

YEAR IN REVIEW 2014



WOMEN'S RUGBY WORLD CUP 2014

CHAMPIONS

integrity RUGBY'S VALUES respect solidarity passion discipline

passion

Rugby people have a passionate enthusiasm for the Game. Rugby generates excitement, emotional attachment and a sense of belonging to the global Rugby Family

discipline

Discipline is an integral part of the Game both on and off the field and is reflected through adherence to the Laws, the Regulations and Rugby's core values

solidarity

Rugby provides a unifying spirit that leads to life long friendships, camaraderie, teamwork and loyalty which transcends cultural, geographic, political and religious differences

integrity

Integrity is central to the fabric of the Game and is generated through honesty and fair play

respect

Respect for team mates, opponents, match officials and those involved in the Game is paramount



A stellar year for rugby

Bernard Lapasset
Chairman, World Rugby

Chers amis,

There is no doubt that 2014 was a stellar year for rugby. It was the year of women's rugby, the year that our road to Rio 2016 truly began with men's and women's qualification and the year that Rugby World Cup 2015 proved to be 'too big to miss' for sports fans.

It was also a defining year for the game's governing body as we became World Rugby and refocused our mission to grow the global rugby family by underscoring our commitment to attract, engage and inspire new audiences and players around the world.

While it is always hard to pick highlights, there was one event that has inspiration in abundance. Women's Rugby World Cup 2014 was a defining event for World Rugby. It was a magnificent box-office demonstration of the enormous progress that has been achieved in the women's game with investment in high performance and competition pathways and the enormous profile and participation boost delivered by rugby sevens' Olympic Games inclusion.

Yet, it was much more than that. France 2014 was a truly fantastic rugby event that filled stadia, captivated broadcast audiences, dominated social media and inspired participation as England lifted the trophy for the first time in 20 years.

In less than a year, the world's top male players will gather in England for what promises to be a very special and record-breaking celebration of rugby and the host nation. Like Women's Rugby World Cup 2014, England 2015 will be a defining moment for our sport. It will be the best-attended, most-watched, most-engaged and most-competitive Rugby World Cup to date.

It will also be the most commercially successful with worldwide partnerships, sponsorships and broadcasters locked down in record time with record value. Of course, Rugby World Cup is much more than a global stage to showcase our sport and its finest players. It is also the financial engine that drives the global development of the sport in emerging and established rugby nations.

The commercial success of New Zealand 2011, the record-breaking progress of England 2015 and the excitement in the marketplace regarding Japan 2019 has enabled World Rugby to commit a record level of investment in rugby between 2009 and 2016.

World Rugby will be bankrolling an investment of more than £330 million during this period to increase the competitiveness and attractiveness of international rugby and pave the way for more men, women and children to try, play and stay in rugby and live our character-building values.

This investment stretches far wider than on the field. We continue to invest in player welfare, and concussion education and management remains a priority as we seek to make the game as safe to play as possible for players at all levels via our Medical Commission. We also partnered with the International Rugby Players' Association to form the Rugby Athletes' Commission to give players a voice and undertook a review of game and training load.

Growth brings opportunities and challenges and as we expand we must ensure that we remain true to our character-building values. We must ensure that the respect of match officials is preserved and that integrity is promoted and protected through robust anti-doping and anti-corruption education and strategies.

While we pause here to look back at 2014, we move forward at pace and look forward to working with you all in 2015 and beyond as we bring World Rugby to life and look forward to a record-breaking year and welcoming new participants and audiences to the sport.

Back row: A Pichot (Argentina), P Whelan (Ireland), C Barbieri (CONSUR), M Hawker (Australia), S Tew (New Zealand), P Boyle (Ireland), P Aldous (Canada), J Spencer (England), B Pulver (Australia)
Middle row: P Camou (France), M Robinson (New Zealand), M Dodson (Scotland), H Schuster (FORU), J Roux (South Africa), O Morariu (Rugby Europe), A Buchanan (Wales), G Davies (Wales), K Tokumasa (ARFU), B Gosper (Chief Executive Officer)
Front row: T Yabe (Japan), A Bougja (CAR), J Jeffrey (Scotland), O Hoskins (South Africa, Vice Chairman), B Lapasset (Chairman), J Laurans (France), B Latham (NACRA), B Beaumont (England), G Dondi (Italy)





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ENGAGING WITH THE RUGBY FAMILY

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World Rugby to inspire new audiences

World Rugby launched in November, underscoring the governing body's mission to inspire participation and build a stronger connection with fans, players and commercial partners worldwide



**WORLD
RUGBY™**

World Rugby's new social media platforms



Twitter

@worldrugby
@worldrugby7s
@rugbyworldcup



Facebook

worldrugby
worldrugby7s
rugbyworldcup

The new name, brand and logo was approved by Council in May following a comprehensive review of the organisation's brand positioning against its mission to grow the game globally.

The unveiling at the World Rugby Conference and Exhibition in London on 18 November was supported by the new www.worldrugby.org website and streamlined social media platforms, which have begun to play a pivotal role in inspiring new audiences and players at all levels of the game.

At the heart of the brand is a distinctive positioning, expressed visually through a modernised and progressive logo that embodies World Rugby's mission statement to grow the game globally, retaining a link to the organisation's heritage through its blue and green colour scheme.

The rebrand comes at a time when rugby is experiencing record growth. The name change is designed to resonate with existing fans and attract new audiences across multiple cultures and languages. World Rugby is modern and inclusive; whether you are a player, coach, match official or fan, everyone is a member of the World Rugby family and everyone has a role to play in its prosperity and growth.

Engaging and inspiring

Launching the brand, World Rugby Chief Executive Brett Gosper said: "In an incredibly competitive global entertainment and sporting marketplace, rugby must continue to appeal to those who know and love the sport and its heritage, while attracting, engaging

and inspiring those who have no connection with the sport across multiple cultures and languages around the world.

"Supported by a new name, a distinctive, optimistic and progressive new brand, and clear character-building values, World Rugby collectively has the ingredients and tools to do just that. We want everyone to feel connected with the sport and rugby's ongoing success story."

World Rugby Chairman Bernard Lapasset added: "Global rugby participation has boomed by more than two million to 7.23 million players over the past four years, driven by the commercial success of Rugby World Cup, World Rugby's development strategies and record investment, strong and vibrant unions and rugby's re-inclusion in the Olympic Games.

"The launch embodies our mission statement to grow the global rugby family beyond our traditional base and reflects the federation's evolution from rugby regulator to rugby inspirer.

"Our new brand certainly stands out and enables us to promote our consumer-facing properties in a way that they will be more appealing and impactful to the sport's growing global fan base."

The new logo made its public debut in November and is being rolled out across World Rugby's extensive portfolio of tournaments, events, programmes and materials as the rugby family looks forward to a very special, record-breaking year.

The rebrand will have no impact on Rugby World Cup 2015 branding or positioning, which will remain as it is with its iconic logo throughout the current event cycle. The new brand will feature within a new Rugby World Cup 2019 logo, which will be launched in 2015 ahead of the hosting baton being passed on to Japan.

"Everyone is a member of the World Rugby family and everyone has a role to play in its prosperity and growth"

2014 in brief...

TOP OF THE WORLD

New Zealand celebrated five years atop the World Rugby Rankings on 16 November, 2014. The All Blacks have been number one for more than 84 per cent of the time since the rankings were introduced in October 2003.

