



# STRATEGY

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Powering Rugby. Uniting the Game. Enriching Lives.





## Brett Robinson

Chair of World Rugby

Rugby has always been more than a game. It is a sport built in values that unite players, fans and communities across the world. In recent years, it has faced unprecedented challenges alongside significant opportunity – from navigating a rapidly changing global economic landscape and the impact of Covid, to expanding relevance, accessibility and innovation. Through it all, rugby has continued to evolve while staying true to its foundations.

This strategic plan sets out our collective vision for the next chapter of our great game: **Powering Rugby. Uniting the Game. Enriching Lives.** It is shaped by the voices of unions, regions, players, fans, partners and stakeholders worldwide, and defines the priorities required to ensure rugby continues to thrive – growing our share of attention, maximising the commercial power our events, focusing on a fan and player centric approach to the shape of the game, harnessing the opportunity of the women’s game, keeping player welfare at the centre, and securing the long-term sustainability of the sport at every level.

At the heart of this strategy is our purpose: **bringing people together through iconic events, impactful investment, and strong leadership and support for our members.** This is how we will change the game. From the global reach and prestige of Rugby World Cups,

to disciplined investment alongside our partners and value-adding services for members, we are committed to expanding rugby’s reach and impact. At the same time, we recognise our responsibility to safeguard the future of the sport – by continuing to advance player welfare and governance, promoting sustainability, inclusion and diversity, and ensuring rugby remains a game where values matter as much as results.

This plan is ambitious because ambition is what the game demands. By working together across the global rugby family, we can deliver this vision and ensure rugby continues to power communities, unite the game and enrich lives everywhere.

On behalf of World Rugby, I thank all those who have contributed to shaping this strategy. While the Executive Board will lead its delivery, it is the insight and ambition of our membership, gathered through an extensive programme of submissions and engagement, that has made this plan representative, robust and impactful.

Our purpose as a governing body has never been more relevant. Achieving it will require a collective effort, but with your continued support, we will grow the game and enrich lives for generations to come.



