitate a feedback session if appropriate
- Clear up cones, bibs, water bottles from playing area
- Inform participants of the next session/match timings



Explainer  
videos



<https://www.world.rugby/t1rugby>



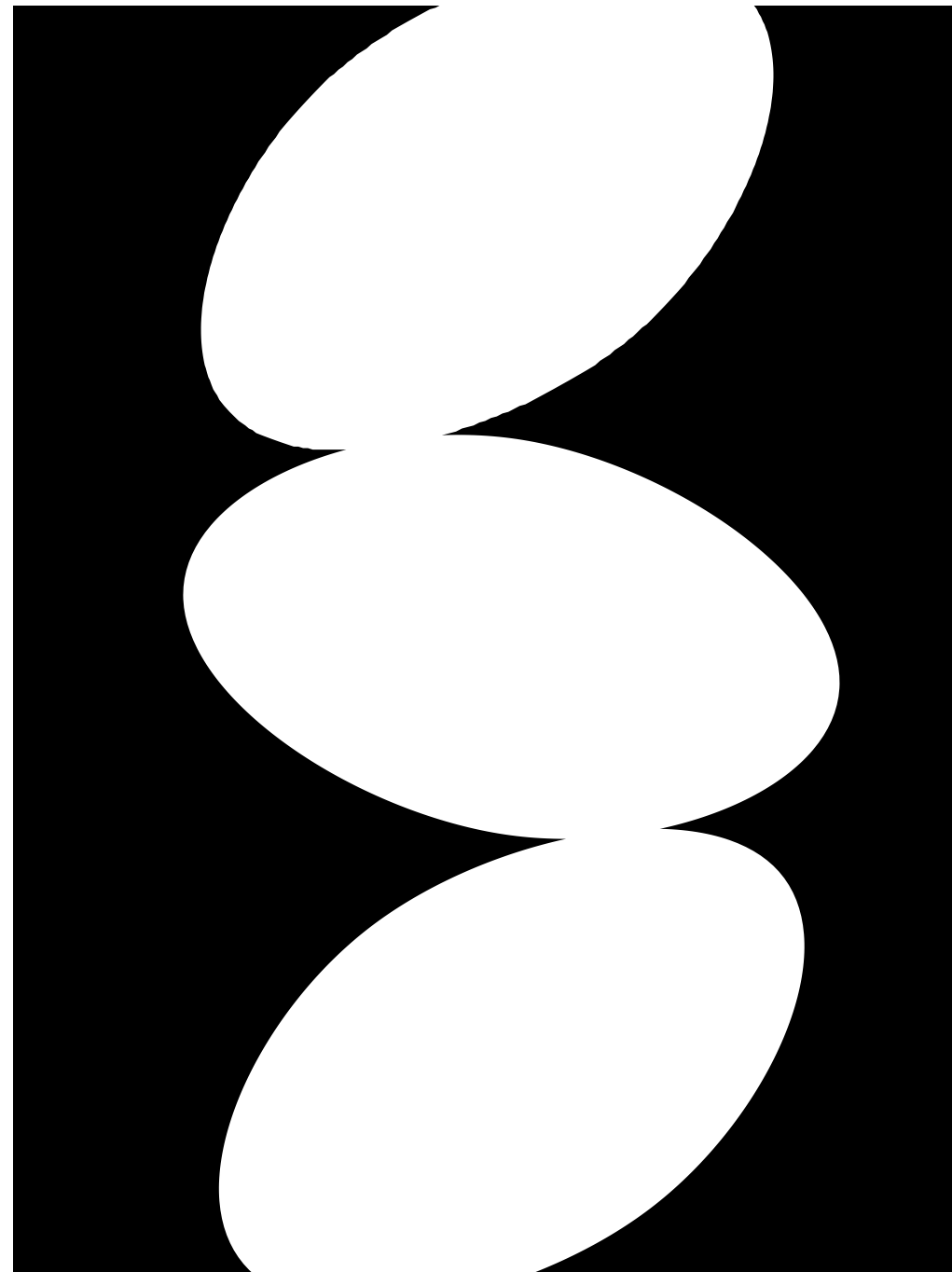




# BRINGING THIS GAME TO LIFE

## The art of the possible...??

- A global movement with 1m new community social players?
- A mixed playing opportunity... the first in our game!
- An international game?
- A commercial opportunity?
- A platform to engage a whole community of new fans?