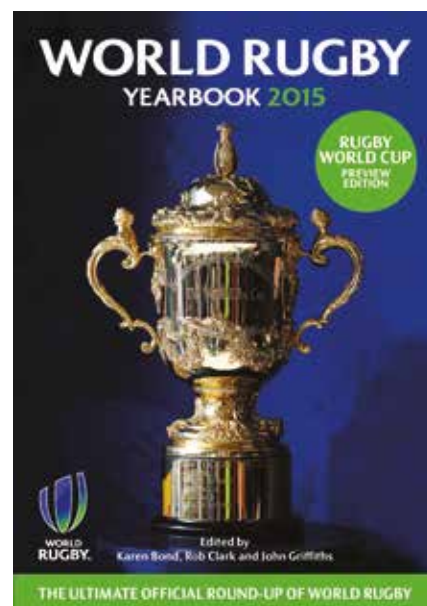
FUTURE STARS OF WORLD RUGBY

By the end of 2014, more than 500 players had graduated from the Junior World Championship and Junior World Rugby Trophy to the test stage. Among them is New Zealand second row Brodie Retallick, the World Rugby Player of the Year for 2014.

KEEP RUGBY ONSIDE

The governing body's virtual anti-corruption and betting education programme – now compulsory for all players, team and match officials at World Rugby tournaments – has been extended to 13 languages with additional resources available in 25 languages.

“The new logo made its public debut in November”



Below: World Rugby Chief Executive Brett Gosper and Chairman Bernard Lapasset launch the new World Rugby brand at the World Rugby Conference and Exhibition in November



"A new world record has been set for the world's biggest scrum! More to follow"
 #TooBigToMiss #RWC2015
 Rugby World Cup

Congratulations to @Francoishougi - winner of IRPA try of the year award 2014. Enjoy reliving the action @bokrugby
 World Rugby

@blitzbokke celebrating their @southafrica7s win staying top of the @hsbc_rugby World Series #sa7s #twittermirror
 World Rugby Sevens

Not surprisingly - the latest #GoogleTrends from @SouthAfrica7s involved @Seabelo_Senatla of @Blitzboks @bokrugby!
 World Rugby Sevens

We are excited to launch our new film ahead of #RWC2015 tickets going on sale Sept 12. It's #TooBigToMiss <http://youtu.be/bl9ahNhH3Cc>
 Rugby World Cup

*A new era begins.
 18.11.2014.
 #RugbyBuildsCharacter
 @WorldRugby*
 World Rugby

Cardiff celebrating 2015 - the year of the Rugby World Cup!
 #RWC2015
 Rugby World Cup



Digital and social platforms engaging new audiences

World Rugby content reaching more fans than ever before

World Rugby's digital activity reached new heights in 2014 with live coverage of the Women's Rugby World Cup in France, streaming from the men's and women's sevens series around the world, in-depth coverage of the Junior World Championship and increased social activity across multiple platforms.

JWC 2014 was hosted over five match days with all 30 fixtures streamed live. The traffic to the site intensified as the event reached the final with over 850,000 page views to the tournament section and more than 50,000 views of the live coverage.

WRWC 2014 was held in Paris from 1-17 August. The site, delivered in both French and English, saw unprecedented levels of support with over 1.6 million page views from more than 300,000 unique fans worldwide following the live coverage. Twenty-four of the 30 matches were streamed live on World Rugby's digital platforms, showing more than 186,000 total video plays during the tournament.

The HSBC Sevens Series and Women's Sevens Series continue to grow in popularity as the road to Rio continues. With a third of the men's season now over, video views already exceed those across all nine rounds of the 2013-14 series and each round has seen a reach of more than 2.5 million fans and 500,000 people engaging with content.

Stronger bond with fans

In conjunction with the unveiling of the new World Rugby brand in November, new digital platforms were launched with the aim of creating a stronger bond with existing fans and players and to reach out and inspire new audiences.

The new responsive site – www.worldrugby.org – integrates World Rugby's social media and video platforms to provide a more agile and interactive approach to promoting rugby and bringing fans closer to its leading events.

At the heart of the fan engagement strategy is a new, streamlined social media approach focusing on three core social media channels: Rugby World Cup, World Rugby Sevens and World Rugby working across YouTube, Twitter, Facebook, Google+ and Instagram platforms.

Rugby World Cup has gained 400,000 new followers on Facebook (2.3m total) with a 19 per cent increase since January 2014. Twitter remains a key focus and over the year the channel has gained 100,000 new followers (293,000 total), a 50 per cent increase across the year.

Pick of the platforms

Instagram has been the pick of the platforms for World Rugby in 2014, with a 200 per cent increase in followers in the final four months of 2014 alone (75,000 total). Google+ has grown steadily, reaching 20,000 followers, and Vine is delivering great engagement, most recently when the channel received 1.6 million loops on a vine from the Port Elizabeth Sevens.

World Rugby Sevens has gained 100,000 new followers on Facebook (65 per cent increase for the year), as well as 30,000 new followers on Twitter, more than doubling the total following to 65,000.

YouTube provides a platform for all World Rugby video content and in 2014 received 11 million total views, with almost 30 million estimated minutes watched throughout the year.

Other new platforms include a geographically agile Rugby World Cup mobile app aimed at increasing the reach of World Rugby's flagship event and new sites for the World Rugby Sevens Series for both men and women.

Across all platforms the current total fan base is in excess of three million, with a weekly reach of more than 10 million, and video views are exceeding six million each month.

2014 in brief...

REACHING NEW HEIGHTS

RWC 2019 hosts Japan entered the World Rugby Rankings top 10 for the first time in 2014 during an 11-test unbeaten run.

NEW FRONTIERS

Costa Rica are the first Central American country to become a member of World Rugby after being approved as an associate member in May, opening a new region in which to grow the game.

ROAD TO RIO

The race to qualify for sevens' debut at the Rio 2016 Olympic Games began on Australia's Gold Coast for men in October and in Dubai for women in December.

Keep in touch with World Rugby on the following digital platforms:

World Rugby

www.worldrugby.org

twitter.com/worldrugby
facebook.com/worldrugby
youtube.com/worldrugby
vine.co/worldrugby
instagram.com/worldrugby
google.com/+worldrugby

Rugby World Cup

www.rugbyworldcup.com

facebook.com/rugbyworldcup
twitter.com/rugbyworldcup

World Rugby Sevens

www.worldrugby.org/sevens-series

www.worldrugby.org/womens-sevens-series

twitter.com/worldrugby7s
facebook.com/worldrugby7s



Record investment in the game

In 2014, World Rugby continued to invest heavily in programmes and tournaments around the globe, including increased investment in player welfare, anti-doping and integrity programmes and the expansion of the Get Into Rugby mass participation programme.

Women's Rugby World Cup in France was a highlight of the year, while investment enabled Argentina's Pampas side to join the Pacific Rugby Cup in Australia in March and win the title. The World Rugby Women's Sevens Series will also expand from five to six events in 2014-15.

Brazil also received increased high performance funding to underpin their Rio 2016 participation, while performance case funding applications were introduced for high performance tier two nations. Funding was also provided for the 10 RWC 2015 qualified high performance tier two nations for their November 2014 tours.

Independent study supports rugby's concussion approach

In November, the World Rugby Council unanimously approved the extension of the global head injury assessment (HIA) trial until December 2015, meaning it will be operational at Rugby World Cup 2015

World Rugby's commitment to driving forward concussion education and prevention strategies has been endorsed by the publication of a major independent study.