# STATE OF THE GAME

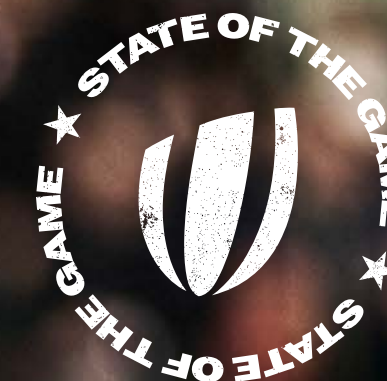


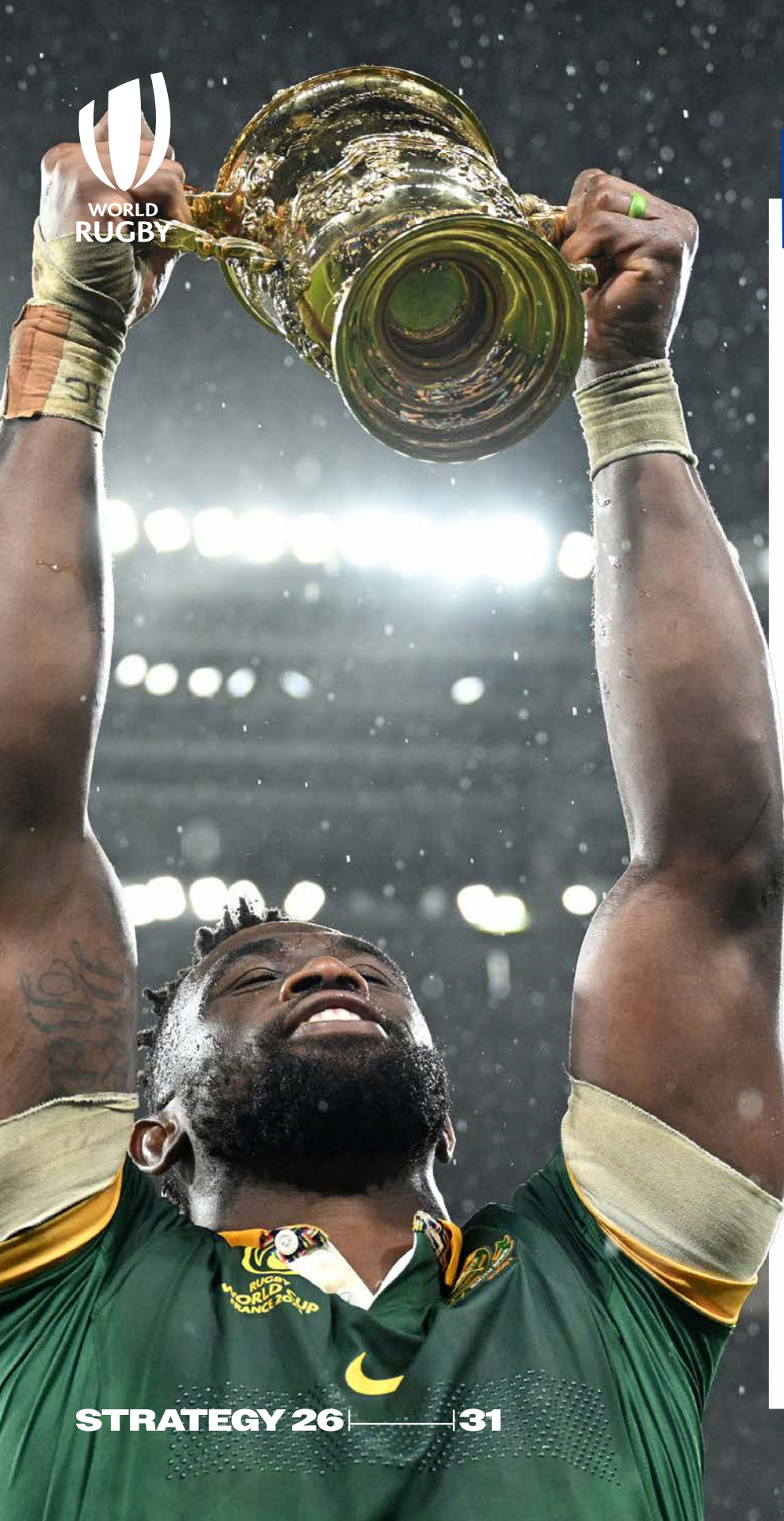
# BIG PICTURE

World Rugby's new six-year strategic plan responds directly to a challenging global landscape and the need for long-term financial stability across the game. Our members are navigating increasing cost pressures, heightened competition for audiences and partners, and growing demands on players and systems. This strategy is designed to support them – resetting and strengthening our relationship with unions, the role of the regions in achieving success, and ensuring World Rugby plays a more proactive, value-adding role in delivering sustainable outcomes.

The plan builds on a series of decisive reforms already benefitting the game. These include a new Rugby World Cup hosting model that optimises outcomes for the global game, a more fan-focused approach to the shape of the game, and the introduction of new global competitions, including the Nations Championship, World Rugby Nations Cup and WXV Global Series. Together, these initiatives are designed to provide greater certainty, consistency and opportunity, creating a more stable foundation on which our members can plan, invest and grow.

At its core, this is a strategy focused on impact: **prioritising investment where it delivers long-term value, unlocking the full potential of Men's and Women's Rugby World Cup, Olympic Games, and supporting unions to build resilient, sustainable futures.**





# RUGBY WORLD CUP

**Rugby World Cup powers our game. As an iconic event, it is the sport's greatest shop window, its biggest inspirer of fandom, and generator of revenue.**

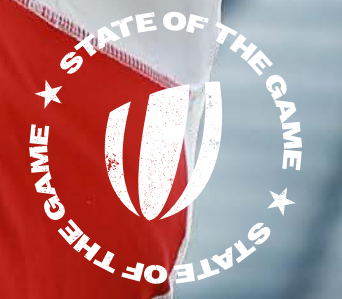
It is a barometer of the health of the sport on and off the field. The Men's Rugby World Cup in 2023, generated a record return for the game, enabling World Rugby to reinvest more than £400m in unions, regions, competitions and rugby services over the 2024-27 cycle.

A new hosting and operating model is enabling World Rugby to maximise the reach, sporting and social impact and value of its Men's and Women's Rugby World Cup.

Women's Rugby World Cup 2025 was a generational moment for the sport, breaking all previous attendance, fan engagement and broadcast and commercial revenue records, and driving forwards the reach and impact of women's rugby more broadly. Women's Rugby World Cup 2029 in Australia is the next exciting landmark moment on the journey towards Women's Rugby World Cup USA 2033, for which World Rugby is targeting the most commercially successful Women's Rugby World Cup, igniting an exciting new era for the sport.

A record surplus is being targeted for Men's Rugby World Cup 2027 and a significant uplift for the following Men's Rugby World Cup USA 2031, a major opportunity to unlock sport's biggest market and attract new fans and brands.

The new strategy is designed to realise the full potential of the Rugby World Cup from a sporting, fandom and financial perspective for the game as a whole.





# MEMBERSHIP BASE

World Rugby is a movement.