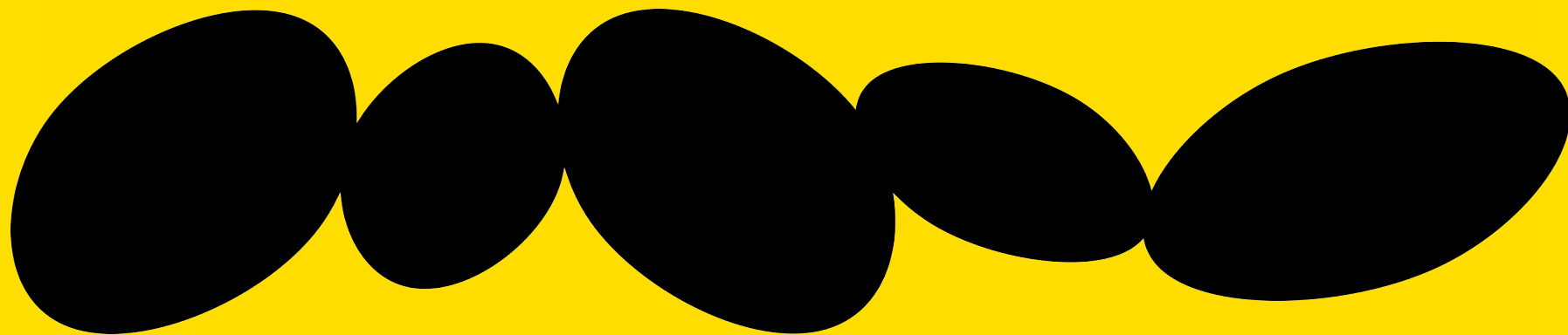


**Launches today!**

**Webpage live today**

**Resources and tools available now!**

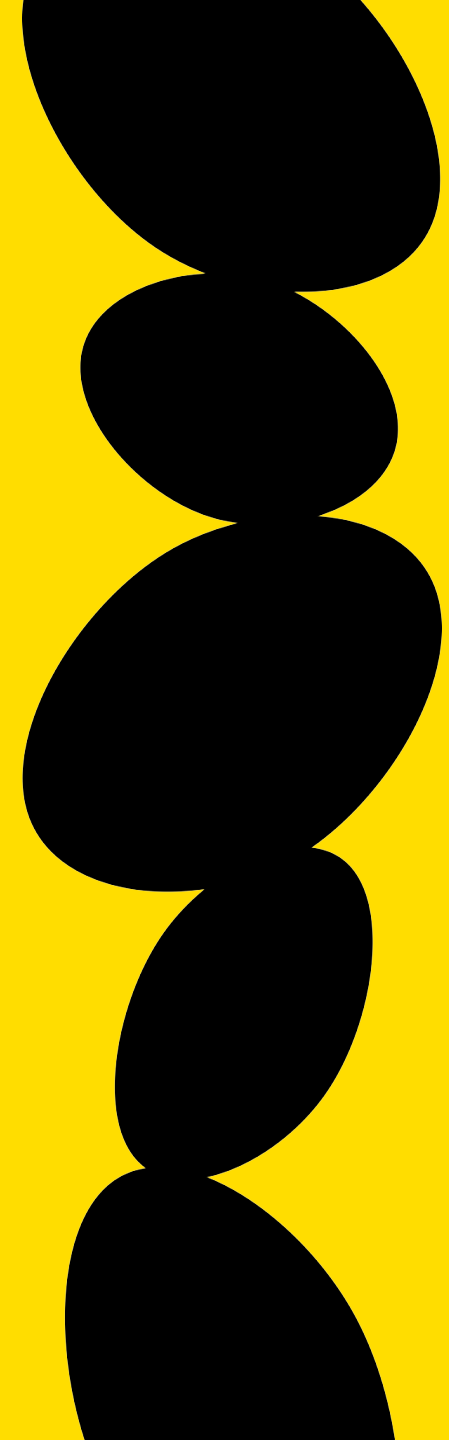
**Consultation with unions on the HOW**



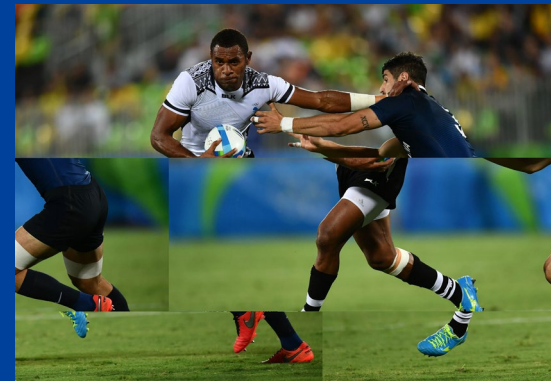
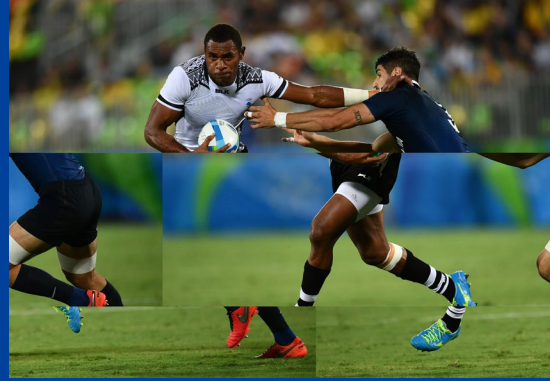
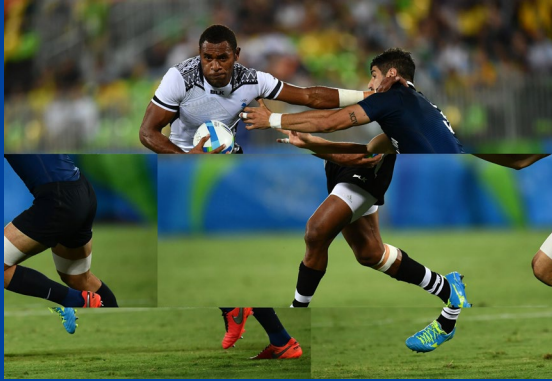
**FOR FURTHER INFORMATION OR TO DISCUSS  
IMPLEMENTATION IN YOUR UNION PLEASE CONTACT-**