The British Journal of Sports Medicine (BJSM) published study, *The International Rugby Board Pitch-Side Concussion Assessment Trial: A pilot test accuracy study*, determined that rugby's approach to the management of head injuries in the elite game is successfully enhancing player protection.

The study, which covered more than 700 matches and 165 head injury events between October 2012 and June 2013, was published in July 2014 and determined the following:

- » Prior to the introduction of the Pitchside Suspected Concussion Assessment (PSCA), players were treated on the field and on the run, resulting in 56 per cent of players returning to the field of play later determined to have concussion.
- » Since the PSCA's introduction, the number of players returning to the field of play who were later determined to have sustained a concussion has reduced to 12 per cent with the PSCA intervention playing a major role in cultural change.
- » With an 84.6 per cent accuracy, the PSCA tool is proving successful in identifying players with concussion and therefore informing the removal from the pitch.

The positive conclusions are significant as previous concussion assessment tools used on the field and on the run failed to match the accuracy established with the PSCA (now Head Injury Assessment; HIA).

The findings of the report have informed and guided World Rugby's concussion working group in introducing enhancements to the HIA tool in terms of balance and cognitive components and an extension of temporary substitution to 10 minutes.

Concussion Recognise & Remove



"The findings of the report have informed and guided World Rugby's concussion working group"

2014 in brief...

OLYMPIC HISTORY

Australia's women and France's men won the first rugby sevens' Olympic gold medals at the Youth Olympic Games in Nanjing, China, in August.

SOCIAL AND DIGITAL MEDIA

World Rugby's Facebook fan base is now in excess of three million with the Twitter following at 400,000, while videos are averaging around five million views per month on all platforms.

World Rugby Athletes' Commission established

Players have been given a new voice at the elite end of the game with the formation of the first World Rugby Athletes' Commission. The commission is made up of male and female players from both hemispheres, who have been nominated by their respective national players' associations and will discuss important issues on the playing side of the game – in both 15s and sevens – such as player welfare and law.

Underscoring the governing body's commitment to ensuring the world's best players are included within its decision-making process, the Athletes' Commission is an important and positive initiative in helping to shape the game going forward and comes with the full support of all member unions and the International Rugby Players' Association (IRPA).

Its terms of reference were approved by World Rugby's Executive Committee in Singapore in October and the first meeting took place a month later in London.

Chaired by World Rugby Rugby Committee Chairman John Jeffrey, the inaugural meeting was attended by the three men's 15s representatives, Victor Vito (New Zealand), Benjamin Kayser (France)

and Andrew Trimble (Ireland), two from men's sevens, Kyle Brown (South Africa) and Lee Williams (Wales), and two from women's rugby, Rachael Burford (England) and Lynne Cantwell (Ireland).

The commission will be supported by World Rugby and IRPA executive staff, along with relevant council and committee members as required.

Top: Rachael Burford
Right: Victor Vito; Kyle Brown





Brodie Retallick
World
Rugby Player
of the Year

Hat-trick for the All Blacks

Now in their 13th year, the World Rugby Awards continue to personify rugby's character-building values



worldrugby.org/world-rugby-awards



www.worldrugby.org/halloffame

The awards recognise and celebrate the achievements of those involved at the highest level of the game, as well as the dedication and commitment given by those who work on a voluntary basis, and without whom the game would not survive.

New Zealand second row Brodie Retallick reached new heights with his outstanding level of performance in 2014 to be named World Rugby Player of the Year. He edged out Willie le Roux (South Africa), Julian Savea (New Zealand), Jonathan Sexton (Ireland) and Duane Vermeulen (South Africa) to follow in the footsteps of teammates and previous recipients Kieran Read, Dan Carter and Richie McCaw.

The accolade completed a hat-trick of awards for New Zealand, as the All Blacks were named World Rugby Team of the Year for the eighth time – after a season in which they equalled the record for consecutive test victories by a major nation – and Steve Hansen the World Rugby Coach of the Year for a third successive time.

After inspiring Canada to a first Women's Rugby World Cup final, Magali Harvey was named IRB Women's Player of the Year. Her length-of-the-field try in the semi-final against France will live long in the memory for those privileged enough to be at the Stade Jean Bouin in Paris.

Sevens stars

The IRB Women's Sevens Player of the Year accolade went to Emilee Cherry after an incredible season which saw her finish as top points and try scorer on the IRB Women's Sevens World Series as Australia finished

second. A week earlier Samisoni Viriviri had become the first Fijian to be named IRB Sevens Player of the Year after crossing for 52 tries during the HSBC Sevens World Series.

At the IRB Junior World Championship in New Zealand, South Africa captain Handré Pollard was named IRB Junior Player of the Year after his side lost 21-20 to England in the final, while compatriot Francois Hougaard's spectacular effort in the 27-25 win over New Zealand in The Rugby Championship was determined as the IRPA Try of the Year.

New Zealand's Bob Francis received the IRB Referee Award for Distinguished Service, while coaching pioneer Ray Williams was awarded the Vernon Pugh Award for Distinguished Service, shortly before he lost his battle with cancer.

The IRB Development Award went to Bidzina Ivanishvili for his commitment to the growth and development of rugby in Georgia, while the Vivendo O Rugby social inclusion project won the Spirit of Rugby accolade.

Historic inductions

This year also saw the acquisition of the International Rugby Hall of Fame property with inductees to be integrated into the World Rugby Hall of Fame in 2014 and 2015. This means that 37 greats of the game not already in the Hall of Fame will be inducted with 18 having already received this honour.

In a record-breaking year for women's rugby, 2014 also saw the first inductees of female legends into the Hall of Fame at the World Rugby Conference and Exhibition in November, including World Cup winners Gill Burns, Patty Jervey, Anna Richards and Farah Palmer.

26 Greats of the game inducted into the Hall of Fame this year

13 Number of years the World Rugby Awards have been running

AWARD WINNERS

WORLD RUGBY PLAYER OF THE YEAR:

Brodie Retallick (New Zealand)

WORLD RUGBY TEAM OF THE YEAR:

New Zealand

WORLD RUGBY COACH OF THE YEAR:

Steve Hansen (New Zealand)

IRB WOMEN'S PLAYER OF THE YEAR:

Magali Harvey (Canada)

IRB SEVENS PLAYER OF THE YEAR IN ASSOCIATION WITH HSBC:

Samisoni Viriviri (Fiji)

IRB WOMEN'S SEVENS PLAYER OF THE YEAR:

Emilee Cherry (Australia)

IRB JUNIOR PLAYER OF THE YEAR:

Handré Pollard (South Africa)

IRB REFEREE AWARD FOR DISTINGUISHED SERVICE:

Bob Francis (New Zealand)

VERNON PUGH AWARD FOR DISTINGUISHED SERVICE:

Ray Williams (Wales)

IRB DEVELOPMENT AWARD:

Bidzina Ivanishvili (Georgia)

SPIRIT OF RUGBY AWARD:

Vivendo O Rugby (Brazil)

IRPA TRY OF THE YEAR:

Francois Hougaard (South Africa v New Zealand)

2014 HALL OF FAME INDUCTEES:

Colin Meads (New Zealand), George Nepia (New Zealand), Don Clarke (New Zealand), Sean Fitzpatrick (New Zealand),

Michael Jones (New Zealand), Ian Kirkpatrick (New Zealand), John Kirwan (New Zealand), Fred Allen (New Zealand), Grant Fox (New Zealand), Terry McLean (New Zealand), Graham Mourie (New Zealand), Nathalie Amiel (France), Gill Burns (England), Patty Jervey (USA), Carol Isherwood (England), Anna Richards (New Zealand), Farah Palmer (New Zealand), Keith Rowlands (Wales), Jim Greenwood (Scotland), JPR Williams (Wales), Michael Lynagh (Australia), Jo Maso (France), Keith Wood (Ireland), Ieuan Evans (Wales), Jason Leonard (England), Bill Beaumont (England)



Left: Emilee Cherry (Australia)
Above: Handré Pollard (South Africa)
Below: Gill Burns with Bernard Lapasset

Left: Magali Harvey (Canada)
Above: IRPA Try of the Year winner Francois Hougaard
Below: Samisoni Viriviri (Fiji)



A truly global affair

The second World Rugby Conference and Exhibition took place in London on 17–18 November

Built around the Growing the Game Conference, World Rugby Medical Commission Conference and the inaugural Rugby Athletes' Commission meeting, some 730 delegates and exhibitors representing 55 countries were in attendance for two days of insightful plenary sessions, keynote speeches and workshops.