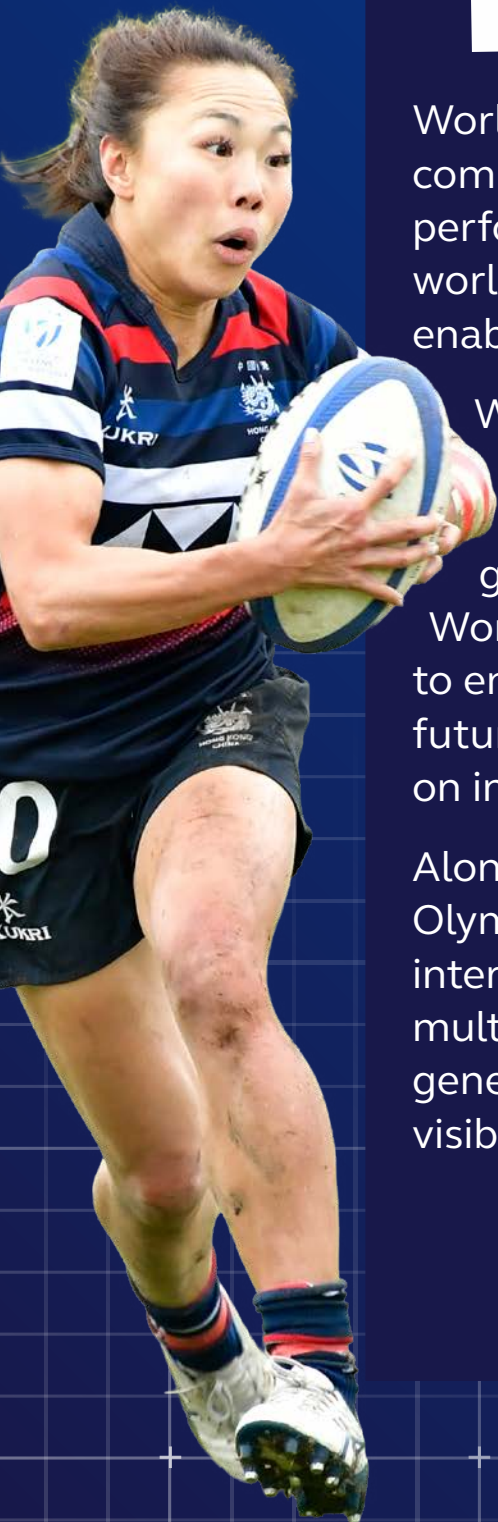
It comprises of more than 130 national member unions supported by six regional associations: Asia Rugby, Rugby Africa, Rugby Europe, Oceania Rugby, Rugby Americas North and Sudamérica Rugby.



Since the start of the previous strategy cycle, six new members have joined the World Rugby family. Our regions continue to play a pivotal role in driving growth with our member unions and play an essential role to the delivery of competitions across the globe.



For the sport to thrive, unions and regions require an enhanced and evolved service from World Rugby, leadership and support that sets them up for success.



## COMPETITIONS

World Rugby’s portfolio of annual competitions seeks to meet union high performance needs, while delivering world-class standards of player welfare, enabling the sport to thrive.

Whilst providing more competition opportunities for unions, most tournaments are not revenue generators and require significant World Rugby net investment. We need to ensure this is sustainable in the future and provides maximum return on investment for our members.

Alongside World Rugby’s competitions, Olympic inclusion drives huge global interest and Government funding in multiple territories, with Paris 2024 generating unmatched reach and visibility.



# THE GAME

## ELITE CLUB GAME

The elite club game is an important stakeholder in the global rugby ecosystem.

While international rugby is the global shop window, the club game serves as the year-round heartbeat of the sport: producing talent, sustaining communities, and driving long-term fandom, value and economic resilience.

From established domestic leagues to new cross-border formats, the club game now offers more meaningful, high-quality rugby than ever before – helping deepen fan engagement and providing clearer development pathways for players.

**Increasing coordination between unions, leagues, and commercial partners - supported by a clear global calendar - will position clubs to scale sustainably and broaden their commercial potential.**

## MATCH OFFICIALS

Match officials are central to our game. We recognise that as the profile and investment into the game increases, the scrutiny and pressure on our officials increase as well.

Ensuring talent development, wellbeing and high-performance structures are optimal for the demands of the modern game is key. Collaboration across the game to align laws, trials, technology and opportunities is also essential to success.

**Across the game, we must ensure the structures, processes and people are geared towards enabling our match officials to thrive on the world stage.**



Launched with the support of World Rugby, IRMO has the dual objective of supporting officials on and off the field and furthering their voice within the international federation’s structures.



# PLAYERS

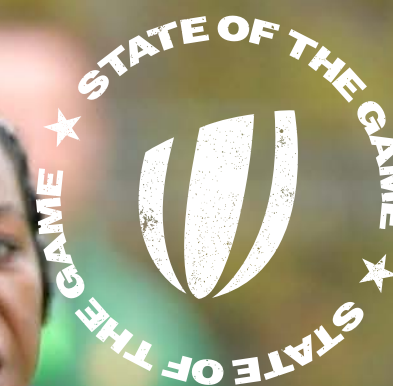
Players are the heartbeat of the sport, driving the action, emotion, and storytelling. They embody the dedication, talent, and passion that connect fans, while personifying the values that inspire new fandom and participation.

From competition scheduling to player welfare, shape of the game and training and education, we put players at the centre of our decisions.

There are now 7.4m men, women, boys and girls playing the game. In partnership with our unions and regions, we aspire to inspire, retain and sustain our player base, ensuring that the game is accessible, relevant and fun.

Player welfare is at the heart of all we do. We lead the way in embracing technology to advance player welfare. Smart mouthguards and their data is reshaping player care now and into the future.

And it's not just current players. We support former players through our Brain Health Service and continue to fund research into all areas of welfare, including growing the portfolio of women's specific projects.



International Rugby Players Association is the global representative body on issues of importance to professional rugby players.



The Global Rugby Players Foundation empowers rugby players to retain purpose, positive mental and financial wellbeing, and strong connections as they transition from the game.