**GREG WOODS -**

**GREG.WOODS@WORLDRUGBY.ORG**



# 2023 RWC PLAYING CHARTER



## PLAYING CHARTER

### Principles of Play

- Contest
- Continuity

## Game Management

### Allowing games to Flow through

**Applying good judgment**

## Game Management

### Allowing games to Flow

**Strong on Deliberate/Cynical play**

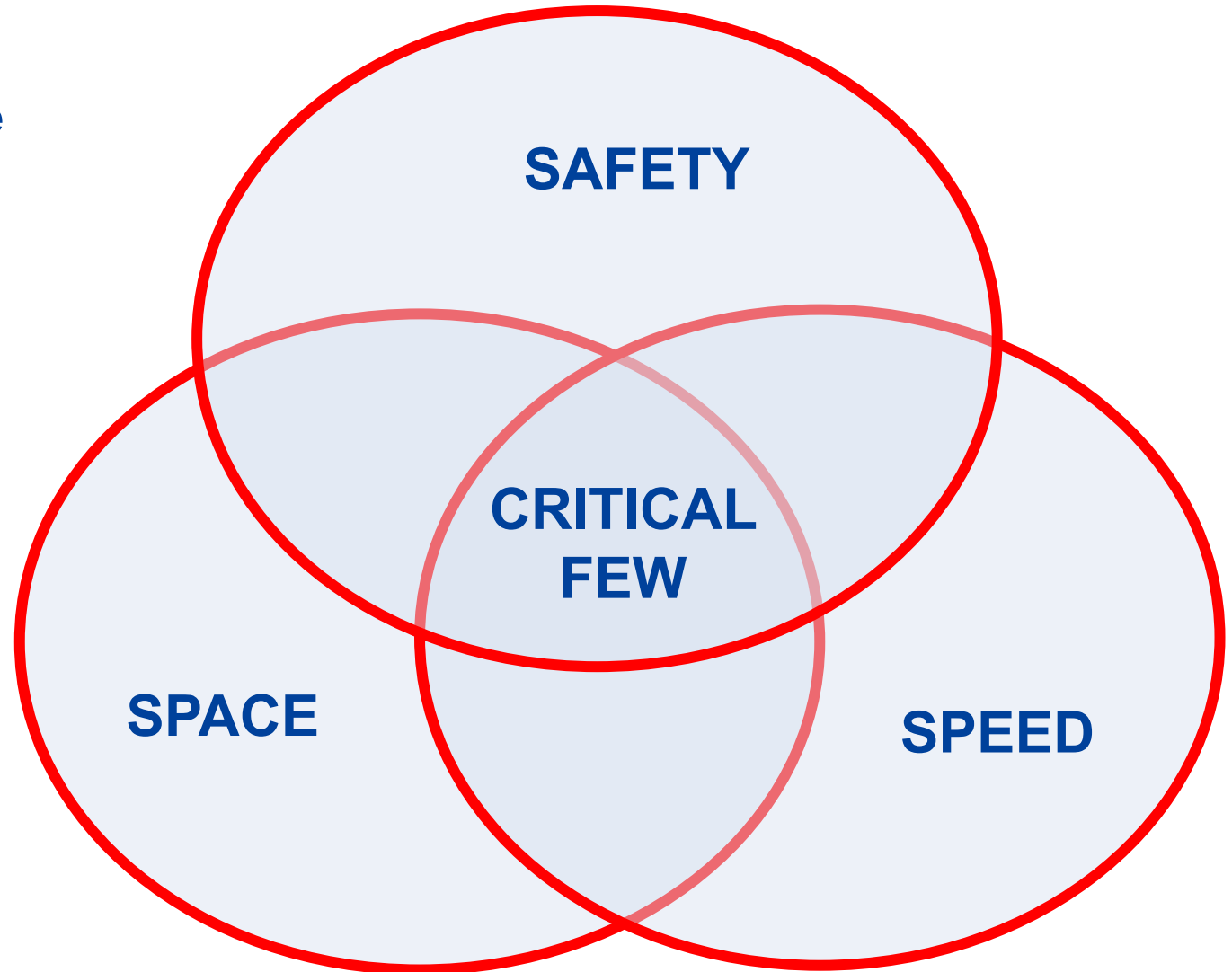
## Game Management

### Allowing games to Flow

**Strong on Repeated Infringements**

# 2023 RWC Match Officials PRINCIPLES

- Match official team to focus on the critical few in each area of the game that was agreed with the RWC coaches at the Sofitel London in March 2023
- These are what we will focus our efforts on in review
- Aim was to increase:
  - Alignment
  - Communication
  - Collaboration





# CRITICAL FEW GUIDING PRINCIPLES - SUMMARY

SAFETY	<b>FOCUS:</b> Player Welfare is World Rugby's NO1 Priority
	Head Contact Process - Protect Head/Neck/Throat - Protect Lower Limbs
SPEED	<b>FOCUS:</b> Create quick ball while allowing a contest for possession
	<b>TACKLER</b> Move immediately - <b>ASSIST TACKLER</b> clear release – <b>JACKLER</b> No hands-on ground past the ball - <b>BALL CARRIER</b> pass or place ball immediately
SPACE	<b>FOCUS:</b> Create more time and space for teams to attack