First up was *The State of the Union* debate involving three legends of the game in Sean Fitzpatrick, Thomas Castaignède and Agustín Pichot. They discussed a wide range of issues, from Olympic inclusion to the need for a global season to growing the game worldwide.

The Future of Major Event Sponsorship plenary session then discussed the continued growth of rugby into new markets and its increasing attractiveness to commercial partners while, in the Exhibition Hall, former Great Britain Paralympic Games 2012 wheelchair rugby captain Steve Brown told his inspirational story.

Maximise the benefits

The afternoon opened with *Olympic Rugby Sevens – Faster, Higher, Stronger*, which focused on how rugby can maximise the benefits to be had from being part of Rio 2016 and the challenges faced in ensuring the sport remains part of the Olympic programme beyond the Tokyo Games in 2020.

Player welfare is always at the forefront of World Rugby's thinking and an esteemed panel of medical experts then took to the stage for the *Concussion – driving cultural change* session to consider the ways rugby can change attitudes with regards to concussion, its impact on players and how it affects the overall game.

The opening day concluded with an awards and Hall of Fame induction ceremony. Fifteen legends of the game were inducted into the World Rugby Hall of Fame, including the first six females in Nathalie Amiel, Patty Jervy, Gill Burns, Carol Isherwood, Anna Richards

and Farah Palmer. The IRB Development Award and Spirit of Rugby Award were also presented at the event.

Day two began with a keynote address from Women's Rugby World Cup 2014 winner Maggie Alphonsi, who spoke about her 11-year journey to the top of the international game and the highs and lows she encountered along the way.

In the *Mind Games – the making of champions* session, England's RWC 2003-winning coach Sir Clive Woodward was among those sharing his thoughts on the importance of 'the top two inches' in sport and what it takes to separate the best from the rest from a mental perspective.

Crown jewel of rugby

Key decision-makers and administrators throughout the game then spoke about Rugby World Cup's qualities as the crown jewel of rugby ahead of England 2015 and RWC 2019 in Japan.

It was revealed during the *Rugby World Cup – past and future* session that next year's tournament is set to deliver nearly £1 billion of additive value into the UK economy.

The future of rugby broadcasting and fan engagement was up for discussion in the third plenary session of the day before *Integrity – protecting integrity and promoting inclusion* brought the informative sessions to a close, leaving the final act to World Rugby Chief Executive Brett Gosper, who unveiled the governing body's new brand in his closing speech.

Left: The 2014 World Rugby Conference and Exhibition attracted more social media activity than ever before

Humongous 2 x days of Rugby associated content and meetings! @IRNConfEx 2015 and beyond is going to be truly incredible @mrpeterwhite

Peter White

A new era begins. 18.11.2014.

#RugbyBuildsCharacter

@WorldRugby

World Rugby

Great news to hear that women's Rugby legends Gill Burns and Carol Isherwood have been inducted into the #IRB Hall of Fame at the @IRBConfEx

@MaggieAlphonsi

Maggie Alphonsi MBE

Open, informative and highly engaging

#IRBConfEx session on concussion today

#RecogniseAndRemove

@dominicrumbles

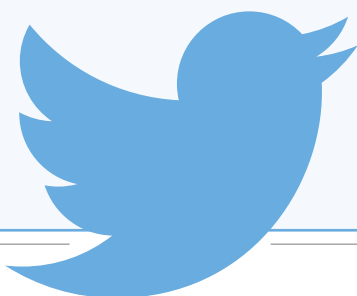
Dominic Rumbles

Who just got inducted in @IRBConfEx @

IRBMedia Hall of Fame? #Legend

@RupertMoon

Rupert Moon (After Ieuan Evans was inducted into the Hall of Fame)



2014 in brief...

GROWING THE GAME

World Rugby's Get Into Rugby mass participation programme is now operational in 137 territories and has introduced more than 500,000 youngsters to the game around the world.

THE FINAL QUALIFIER

Uruguay became the final qualifier for Rugby World Cup 2015 by beating Russia. The qualification process involved a record 83 nations and 203 matches between 24 March, 2012 and 11 October,

2014 to determine the eight nations who would join the 12 direct qualifiers from New Zealand 2011.



PANEL MEMBERS

THE STATE OF THE UNION

Sean Fitzpatrick (former New Zealand captain), Thomas Castaignède (former France player), Agustín Pichot (former Argentina captain).

THE FUTURE OF MAJOR EVENT SPONSORSHIP

Tim Ellerton (Global Sponsorship Manager, Heineken International), Mark Cameron (Global Brand Experience Director, Jaguar Land Rover), Sophie Goldschmidt (RFU Chief Commercial and Marketing Officer).

OLYMPIC RUGBY SEVENS – FASTER, HIGHER, STRONGER

Andrew Ryan (Association of Summer Olympic International Federations (ASOIF)), Octavian Morariu (Rugby Europe President, IOC Member and World Rugby Council Member), Mark Egan (World Rugby Head of Competitions and Performance), Agustín Pichot (World Rugby Council Member for Argentina, Chairman of World Rugby Sevens Strategy Group and former Argentina captain), Rachael Burford (England Sevens and Women's Rugby World Cup 2014 winner).

CONCUSSION – DRIVING CULTURAL CHANGE

Dr Martin Raftery (World Rugby Chief Medical Officer), Dr Willie Stewart (Consultant Neuropathologist, NHS Greater Glasgow and Clyde), Dr Jon Patricios (Sports physician and concussion consultant to SARU and World Rugby), Dr Robert Cantu (Clinical Professor of Neurology and Neurosurgery and co-founder CTE Center Boston, University School of Medicine), Rob Nichol (International Rugby Players' Association Executive Director).

MIND GAMES – THE MAKING OF CHAMPIONS

Clive Woodward (Rugby World Cup 2003 winning coach), Tim Harkness (Club psychologist, Chelsea Football Club), Anna Richards (four-time Women's Rugby World Cup winner with New Zealand and now Hong Kong women's sevens coach), Jeremy Snape (founder of Sporting Edge).

RUGBY WORLD CUP – PAST AND FUTURE

Alan Gilpin (World Rugby Head of Rugby World Cup), Debbie Jevans (England Rugby 2015 Chief Executive), Steve Tew (New Zealand Rugby Chief Executive), Akira

Shimazu (Japan Rugby 2019 Chief Executive), Bob Beaumont (RFU Chairman).