# FANDOM

**Rugby enjoys a committed audience in its core markets but is battling for attention in a crowded sports and entertainment landscape, especially when it comes to engaging younger fans.**

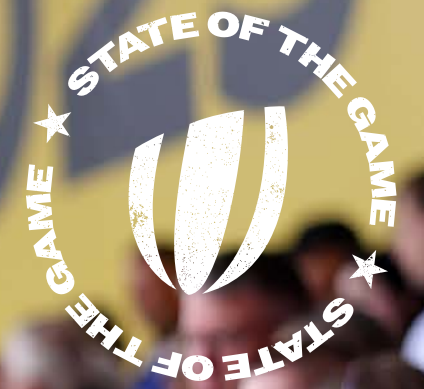
Today's fans want a compelling entertainment product – fast and exciting, that rewards attacking intent and is easy to understand. They want jeopardy, standout stars, more edge and fun, and stats that enrich and illuminate.

Women's rugby is already leading the way, reshaping perceptions of female athleticism and team sport. Fans also recognise the importance of the USA to the growth of the game.

They want the sport to be bolder in how it presents itself and, in a landscape where there is a revolution in small side sports, to see more drive around format, and greater accessibility.

While participation remains a key driver of fandom, there is an opportunity to do more to attract and excite non-players, with live rights a key driver of reach and growth.

Ultimately, increasing fandom is critical in order to safeguard the future of our game, and to increase revenue that can be reinvested in the game.

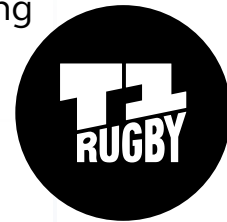


# PARTICIPATION AND DEVELOPMENT

Global participation in rugby is estimated at **seven million people, rising by 15 per cent over the last decade**. This includes a large pre-teen player base, with the adult game representing 17 per cent of the total playing population, highlighting the importance of strengthening pathways to the adult game.

Our top 12 unions still account for nearly two-thirds of all players and the top 20 unions more than three-quarters. For rugby to grow, we must extend our reach beyond our traditional markets.

**T1 Rugby** is our rapidly growing non-contact, inclusive, and accessible format developed by World Rugby. Its success is driven by its ability to replicate full rugby union (including scrums and lineouts) without contact, boosting participation among youth and girls, and strengthening the game in school curricula and new markets. Its success is unquestionable with adoption in more than 80 member unions worldwide.



**Women's rugby** is the sport's biggest opportunity for participation growth. With more than 2.2 million players worldwide, inspired by a generational Women's Rugby World Cup 2025, more than 50 World Rugby member unions have pledged to increase women's and girls' global participation, targeting 3.4 million players by 2029.

Rugby continues to enrich lives beyond the pitch, helping people across the world to embrace rugby's values. Our partnership with **ChildFund Rugby** continues to be integral in our commitment to use our sport to positively impact lives.

**ChildFund**  
Rugby

ChildFund Rugby is World Rugby's global Social Impact Partner. Together, we leverage rugby and its values to deliver measurable social impact at scale through national unions – strengthening young people and their communities worldwide.



# WOMEN'S RUGBY

Women's rugby is growing rapidly globally, fuelled by world class players, accessible and relatable personalities and a passionate, rapidly growing fan base.

Nearly half of today's women's rugby fans have become fans in the last two years, with 29 per cent under 35 – bringing a new younger generation into the sport.

The era-defining Women's Rugby World Cup England 2025 was the greatest women's rugby event of all time – **with 92 per cent of all tickets sold and 82,000 fans watching the final at a sold-out Allianz Stadium. At the Paris 2024 Olympic Games, women's rugby set a new global single day attendance record of more than 120,000 fans**, creating stars and reaching millions of new homes worldwide.

This momentum does not happen by accident. Across the world, member unions, leagues and competitions are making deliberate, ambitious investments in the women's game – building participation and elite player pathways, launching new competitions, and laying the commercial foundations for a financially sustainable future. Harnessing this powerful momentum and collective effort is essential to driving long-term sustainable and meaningful success.

# OUR PLAN



# OUR NEW VISION AND PURPOSE PROVIDE CLEAR STATEMENTS OF INTENT

## Our Vision

Powering Rugby. Uniting the Game. Enriching Lives.

## Our Purpose

We bring people and rugby together through:





# STRATEGIC PLAN 2026-31

## VISION

Powering Rugby. Uniting the Game. Enriching Lives.

## PURPOSE

We bring people and rugby together:

### Iconic Events

#### Rugby World Cup

Iconic Rugby World Cups in Australia and the USA, showcasing the best of the sport and generating growing surpluses

#### USA Growth Markets Development Plan

Commercially successful Rugby World Cups in 2031 and 2033, and the USA unlocked as a new market for our sport

#### Growing Fandom

Iconic events that successfully grow fandom globally

### Impactful Investment

#### Membership Investment

Sustained funding to our member unions and an increase in Rugby World Cup prize money

#### Women's Rugby

A globally competitive and sustainable women's game that contributes towards rugby's future growth

#### Competitions

A streamlined and more economically balanced competitions portfolio that also maximises the impact of Rugby Sevens at the Olympic Games

#### High Performance

High Performance Investment in the women's game focused on driving value, and a more consistent approach in the men's game

### Leadership and Support of our Members

#### Player Welfare

Lead the world in player welfare without compromising on the nature of rugby union as a sport

#### Shape of the Game

An exciting and compelling sport for fans and players alike to enjoy

#### Participation and Development

A growing participation base achieved through product development and collaboration with unions and other partners