	Set Piece - Backfoot TRM - In Front of Kicker/Within 10m
SCRUM	<b>FOCUS:</b> Stability and Balance
	Brake Foot - No fight & Over leaning on the bind, elbows up – Shoulders above hips - Push Square
LINEOUT / MAUL	<b>FOCUS:</b> Equity for both teams on setup & Safe contest in the air
	Lineout Setup - Maul Setup - Maul Contest

WORLD RUGBY



# VISION

**WORLD LEADING match  
officiating program recognised  
for it's**

- **Respect**
- **Integrity**
- **Innovation**



# PROGRAM PRINCIPLES



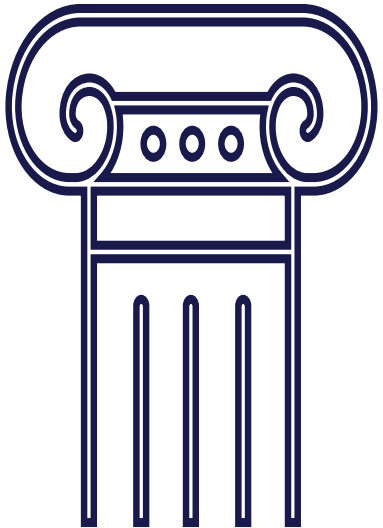
***Provide elite Match Officials with the opportunity to strive for excellence both internationally and domestically***

***Move from assessment to coaching***

# MO STRATEGIC PLAN PILLARS

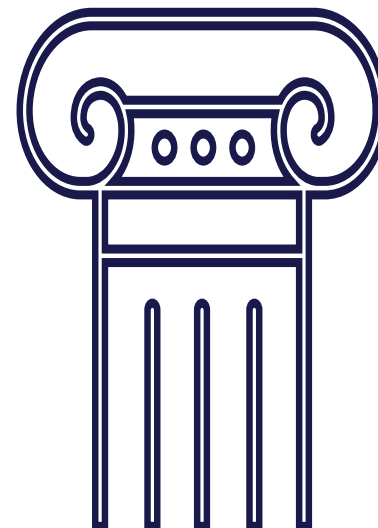
The aim of the Strategic plan is to create further capability and capacity that enables increased collaboration between WR and key stakeholders within our game, e.g., Unions , Teams and competition owners

## PILLAR ONE



COLLABORATING WITH  
OUR RESOURCED UNIONS  
TO FURTHER ENHANCE OF  
SUPPORT FOR ELITE MO's  
THROUGH A LINKED  
COACHING APPROACH

## PILLAR TWO



COLLABORATING WITH  
EMERGING NATIONS  
1. GROW THE NUMBERS OF  
GLOBAL MATCH OFFICIALS  
2. STRIVE TO CREATE A  
MINIMUM STANDARDS  
APPROACH