THE FUTURE OF RUGBY BROADCASTING AND FAN ENGAGEMENT

Dan Mannix (President and CEO, LeadDog Marketing Group), Niall Sloane (Director of Sport, ITV), Patrick Walker (Chief Commercial Officer, Rightster), Murray Barnett (World Rugby Head of Commercial, Broadcasting and Marketing).

INTEGRITY – PROTECTING INTEGRITY AND PROMOTING INCLUSION

Susan Ahern (World Rugby Head of Legal and Legislative Affairs), Craig Reedie (World Anti-Doping Agency President), Ronnie Flanagan (Chairman of the International Cricket Council's Anti-Corruption and Security Unit), Fiona Coghlan (former Ireland captain).

Above left: Keynote speaker Maggie Alphonsi
Above: The World Rugby zone in the Exhibition Hall; Sean Fitzpatrick and Thomas Castaignède discuss The State of the Union



RUGBY WORLD CUP

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RWC 2015

BY
NUMBERS

23

Number of matches in which demand for every price category of ticket was exceeded

48

Huge demand for tickets meant that every single match went to ballot in at least one price category

650,000

Ticket applications for the Pool A match between England and Australia at Twickenham

5M+

Ticket applications for RWC 2015 received in the 17-day general sale window in September

1.85M

Tickets for RWC 2015 sold by the end of 2014

Too big to miss



Rugby World Cup 2015 will be a box office hit, bringing together record in stadia, broadcast and social audiences for a six-week festival of rugby

As 2015 dawned, Rugby World Cup was firmly established as the must-see event of the year, with more than five million ticket applications received during the September general ticketing period – the highest demand for any Rugby World Cup.

More than 1.8 million tickets have been sold, including 170,000 supporter tour package sales in more than 50 nations and record hospitality sales, illustrating just why England 2015 will be too big to miss.

England 2015 has also reached out to more people in more places than ever before. The Webb Ellis Cup made its way across 10 countries, including Japan, Australia, Fiji, Argentina, South Africa, USA, China and the UAE, as part of the Rugby World Cup 2015 Trophy Tour, delivered in partnership with Land Rover and DHL, engaging with players, fans, schools and rugby clubs as the world gets ready for a celebration of rugby in 2015.

Domestic Trophy Tour

In 2015 a nationwide domestic Trophy Tour will bring people across England, Scotland and Wales even closer to the event, rugby and its character-building values.

An event of the scale of Rugby World Cup is not possible without people and teamwork. Six thousand volunteers, called 'The Pack', will ensure that whether you are a fan or a player, every need will be catered for.

For the host union, the event will deliver multiple benefits and the RFU is well-positioned to reap the rewards with the biggest-ever legacy and impact programme. The foundations are firmly in place to attract and retain new players, coaches, referees and volunteers, while the festival of rugby will bring schools, clubs and communities together in celebration of the sport before and during its showcase event..

So, as the Rugby World Cup year kicks off, the ambition is that England will feel like a rugby nation throughout 2015 and that Rugby World Cup Limited, in partnership with England Rugby 2015 and the RFU, will deliver a tournament that both excites and inspires the nation while keeping rugby at its heart.

Below: Twenty nations are counting down to the start of Rugby World Cup 2015 in England

Above right: Charles Dance delivers a stirring team talk in the RWC 2015 ticketing campaign film

Below right: Host city Newcastle began its countdown to RWC 2015 by lighting up the iconic Tyne Bridge





RWC 2015

BY
NUMBERS

460,000

Overseas visitors
expected to come to
the United Kingdom
during RWC 2015

500,000+

The growth of users
of the Rugby World
Cup social media
platforms in 2014

10,000

Interviews
conducted around
the host cities to
determine the 6,000
volunteers required
for 'The Pack'

41

Number of
team bases
that will
cater for the
20 teams
during the
tournament

13

Number of
venues to be
used at RWC
2015 across
the 11 host
cities



Stage set for global celebration of rugby

England 2015 is set to be a very special and record-breaking global celebration of rugby as a stellar year ended with preparations well and truly on track to deliver the biggest and best Rugby World Cup to date

RWC 2015

BY NUMBERS

20,000+

Record hours of live coverage to be broadcast in over 205 territories

2,835

Most points ever scored in a single Rugby World Cup, in 2003 in Australia

On every front, England 2015 will exceed previous records. It will be the best attended, most viewed, most socially engaged, biggest legacy-delivering and hopefully the most competitive Rugby World Cup ever.

By the end of 2014, 75 per cent of tickets had been sold, official supporter tour sales had exceeded 2007 levels and the hospitality programme is on track to be the biggest for any event hosted in the UK.

Rugby World Cup also continues to attract and inspire new audiences. The global broadcast platform should see more than 20,000 hours of coverage reach viewers in over 205 territories with an expanded footprint in Asia, underscoring the growth of the sport worldwide.

England 2015 is also on track to be the most commercially successful tournament to date. The top level Worldwide Partners were locked down in record time with record value, underscoring the enormous appeal of the brand in the global sporting marketplace.

With the commercial programme accounting for 90 per cent of World Rugby's revenues, this is great news for future investment in rugby worldwide with the governing body investing more than £330 million between 2009 and 2016.

People make great events, and fans and players will be at the heart of England 2015. In an era of social networking, the event will engage new audiences and strengthen the bond with existing fans through innovative initiatives. In 2014 alone, the Rugby World Cup social media platforms grew by more than 500,000 users.

Competitive and compelling

On the field, World Rugby's investment strategy has been geared towards ensuring a competitive and compelling Rugby World Cup 2015. An equitable match schedule, superb facilities and great venues will mean that the 20 teams have all they need to perform to their potential on rugby's biggest stage.

Legacy has been at the forefront of planning. IMPACT Beyond 2015, a collaboration between World Rugby, Rugby Europe and the Rugby Football Union, is the most comprehensive to date and is set to deliver sustainable benefits for the sport in England and throughout Europe with an ambition of more than 500,000 new players attracted and retained.

Above right: Manchester City Stadium will host Rugby World Cup 2015 matches

Below right: Australian fans will be among the 460,000 overseas visitors expected to come to the UK during Rugby World Cup 2015



RWC 2015

BY
NUMBERS

300

The match number in RWC history for the Pool D encounter between Ireland and Romania at Wembley Stadium on 27 September

40

The age of Uruguay captain Diego Ormaechea when he played at RWC 1999, making him the oldest player to grace the tournament

12

The number of years to have passed since Uruguay last played on the Rugby World Cup stage



The road to Rugby World Cup 2015

Uruguay claimed the 20th and final place at Rugby World Cup 2015 by beating Russia over two legs in the repechage final in October

The qualification process had begun 932 days earlier, when Mexico hosted Jamaica in March 2012, and involved a record 83 nations and 203 matches. Canada had become the first nation to emerge from the process in August 2013, with Georgia, Romania, USA, Japan, Fiji, Namibia and Uruguay following in their footsteps to book their places at England 2015.

AFRICA (CAR)

Namibia qualified for a fifth successive Rugby World Cup by winning the Africa Cup Division 1A in early July, although they did it the hard way after losing their first match to Kenya in Madagascar. That defeat put Namibia in the last chance saloon, but they beat Zimbabwe 24-20 and then overwhelmed Madagascar 89-10. That margin of victory proved decisive as Namibia qualified on points difference after they, Zimbabwe and Kenya all finished on 10 points. Namibia joined Pool C, while Zimbabwe's dream of a first RWC since 1991 was ended by Russia in the repechage.