#### Enhanced Member Services

A growing number of sustainable unions worldwide supported by an enhanced and differentiated member services offering

### Efficient and Responsible Organisation

## STRATEGIES

## VALUES

Integrity

Respect

Solidarity

Passion

Discipline

# SUCCESSFULLY DELIVERING THE STRATEGY WILL PRODUCE THE FOLLOWING OUTCOMES BY 2031

## OUTCOMES

A growing game that balances spectacle and wellbeing, celebrated by players, participants, officials and fans

Highly successful RWCs in Australia that captivate a global audience

Rugby Sevens reaching new heights at LA28 and RWC 2031 optimised by our Growth Market Development Plan

A more stable competitions landscape, with an established World Rugby Nations Cup and WXV Global Series

Unions more sustainable and secure, able to operate more independently, and benefiting from RWC 2031 legacy

The women's game has greater value, visibility and viability



## Iconic Events

# RUGBY WORLD CUP

- Men's and Women's Rugby World Cups are the pinnacle of our game, bringing fans together, celebrating the sport and showcasing the world's best teams on the biggest stage. Delivering iconic, impactful tournaments remains vital to the continued success of both the sport and World Rugby.
- The commercial strength of the men's tournament underpins World Rugby's ability to reinvest in the game at record levels, with 24 teams set to play in an expanded Men's RWC 2027 in Australia.
- Building on the generational momentum of Women's Rugby World Cup 2025, Women's Rugby World Cups must continue to grow impact – expanding audience appeal, showcasing the world's best players, delivering the highest quality competition, and driving the commercial growth that will power the next chapter of the women's game.
- With USA set to host Men's and Women's Rugby World Cups in 2031 and 2033, World Rugby aims to unlock the potential of the world's biggest sports market, delivering iconic events that will grow the reach, impact and value of the sport worldwide.

## Our long-term aspiration

Iconic Rugby World Cups in Australia and the USA, showcasing the best of the sport and generating growing surpluses



- £294.7m Economic Impact of Women's Rugby World Cup 2025
- 81,885 sellout at Women's Rugby World Cup 2025 final



- 2.49m live attendance at Men's Rugby World Cup 2023
- 425k international visitors at Men's Rugby World Cup 2023

## Iconic Events

# RUGBY WORLD CUP

### HOW

#### Key Actions and Initiatives

- ▶ Deliver **iconic** Rugby World Cups in 2027 and 2029 in Australia and 2031 in the USA
- ▶ Prepare for an iconic Women's RWC 2033 in USA
- ▶ Continue improving our new RWC delivery model through World Rugby Events and Media, while making the most of each host market's unique opportunities to boost revenue and impact
- ▶ Select hosts for future Rugby World Cups beyond 2033



### OUR GOALS



RWC 2027 and 2031 to deliver greatest ever financial surpluses for re-investment into the game



RWC 2029 commercial growth maximised



Host selected for RWC 2035

Iconic events for fans and athletes delivered:

Net promoter score of

**65+**

Player and team satisfaction rating of

**80%+**

## Iconic Events

# USA GROWTH MARKETS DEVELOPMENT PLAN

- The USA has the potential to deliver the greatest long-term value for the sport. When the Men's and Women's Rugby World Cups were awarded to the USA, stakeholders committed to a USA Growth Markets Development plan to maximise commercial success of these Rugby World Cups and unlock the USA as a new market for the sport.
- Powered by this plan, momentum is already building with a growing schedule of world-class fixtures and a rising participation base. And the opportunity for the game as a whole is huge – capturing just one per cent of the US sports rights market would double rugby's global economy.

## Our long-term aspiration

**Commercially successful Rugby World Cups in 2031 and 2033,  
and the USA unlocked as a new market for our sport**

## Iconic Events

# USA GROWTH MARKETS DEVELOPMENT PLAN

### HOW

#### Key Actions and Initiatives

- ▶ Partner with unions to support the growth plan, bringing high-profile content to the market ahead of RWC 2031 and 2033 that benefits both the runway and those unions involved
- ▶ Build the US fanbase and increase fan conversation to drive the commercial success of RWC 2031 and 2033

### OUR GOALS

**2M**

known rugby fans in the USA

Showcase the world's biggest teams in the USA



Record breaking financial surplus from RWC 2031

## Iconic Events

# GROWING FANDOM

- In a global attention economy, putting the fan at the heart of everything we do is essential. Building direct relationships with fans around the world allows us to tailor experiences to meet their current and future needs from the sport.
- Fans are eager for more stars, and the rise of several players has shown how rugby's stars can captivate and inspire. The sport is full of extraordinary personalities and compelling stories, creating an opportunity to help more players break through, build their own profiles and raise the visibility of their teams, and the sport as a whole.
- We will grow our reach and impact in key markets to drive tangible outcomes for the sport, including engagement around our pinnacle events.