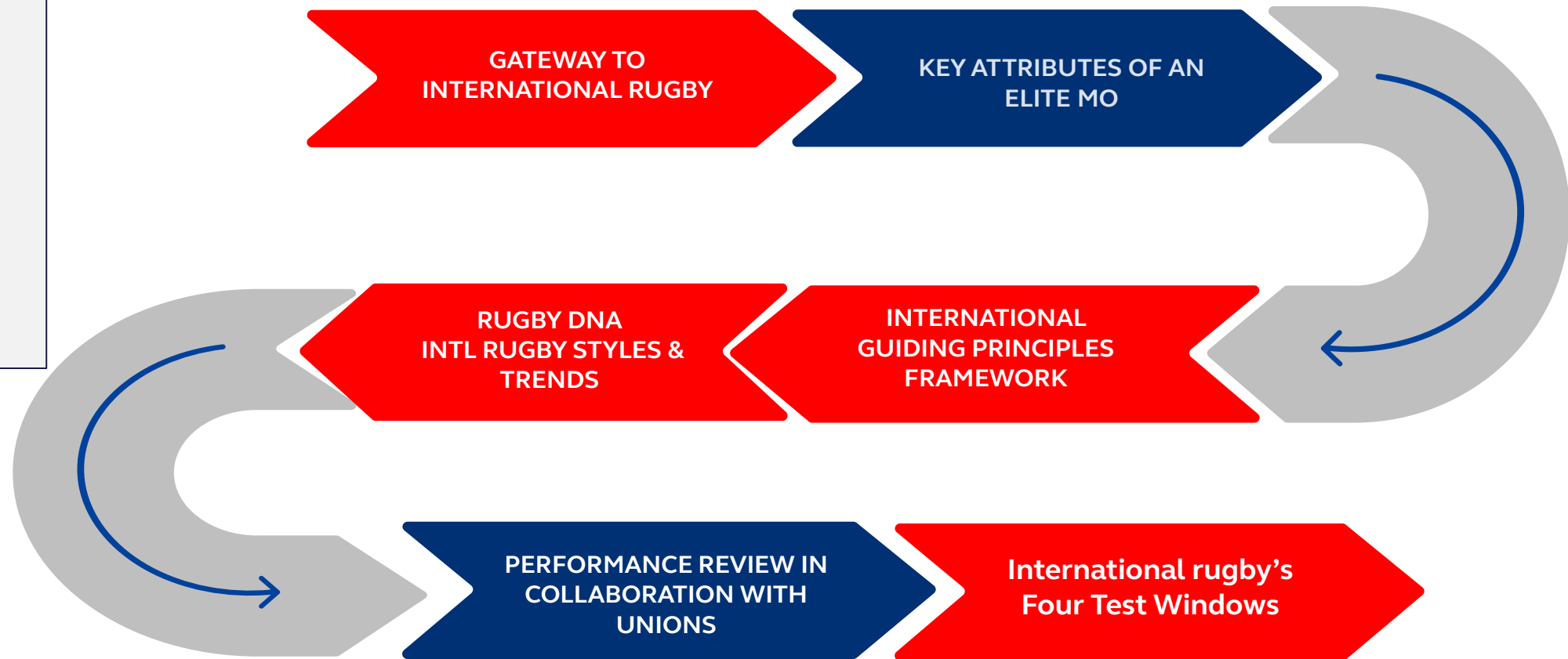
# WORLD RUGBY ELITE MATCH OFFICIATING

## PERFORMANCE ROADMAP

### Transition Phases

Mature & highly experienced ref's how do we keep them involved in our process when they have finished on the pitch