AMERICAS (NACRA/CONSUR)

USA and Uruguay faced off in the Americas 2 play-off in March to determine who would join South Africa, Samoa, Scotland and the Asian qualifier in Pool B. The first leg in Montevideo ended in stalemate after Agustín Ormaechea's late try secured Uruguay a 27-27 draw. A week later, in Atlanta, Uruguay looked on course for an upset after leading 13-3 at half-time, but the Eagles regrouped and scored 29 unanswered points to emerge victorious, 59-40 on aggregate.



Rugby World Cup's social media platforms

Official site

www.rugbyworldcup.com



Facebook

www.facebook.com/rugbyworldcup



Twitter

[@rugbyworldcup](https://twitter.com/rugbyworldcup)

ASIA (ARFU)

RWC 2019 hosts Japan lived up to their billing as favourites to qualify for England 2015 with a seventh successive Asian 5 Nations title in May, beating Sri Lanka, the Philippines, Korea and Hong Kong to take the Asia 1 place in Pool B. Hong Kong took it to the final match in Tokyo, but try-bursts either side of half-time saw Japan to a 49-8 win. Hong Kong entered the repechage but saw their dreams ended with a 28-3 defeat by Uruguay.

OCEANIA (FORU)

Fiji will face hosts England in the opening match at Twickenham after beating the Cook Islands to claim the Oceania 1 berth in Pool A. The visitors to Churchill Park did lead 6-5 as the half-hour mark approached, but a four-try burst made it 29-6 to the Fijians at half-time. Twelve more tries followed after the break with Nemani Nadolo completing his hat-trick as Fiji – the 83rd and final team to enter the qualification process – beat the Oceania Cup 2013 winners 108-6.

EUROPE (RUGBY EUROPE)

Georgia and Romania continued their unbeaten run in the European Nations Cup 2014 to qualify with two rounds to spare, but it came down to their meeting in Tbilisi on 15 March to determine who would be Europe 1 and 2. Georgia triumphed 22-9 before a 30,000 crowd to secure a dream match against world champions New Zealand in Pool C, with Romania joining Pool D. Russia finished third to stay in the qualification hunt and after a scare against Germany they took Europe's place in the repechage, where they overcame Zimbabwe 23-15 before Uruguay ended their hopes.



Top left: Uruguay will return to the RWC stage for the first time since 2003

From top: Nemani Nadolo scored a hat-trick for Fiji against the Cook Islands. Georgia beat Romania to secure a dream tie against New Zealand. USA celebrate after overcoming Uruguay to qualify as Americas 2

Left: Japan remain the only Asian side to grace the Rugby World Cup stage

Above: Namibia battled back to qualify for a fifth successive tournament

RWC 2015

QUALIFYING BY NUMBERS

9,876

Number of points scored in the RWC 2015 qualification process

83

Nations to have taken part in the biggest qualification process for a single Rugby World Cup

7

Number of nations to qualify for RWC 2015 in 2014 (Georgia, Romania, USA, Japan, Fiji, Namibia and Uruguay)

203

Number of matches in the RWC 2015 qualification process

108

The points Fiji scored in their victory over the Cook Islands to qualify for RWC 2015 as Oceania 1

932

The number of days between the first qualifier in Mexico City and the final one in Montevideo



Rugby World Cup Trophy Tour

In May, the Webb Ellis Cup embarked on a 12-month journey to showcase the game's most iconic trophy to audiences around the world in the build-up to Rugby World Cup 2015



Above: Australia's RWC 1999 winner George Gregan

Below: The Webb Ellis Cup at the Burj Al Arab in Dubai

Right: Nathan Sharpe took on boomerang expert Laddie Timberly in Sydney in the DHL Rugby vs the World Challenge

Below right: Felipe Contepomi, Martín Landajo and Tomás Cubelli



126,634

The miles that the Webb Ellis Cup flew around the world on the Trophy Tour in 2014

Delivered in partnership with Land Rover and DHL, the Rugby World Cup Trophy Tour is the first of its kind and has already touched down in Japan, Australia, Fiji, Madagascar, South Africa, Argentina, Uruguay, USA, UAE and China.

From club and school visits to RWC 2015 qualifiers, the Trophy Tour has engaged with people from a wide range of different cultures and backgrounds, capturing the imagination of thousands and inspiring people from all walks of life to play and support the game of rugby.

Each leg of the tour includes a visit to a rugby club and school, a reception, a unique activation delivered by the presenting partners and a visit to an iconic landmark.

Highlights from the Webb Ellis Cup's travels in 2014 include mixing with more than 200 schoolchildren at the Minato Rugby School in Tokyo, boarding HMS Iron Duke in Cape Town, paying a visit to Madagascan champions TFM Ankasina's training ground in Antananarivo, visiting the New York Police Department Rugby Club in Central Park and being serenaded by a Welsh choir at the British Consulate in Hong Kong.

The Trophy Tour has also connected with online audiences around the world, and fans everywhere have been joining in this international celebration of the game by uploading their favourite rugby photos to Facebook, Twitter, Instagram or Vine using the hashtag #CelebratingRugby.

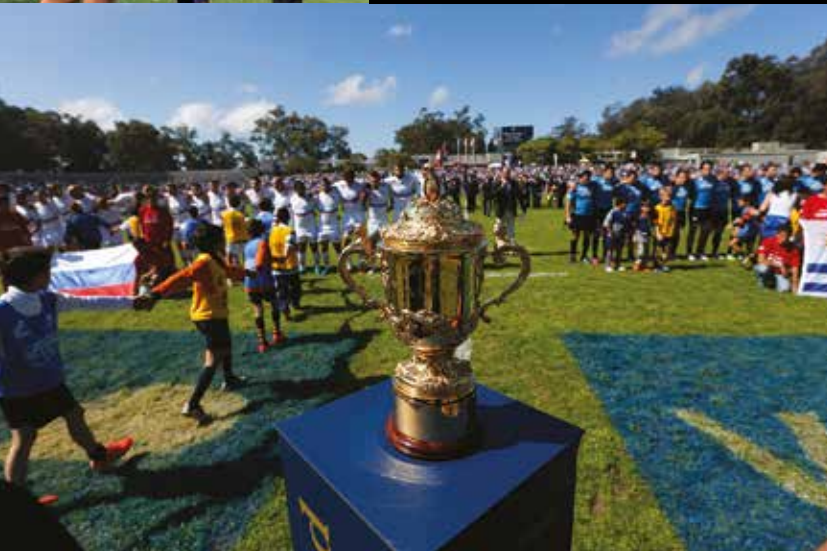
In 2015 the Webb Ellis Cup will travel to Italy, Romania, Canada, Germany and France before returning to England on 10 June to start the domestic Trophy Tour and mark exactly 100 days to go until the start of the showpiece event.