## Our long-term aspiration

Iconic events that successfully grow fandom globally

## Iconic Events

# GROWING FANDOM

### HOW

#### Key Actions and Initiatives

- Focus on iconic Rugby World Cups in Australia and the USA
- Broaden our digital offering for fans
- Create stars by working more closely with unions and competitions
- Give players the tools and platforms to 'tell their own stories', promoting themselves and the game more effectively



### OUR GOALS



Growth in our known fan audience through our pinnacle events



Growth of our digital fan offerings

#### MORE GLOBAL STARS



Growth in new targeted territories

## Impactful Investment

# MEMBERSHIP INVESTMENT

- ▶ The financial realities and challenges facing the economic foundations of the game are widely known.
- ▶ Historically, a funding-centred dynamic between World Rugby and some member unions has created varying levels of dependency, which do not support the long-term sustainability of the game. However, we are committed to continuing to financially support all our member unions who are at different stages of their growth journey.
- ▶ We have seen the growth in the commercial success of our Men's Rugby World Cup and this continues to be a huge opportunity for the sport. We recognise that unions that participate in this pinnacle event should be rewarded for making this event the global success it will continue to be.

## Our long-term aspiration

Sustained funding to our member unions and an increase in Rugby World Cup prize money

## MEMBERSHIP INVESTMENT

### HOW

#### Key Actions and Initiatives

- ▶ Deliver mechanisms that will improve the financial positions of the economic base of the game
- ▶ For all teams in a Men's RWC from 2031 onwards, include a higher level of variable participation fee (prize money) to recognise the costs associated with progressing far in the tournament



### OUR GOALS



Development funding return on investment maximised through partnership with our member unions



### INVESTMENT

Increase development funding for our membership



Increase prize money for Men's Rugby World Cup from 2031 onwards

## Impactful Investment

# WOMEN'S RUGBY

- ▶ The women's-game is rugby's single greatest opportunity to attract new fans, expand participation and drive commercial growth.
- ▶ World Rugby has been working closely with unions to define what sustainable success looks like and how to achieve it. The pillars of the Women's Rugby Business Plan, developed jointly with unions, will guide our direction and progress towards a sustainable women's game.

## Our long-term aspiration

A globally competitive and sustainable women's game that contributes towards rugby's future growth

# Impactful Investment

## WOMEN'S RUGBY

### HOW

#### Key Actions and Initiatives

- Grow the value and impact of iconic events – Harness the power of a Rugby World Cup and WXV Global Series to elevate commercial value, increase global visibility and build player profiles that will power the long-term growth of the women's game
- Grow targeted union investment – Invest strategically in unions with significant growth potential, strengthening performance, competition and revenue strategies, to build long term commercial and enterprise value
- Build local union capability and capacity – Provide expert insight, tailored services and develop growth plans that help unions maximise the women's game opportunity, through collaborative working



### OUR GOALS



An outstanding RWC 2029 that elevates the global profile and commercial appeal of women's rugby



An integrated investment model with unions that aligns with the World Rugby strategy and incentivises coordinated development of the women's game

Fit for purpose structures that support a sustainable women's game from grassroots to professional level



In collaboration with unions, drive growth in competition, participation, and commercial value – establishing women's rugby as a cornerstone of the sport's future

## Impactful Investment

# COMPETITIONS

- ▶ Alongside the Men's and Women's Rugby World Cups, World Rugby supports and delivers a range of men's and women's 15s competitions within the global calendar, such as the World Rugby Nations Cup and WXV Global Series.
- ▶ Rugby Sevens also plays a crucial role, showcasing rugby on the Olympic stage and bringing new people into the game. Central to this is a drive for greater financial sustainability for unions, players and World Rugby, as well as a commitment to gender equality and ensuring a high-performance platform.
- ▶ Alongside, World Rugby funds several other regional competitions and provides some support for teams to compete outside of competition.

## Our long-term aspiration

A streamlined and more economically balanced competitions portfolio that also maximises the impact of Rugby Sevens at the Olympic Games



# Impactful Investment COMPETITIONS

## HOW

### Key Actions and Initiatives



- ▶ Provision of a consistent and impactful global calendar through **Nations Cup and WXV Global Series**
- ▶ **Rugby Sevens** will continue to play an important role as rugby's Olympic moment
- ▶ Regional competitions to continue to support player pathways and the high-performance development of unions



## OUR GOALS



Embed a sustainable competitions portfolio, providing competitive performance pathways into a Rugby World Cup



**Rugby Sevens:** successful participation in LA 2028 and rugby a valued member of Olympic programme in the lead up to Brisbane 2032

## Impactful Investment

# HIGH PERFORMANCE

- ▶ Currently, men's and women's high-performance investment is focused on strengthening on-field outcomes. Investment is performance-based and supported by a suite of consultancy, capability-building and education services from World Rugby.
- ▶ Moving forward, the priority is to enhance long-term self-sustainability and enable unions to thrive independently. A key focus is ensuring teams arrive at future Rugby World Cups suitably prepared and equipped to perform.
- ▶ There is an opportunity to recognise and support the costs of participation for teams that progress furthest at Men's Rugby World Cup, concentrating investment in the women's game, where it can drive the greatest impact, particularly around future Rugby World Cups.