- TMO
- Bunker
- Coaching
- Competition reviewers

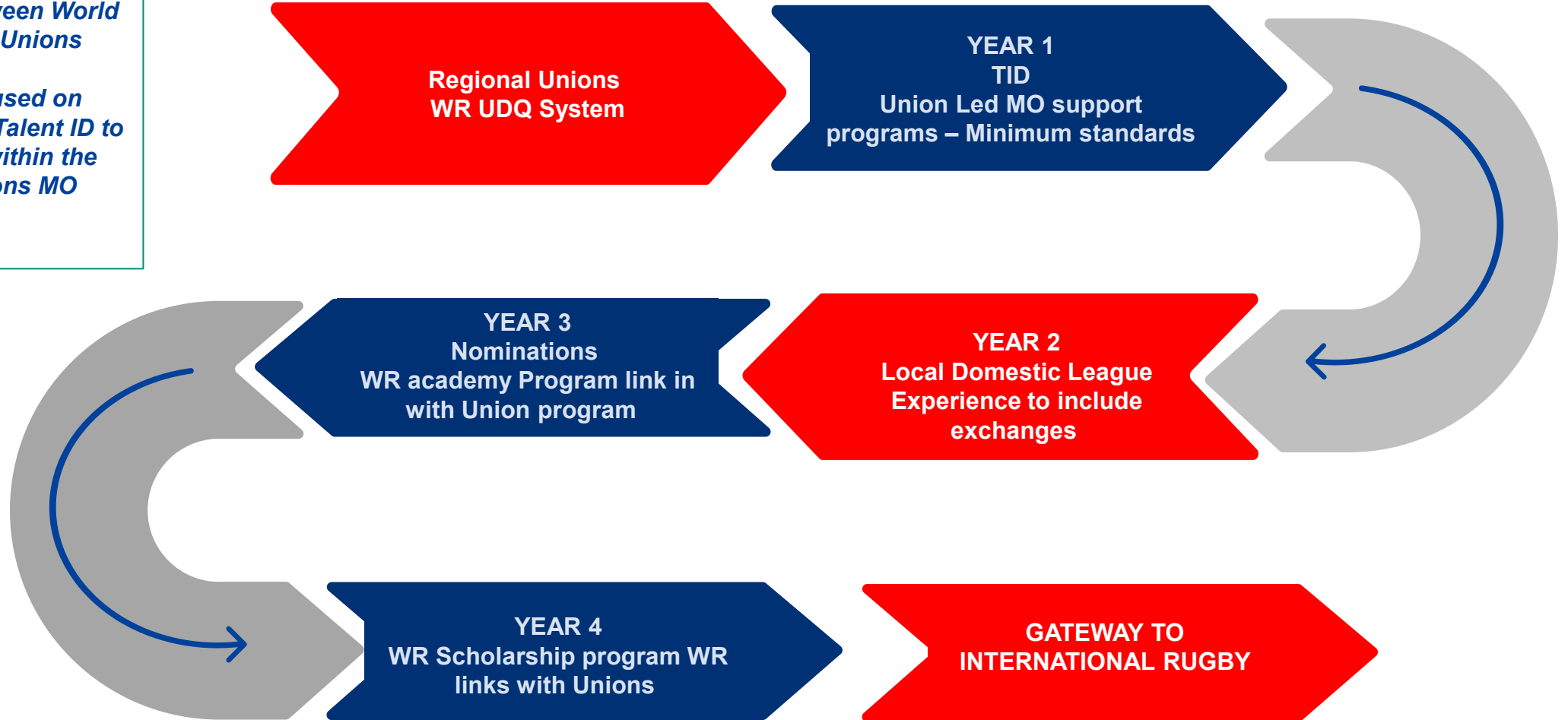


# WORLD RUGBY TID PATHWAY ROADMAP

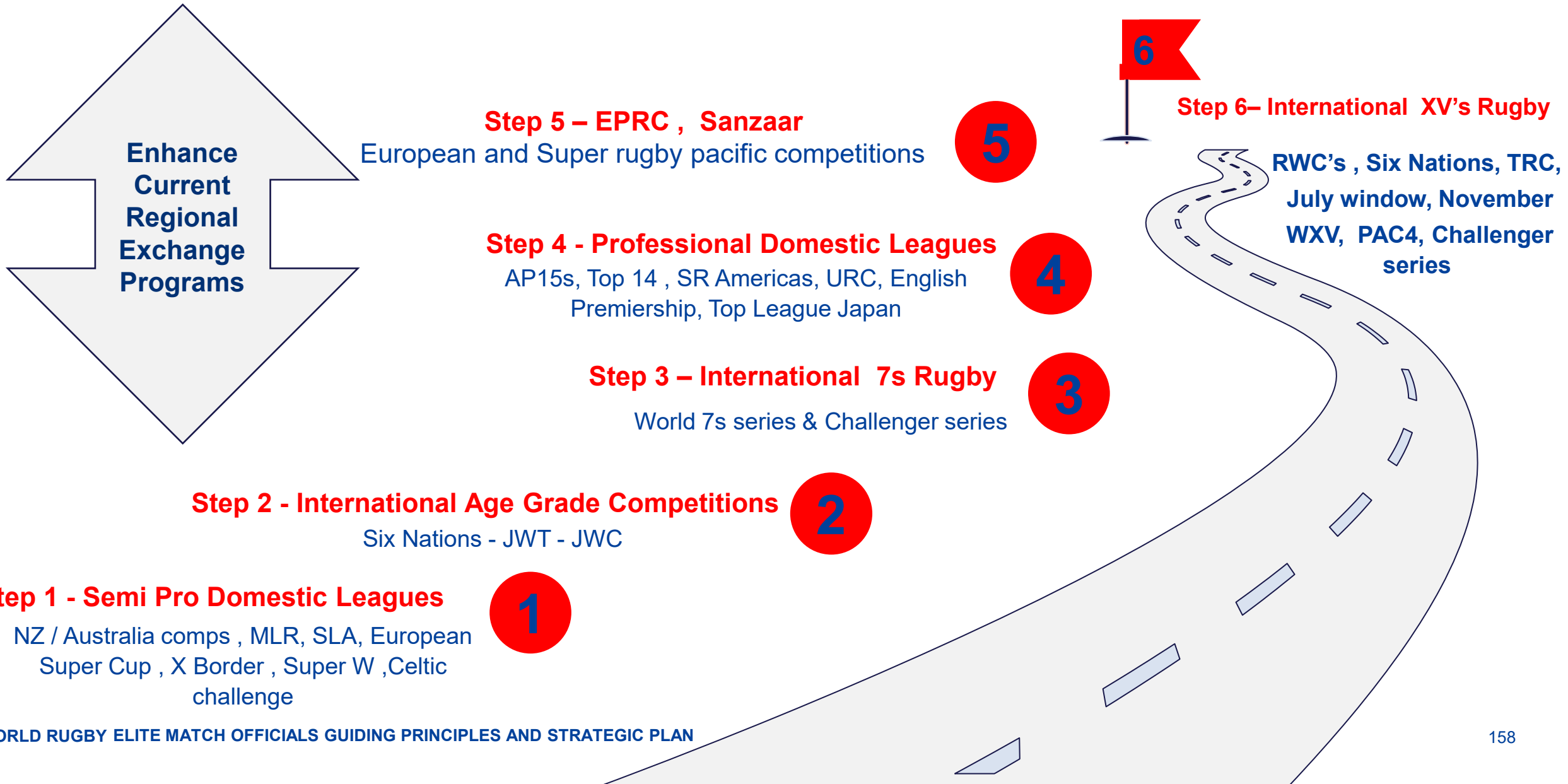
## GATEWAY TO INTERNATIONAL RUGBY

*Talent ID Manager is an essential link between World Rugby and the Unions*

*The role is focused on collaboration and Talent ID to grow numbers within the emerging nations MO pathway*