For more information on the Trophy Tour, visit www.rugbyworldcup.com/trophy-tour



Left: Christian Cullen in New York
Above: Shane Williams meets a sumo wrestler
Below: Webb Ellis Cup in Montevideo

Above: The Land Rover 'Least Driven Path' passes Mount Fuji
Below: Youngsters in Antananarivo, Madagascar, were excited by the visit of the Trophy Tour





MATCH SCHEDULE



POOL A

AUSTRALIA

ENGLAND

WALES

FIJI

URUGUAY

Fri Sep 18, 20:00 - Twickenham Stadium

England v Fiji

Sun Sep 20, 14:30 - Millennium Stadium

Wales v Uruguay

Wed Sep 23, 16:45 - Millennium Stadium

Australia v Fiji

Sat Sep 26, 20:00 - Twickenham Stadium

England v Wales

Sun Sep 27, 12:00 - Villa Park

Australia v Uruguay

Thu Oct 1, 16:45 - Millennium Stadium

Wales v Fiji

Sat Oct 3, 20:00 - Twickenham Stadium

England v Australia

Tue Oct 6, 20:00 - Stadium MK

Fiji v Uruguay

Sat Oct 10, 16:45 - Twickenham Stadium

Australia v Wales

Sat Oct 10, 20:00 - Manchester City Stadium

England v Uruguay

POOL B

SOUTH AFRICA

SAMOA

SCOTLAND

JAPAN

USA

Sat Sep 19, 16:45 - Brighton Community Stadium

South Africa v Japan

Sun Sep 20, 12:00 - Brighton Community Stadium

Samoa v USA

Wed Sep 23, 14:30 - Kingsholm Stadium

Scotland v Japan

Sat Sep 26, 16:45 - Villa Park

South Africa v Samoa

Sun Sep 27, 14:30 - Eilland Road

Scotland v USA

Sat Oct 3, 14:30 - Stadium MK

Samoa v Japan

Sat Oct 3, 16:45 - St James' Park

South Africa v Scotland

Wed Oct 7, 16:45 - Olympic Stadium

South Africa v USA

Sat Oct 10, 14:30 - St James' Park

Samoa v Scotland

Sun Oct 11, 20:00 - Kingsholm Stadium

USA v Japan

POOL C

NEW ZEALAND

ARGENTINA

TONGA

GEORGIA

NAMIBIA

Sat Sep 19, 12:00 - Kingsholm Stadium

Tonga v Georgia

Sun Sep 20, 16:45 - Wembley Stadium

New Zealand v Argentina

Thu Sep 24, 20:00 - Olympic Stadium

New Zealand v Namibia

Fri Sep 25, 16:45 - Kingsholm Stadium

Argentina v Georgia

Tue Sep 29, 16:45 - Sandy Park

Tonga v Namibia

Fri Oct 2, 20:00 - Millennium Stadium

New Zealand v Georgia

Sun Oct 4, 14:30 - Leicester City Stadium

Argentina v Tonga

Wed Oct 7, 20:00 - Sandy Park

Namibia v Georgia

Fri Oct 9, 20:00 - St James' Park

New Zealand v Tonga

Sun Oct 11, 12:00 - Leicester City Stadium

Argentina v Namibia

POOL D

FRANCE

IRELAND

ITALY

CANADA

ROMANIA

Sat Sep 19, 14:30 - Millennium Stadium

Ireland v Canada

Sat Sep 19, 20:00 - Twickenham Stadium

France v Italy

Wed Sep 23, 20:00 - Olympic Stadium

France v Romania

Sat Sep 26, 14:30 - Eilland Road

Italy v Canada

Sun Sep 27, 16:45 - Wembley Stadium

Ireland v Romania

Thu Oct 1, 20:00 - Stadium MK

France v Canada

Sun Oct 4, 16:45 - Olympic Stadium

Ireland v Italy

Tue Oct 6, 16:45 - Leicester City Stadium

Canada v Romania

Sun Oct 11, 14:30 - Sandy Park

Italy v Romania

Sun Oct 11, 16:45 - Millennium Stadium

France v Ireland

QF1

SAT OCT 17, 16:00
TWICKENHAM STADIUM

WINNER POOL B

RUNNER-UP POOL A

QF2

SAT OCT 17, 20:00
MILLENNIUM STADIUM

WINNER POOL C

RUNNER-UP POOL D

QF3

SUN OCT 18, 13:00
MILLENNIUM STADIUM

WINNER POOL D

RUNNER-UP POOL C

QF4

SUN OCT 18, 16:00
TWICKENHAM STADIUM

WINNER POOL A

RUNNER-UP POOL B

SF1

SAT OCT 24, 16:00
TWICKENHAM STADIUM

WINNER QF1

WINNER QF2

BRONZE FINAL
FRI OCT 30, 20:00
OLYMPIC STADIUM

RUNNER-UP SF1

RUNNER-UP SF2

SF2

SUN OCT 25, 16:00
TWICKENHAM STADIUM

WINNER QF3

WINNER QF4

TOO BIG TO MISS

FOR TICKETS GO TO
TICKETS.RUGBYWORLD CUP.COM#RWC2015 [f rugbyworldcup](#) [@rugbyworldcup](#) [rugbyworldcup](#)

RUGBY WORLD CUP 2015 WORLDWIDE PARTNERS



FINAL

SAT OCT 31, 16:00
TWICKENHAM STADIUM

WINNER SF1

WINNER SF2

All matches are BST, except for those played on or after Oct 25 which are GMT (UTC). Subject to change.

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VENUES

England
2015™





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England
2015

#RWC2015

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The financial driving force behind rugby's growth

Rugby World Cup's brand strength is delivering record investment into the game

Rugby World Cup is one of the most popular and iconic tournaments on the major event calendar, bringing together the global rugby family for a six-week celebration of the sport and its character-building values.

Yet it is also the driving force behind the global development of rugby, generating nearly 90 per cent of the revenues distributed by World Rugby for the growth and sustainability of the sport across its 120 member unions.

Brands are attracted to Rugby World Cup because it is a modern, thriving brand with a truly global footprint and strong values. Indeed the Worldwide Partner programme for Rugby World Cup 2015 was locked down in record time and with record value, underscoring the prestige of the brand in the global sporting marketplace.

Long-term sponsorships and broadcast deals have also been complemented with new brands joining the portfolio of commercial partners, with Coca-Cola extending its partnership that stretches back to 1995 and Canon joining the sponsor family for the first time.

Rugby World Cup's ability to innovate and engage with fans through digital and social media and television production techniques also makes the event a strong proposition for broadcasters. With broadcast contracts comprising roughly 60 per cent of World Rugby's revenues, it is an important area for Rugby World Cup and the sport.

So, what does this all mean for community and elite rugby? The growing strength of Rugby World Cup means that World Rugby is able to drive record investment into the game at all levels, committing £330 million in the sport's development from 2009-16 to ensure that rugby can reach out, attract, inspire and retain new players, fans and commercial partners.

Below: Rugby World Cup is a thriving brand with a global footprint and strong values, as seen here in Madagascar



RUGBY WORLD CUP 2015 WORLDWIDE PARTNERS





Excitement as Japan prepares to host RWC 2019

Despite the fact that Rugby World Cup 2015 has not taken place yet, the countdown has already started for what will be another spectacular tournament four years later

“Japan has a strong history of delivering world-class sports events with an excellent infrastructure, state-of-the-art venues and people who love to engage and be part of the celebration”

Bernard Lapasset

The decision to take the game’s pinnacle event to Japan created enormous excitement around the world and it will be the first time Asia has hosted a Rugby World Cup.

The opportunity for rugby in Japan and throughout the continent is enormous and it is also being seen as a chance for cities all over the country to get involved.

The venue selection process for RWC 2019 is already a long way down the line. No fewer than 15 cities the length and breadth of Japan have applied to host matches and this demonstration of confidence and commitment has come as a huge boost to the local organising committee.

With the submission phase of the bidding process for the hosting of matches now closed, each application will be closely assessed with the 10-12 successful cities or prefectures being announced in the first quarter of next year.