## Our long-term aspiration

High performance investment in the women's game focused on driving value, and a more consistent approach in the men's game

## Impactful Investment

# HIGH PERFORMANCE

### HOW

#### Key Actions and Initiatives

- ▶ A shift from funding men's high-performance programmes to a consistent preparation fee awarded on qualification, assisting applicable unions to prepare to compete effectively with a focus on player welfare
- ▶ For 2028-31, women's high-performance programmes will seek to broaden the game's reach by working with a specific number of strategically identified unions
- ▶ Investment in a dedicated women's high-performance advisory service



### OUR GOALS



New men's high-performance funding and support model successfully implemented from 2028 leading to 24 teams arriving at RWC 2031 prepared to participate effectively



Focused women's high-performance funding and support model that improves high-performance capability within targeted unions and leads to 16 teams arriving at RWC 2033 prepared to participate effectively



Sustainability of union investment in their high-performance programmes strengthened and incorporated as essential BAU for unions as part of union capacity building

## Leadership and Support of our Members

# PLAYER WELFARE

- ▶ World Rugby is proud to lead the world when it comes to player welfare.
- ▶ The welfare of players continues to be at the heart of what we do.
- ▶ The vehicle for achieving this will continue to be through evidence-based and research-driven, innovative practice.

## Our long-term aspiration

Lead the world in player welfare without compromising on the nature of rugby union as a sport

## Leadership and Support of our Members

# PLAYER WELFARE

### HOW

#### Key Actions and Initiatives

- ▶ The key themes within our **Six Point Plan** will remain central to our approach to Player Welfare:
  - 1 Care for players and former players
  - 2 Game delivery led by evidence
  - 3 Evolution of the game through consultation, regulation and monitoring
  - 4 Women's specific interventions
  - 5 Education and compliance support
  - 6 Fostering a culture of welfare within the game
- ▶ The success of the smart mouthguard rollout opens the door for broader exploration of commercial partnerships



### OUR GOALS

Successfully delivered the **Six Point Plan** in full



World Rugby continues to lead the way in innovation in player welfare with cross-sport and industry collaboration



Compliance with player welfare interventions improved, with stable injury rates and shared risks and mitigations

## Leadership and Support of our Members

# SHAPE OF THE GAME

- ▶ Player welfare and Shape Of the Game are fundamental and core to World Rugby's purpose.
- ▶ It is our responsibility to create a spectacle for fans that is exciting with welfare at the heart of the sport. We have a unique game and we are committed to protecting the essence of our sport as we continue to evolve and look to enhance the game for our players and fans.
- ▶ A huge amount of effort is put in by World Rugby, its members and partners to ensure that the Law review process that underpins our sport, is sound, efficient and informed by the game as a whole.