# ELITE MATCH OFFICIAL COMPETITION PATHWAY





# THANK YOU





## APPENDIX NINE

# WOMEN'S RUGBY

**Sally Horrox**  
**Chief of Women's Rugby**

General Assembly  
Paris, October 26, 2023



OCTOBER 26, 2023

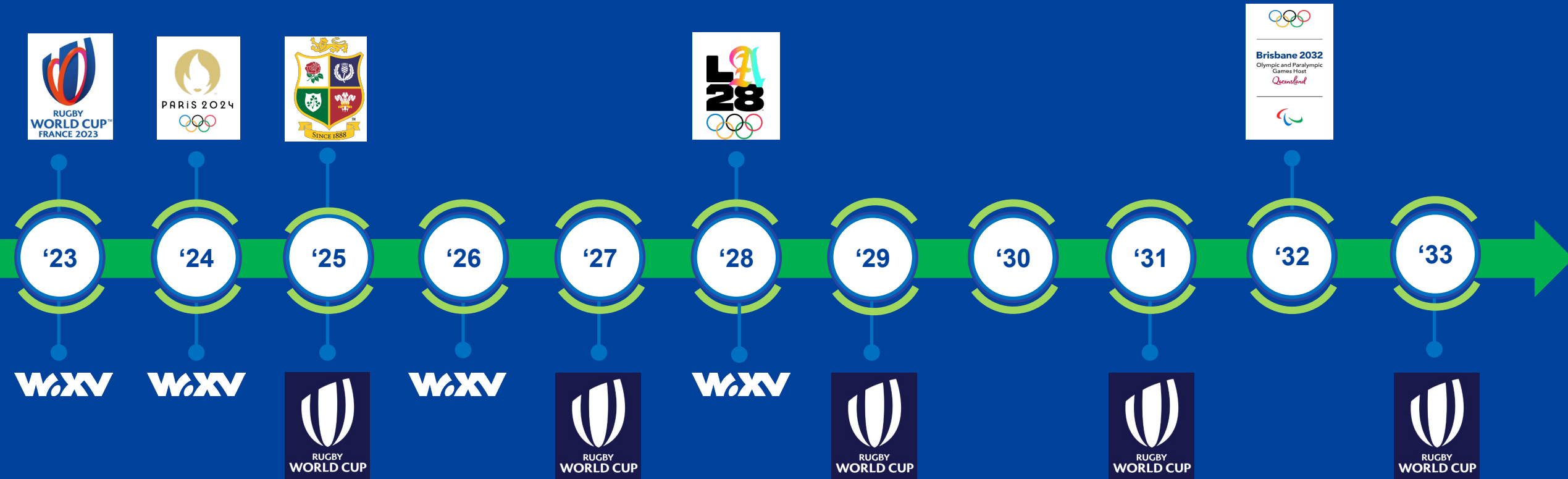




A GLOBAL GAME FOR ALL



# A CLEAR 10 YEAR ROADMAP For the women's game



2023

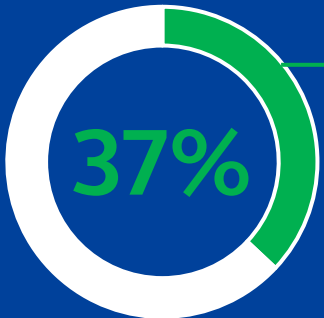
WOLV



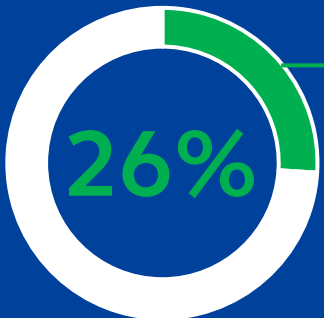
# GLOBAL RUGBY PARTICIPATION IS **INCREASING**

**11%**

Global rugby participation grew by 11% in 2023 to **8.46 million**



Active registered female players have increased by **37%**



Active registered male players have increased by **26%**

**57%**

**57%** of players in the post-COVID-19 era are pre-teen



Belgium, Spain, Singapore, Ghana, Nigeria and Zambia amongst emerging nations experiencing strong growth

**30%+**

Number of clubs has increased by **more than 30% globally**, across 132 national member unions

**£575 million**

Invested by World Rugby to develop the sport between 2020-23



A quarter of total participants are female

**Emerging rugby nations** and **women and girls** are the major driver of new growth for the game

# A GLOBAL SPORT FOR ALL

## THE SOCIAL RETURN ON INVESTMENT IN RUGBY

Download the full report from  
[www.women.rugby](http://www.women.rugby) > Resources



# THE BENEFITS OF RUGBY

## BETTER INDIVIDUALS, STRONGER COMMUNITIES AND MORE RESILIENT NATIONS

### Individuals

**US\$2,098**

Rugby participation improves health, increases life satisfaction and develops educational attainment

*Per adult player*

### Communities

**US\$305k**

Community clubs improve social cohesion, increase trust and create inclusive environments

*Value for an average community club*

### Nations

**US\$210million**

At a national level participation reduces healthcare costs, increases GDP and creates jobs within the sector

*Impact in a Union of 150k participants*

# COMMUNITY RUGBY DELIVERS SIGNIFICANT POSITIVE SOCIAL IMPACT

**\$8.4bn**

rugby participation's  
global contribution  
in value to society

---

**\$2.8bn**

the opportunity value by  
continuing to increase  
women and girls'  
participation globally

---

**\$1.5bn**

savings to  
healthcare systems  
worldwide over  
time

**1.1bn**

hours of positive  
interaction through  
rugby's inclusive and  
strong communities

---

**People**

Rugby players have  
increased confidence,  
greater employment  
prospects and a  
reduction in mental  
health and health-  
related issues



# BENEFITS OF RUGBY PARTICIPATION FOR WOMEN, GIRLS AND BOYS

34m

**Positive** social  
interaction  
hours

---

30%

**Reduced** risk  
of obesity

---

29k

**Cases prevented**  
across 10 physical  
health diseases

---

54k

Cases of  
**anxiety and  
depression  
prevented**

---

25%

**Reduced** risk of  
breast cancer

16%

**Higher confidence  
scores** in girls  
compared to those  
who are not active

# THE CORNERSTONES OF OUR APPROACH

## TAILORED FOR THE 15'S AND 7'S GAME



Thriving pathways and participation growth

More women and girls playing and involved across all areas of the whole game

Stronger, competitive unions, increasing over time

Premium international and domestic competitions in major economic markets

Professional careers for women on and off field

Iconic, globally recognised 'star' players

Top-quality entertainment

**Women's rugby driving financial sustainability in the whole game**





A GLOBAL GAME FOR ALL



# WORLD RUGBY SIXTEENTH GENERAL ASSEMBLY

Paris, October 26, 2023



OCTOBER 26, 2023





**WORLD  
RUGBY**

# CLOSING OF THE SIXTEENTH GENERAL ASSEMBLY

John Jeffrey



OCTOBER 26, 2023



# WORLD RUGBY SIXTEENTH GENERAL ASSEMBLY

Paris, October 26, 2023



OCTOBER 26, 2023





**WORLD  
RUGBY**