## Our long-term aspiration

An exciting and compelling sport for fans and players alike to enjoy

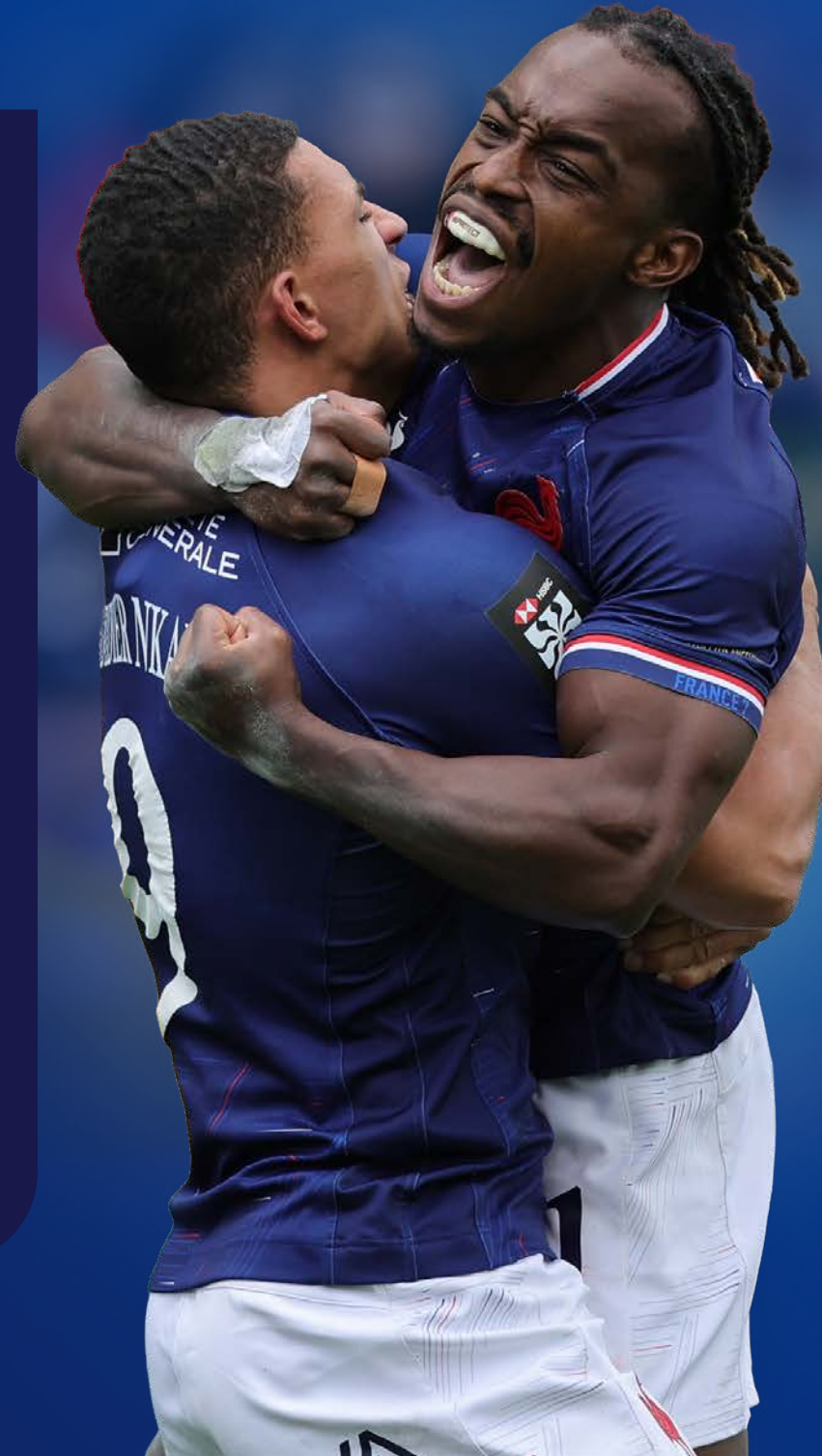
# Leadership and Support of our Members

## SHAPE OF THE GAME

### HOW

#### Key Actions and Initiatives

- ▶ Driving collaboration and engagement across the wider rugby ecosystem will be central in our approach to creating a game that is an entertaining spectacle which has player welfare at the centre
- ▶ Build out and communicate our 'vision for the game' and use this to drive greater affinity with our stakeholders and our fan base
- ▶ Bring clarity and consistency through match officiating and law application



### OUR GOALS



Continued to protect players and provide an entertaining game for fans by providing leadership and innovation to the elite game



Utilised innovative mechanisms and structures to expedite law discussions and trials

## Leadership and Support of our Members

# PARTICIPATION AND DEVELOPMENT

- ▶ Participation rates are a sign of a healthy game for the vast majority of unions, who see the responsibility and the greatest opportunity for impact sitting at the local level, with World Rugby driving product development and providing central support.
- ▶ Currently, 80 per cent of rugby participants globally are in 20 per cent of our member unions and there continues to be potential for growth within those unions. Across the remaining 80 per cent of unions, there is potential to grow as socio-economic profiles evolve. This creates new opportunities to expand participation, strengthen the sport's global footprint, and enrich lives.

## Our long-term aspiration

A growing participation base achieved through product development and collaboration with unions and other partners

## Leadership and Support of our Members

# PARTICIPATION AND DEVELOPMENT

### HOW

#### Key Actions and Initiatives

- ▶ Grow capability and capacity through support, best practice, and tools to drive local participation
- ▶ Partner with a select number of high-potential unions to accelerate participation growth
- ▶ Provide greater structure and development to drive the continued growth of T1 Rugby
- ▶ Highlight and proactively promote the various forms of the game
- ▶ Partner with external agencies to deliver our social impact programming

### OUR GOALS

A global participation base of

**9M**

**T1  
RUGBY**

Collaborate with unions to cement T1 Rugby as an established form of non-contact rugby



## Leadership and Support of our Members

# ENHANCED MEMBER SERVICES

- ▶ While World Rugby invests in member services, there's recognition that the dynamic between World Rugby and most member unions is still driven primarily through the lens of funding.
- ▶ Development investment directly funds 114 unions, and funding streams are often not integrated to maximise impact.
- ▶ Moving forward, there is an opportunity to build a more sustainable future by enhancing services and supporting unions to strengthen their own capabilities, providing opportunities for high-potential unions to accelerate growth while ensuring smaller unions are more effectively supported.

## Our long-term aspiration

A growing number of sustainable unions worldwide supported by an enhanced and differentiated member services offering

## Leadership and Support of our Members

# ENHANCED MEMBER SERVICES

### HOW

#### Key Actions and Initiatives

- ▶ Assist members to leverage support from other stakeholders (e.g. governments, agencies)
- ▶ Up to five member unions to receive further enhanced support and funding via the 'Whole Sport Plan' programme
- ▶ Increased investment in creating, maintaining and delivering an enhanced central member services offering that is responsive to union needs



### OUR GOALS



Up to five unions provided with a 'Whole Sport Plan' opportunity



A new programme of member services comprehensively adopted



Ongoing improved membership satisfaction

# EFFICIENT AND RESPONSIBLE ORGANISATION

## HOW

### Key Actions and Initiatives

- ▶ Efficient organisation fit to deliver this strategic plan
- ▶ Deliver appropriate EDI policies that represent the game and focus environmental sustainability on critical areas of Rugby World Cup delivery and procurement
- ▶ Maximise our partnership with our regional associations in delivery of this strategic plan
- ▶ Deliver effective regulation to provide a global framework for the game
- ▶ Modernise and refresh committee structure and streamline processes
- ▶ Support and collaborate with the wider game on financial sustainability and commercialisation

## OUR GOALS

Increasing Men's Rugby World Cup surpluses and exemplary cost management

An organisation that reflects and serves the game, members, stakeholders and staff responsibly in line with industry good practice





**POWERING  
RUGBY**

**UNITING  
THE GAME**

**ENRICHING  
LIVES**