From Sapporo City in the north of the country right down to Nagasaki and Kumamoto in the south, there is a genuine geographical spread of proposed venues, meaning that fans will be at the very heart of the event. There is also a healthy mix of stadium capacities ranging from 80,000 in Tokyo to 15,000 at Kamaishi City in the Iwate Prefecture.

The full list of applicants:

- » Sapporo City
- » Iwate Prefecture and Kamaishi City
- » Sendai City
- » Saitama Prefecture and Kumagaya City
- » Tokyo
- » Shizuoka Prefecture
- » Aichi Prefecture and Toyota City
- » Osaka Prefecture and Higashi Osaka City
- » Kyoto City
- » Kobe City
- » Fukuoka City
- » Oita Prefecture
- » Kumamoto Prefecture and Kumamoto City
- » Nagasaki Prefecture
- » Yokohama and Kanagawa Prefecture

15

Number of Japanese cities that have applied to host matches during RWC 2019





"I am confident that despite any challenges each applicant may face, they will be up to the task. I am truly grateful for their interest in hosting Rugby World Cup 2019"

Akira Shimazu

For Rugby World Cup Limited Chairman Bernard Lapasset, the enthusiasm being shown by the Japanese cities came as a welcome indication of how Japan is preparing to host World Rugby's flagship tournament.

"It is very encouraging for us to note the huge level of interest in Japan to host matches for Rugby World Cup 2019," he said. "The fact that the tournament has the full backing of local and national government is particularly pleasing and it is essential for its success. Japan has a strong history of delivering world-class sports events with an excellent infrastructure, state-of-the-art venues and people who love to engage and be part of the celebration."

Planning for success

Chief Executive of Japan Rugby 2019 Akira Shimazu said: "The standards required to host matches at Rugby World Cup are very high but, nevertheless, many local governments have submitted applications. I am confident that despite any challenges each applicant may face, they will be up to the task. I am truly grateful for

their interest in hosting Rugby World Cup 2019. The host cities will be our full partners, and we will select them in a fair and comprehensive process to ensure a Rugby World Cup that is successful nationwide and worldwide."

Japan Rugby 2019 was established as the tournament organiser for Rugby World Cup 2019. The board of JR 2019 is made up of leading figures from the sports, business and government sectors of Japan and it is steering the delivery of the tournament, ensuring that all operational and legacy goals are delivered in line with the event strategic and master plan.

Rugby World Cup is the financial engine behind unprecedented investment and growth in rugby worldwide. The net Rugby World Cup surplus from the commercial success of France 2007 and New Zealand 2011 has enabled World Rugby to invest more than £150 million in the game between 2009 and 2012 and commit an anticipated injection of more than £180 million between 2013 and 2016.

80,000

Largest capacity stadium that has applied to host matches

15,000

Smallest capacity stadium that has applied to host matches



Far left: An artist's impression of the National Stadium in Tokyo which will make its debut at Rugby World Cup 2019, a year before it is the centrepiece of the Olympic and Paralympic Games



WORLD IN UNION

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Women's rugby shines in the spotlight

If the last Women's Rugby World Cup in 2010 was a huge success, then the 2014 edition in France propelled the women's game to even greater heights, creating role models for young girls and putting the sport on the front page of newspapers



The standard of rugby on display in the French capital from the 12 participating teams had increased significantly from four years ago. A number of enthralling matches had fans simply describing them as great rugby matches, not feeling the need to quantify as women's rugby.

England may have ended a 20-year wait to be crowned world champions again, banishing the heartbreak of three final defeats in a row, but first-time finalists Canada, host nation France and Ireland also generated their own fair share of headlines.

Few will forget Magali Harvey's length of the field try in an end-to-end semi-final against France at the Stade Jean Bouin – one which proved the difference come the final whistle and earned her a nomination for the International Rugby Players' Association Try of the Year 2014.

Or the shockwaves that Ireland sent through the game by beating four-time defending

champions New Zealand 17-14 in the pool stages, handing the Black Ferns their first defeat on the World Cup stage since the 1991 semi-finals and stopping their unbeaten run at 20 matches.

Green army of fans

Ireland's victory was just reward for the hard work put in by the team over the last couple of years and earned them a first semi-final appearance, to the delight of their green army of fans, which had at times included national coach Joe Schmidt and fly-half Jonathan Sexton.

Their World Cup dream had been ended by England in the semi-finals but their victory over the Black Ferns at Marcoussis will live long in the memory of those lucky enough to be there or watching around the world on live streaming or television.

There was an extra buzz around the tournament – which was broadcast to a record 167 countries and had 669 total hours of broadcast coverage, more than double

the 2010 event in England – coming into the knockout stages with only England having lifted the trophy before.

The fact that France, the Women's Six Nations Grand Slam winners earlier in the year, were still in the title hunt added to the excitement and ensured that fans flocked to the Stade Jean Bouin. However, the home fans went home disappointed after Canada came out on top in a thrilling match.

The final was no less of a nail-biter but England had the edge over Canada. With so many of their players having experienced World Cup heartbreak this century, they would return home as champions and very much in demand over the months that followed.

England may have been celebrating but all 12 teams had played their part in the spectacle that was Women's Rugby World Cup 2014. The challenge now is to raise the bar again as the countdown is underway to the next tournament in 2017.

“England ended a 20-year wait to be crowned world champions again, banishing the heartbreak of three final defeats in a row”



WRWC 2014 by numbers

1

Canada reached their first Women's Rugby World Cup final, but lost 21–9 to England

20

Years between England's first and second Women's Rugby World Cup titles

20

The run of New Zealand victories on the Women's Rugby World Cup stage before they lost 17–14 to Ireland in France

40

Tries scored by New Zealand at WRWC 2014, 16 more than champions England

167

The record number of countries reached via match coverage broadcasting

669

Hours total broadcast coverage for tournament – a new record and more than double that for the 2010 event

Final push secures title for New Zealand

New Zealand claimed their 12th title in 15 years but the challenge they faced in the 2013–14 HSBC Sevens World Series was immense, particularly from South Africa



Official site

www.worldrugby.org/sevens-series

**Sevens World Series
social media platforms**



Twitter

[@worldrugby7s](https://twitter.com/worldrugby7s)



Facebook

www.facebook.com/worldrugby7s

The All Blacks Sevens started well on Australia's Gold Coast, beating their hosts in the final. Solid foundations set, but those were demolished by Fiji in the Dubai semi-finals weeks later, 44-0 their biggest ever loss in sevens. Fiji went on to comfortably beat South Africa in the final.

If the Blitzboks fell short in Dubai, a week later they inspired a nation mourning Nelson Mandela's passing. The stars aligned in Port Elizabeth and in the stadium bearing Madiba's name a stocky, blond-haired captain wearing the number six jersey held the trophy aloft following a tight win against New Zealand – eerie echoes of 1995.

Las Vegas staged the first act of 2014 and again it was the Blitzboks who beat New Zealand, this time to lead the series. They conceded only 14 points in winning there and a fortnight later the All Blacks Sevens

produced the same level of defence to win at home in Wellington and reclaim top spot, albeit only for a few weeks. In March, Fiji triumphed in Tokyo and, while New Zealand finished fourth, South Africa's runners-up spot was enough to reclaim a two-point lead.

The challenge was extended – and how New Zealand responded in the final three rounds. While the best South Africa could do in Hong Kong was claim the second-tier Plate, the Kiwis stormed to victory against England and snatched back a healthy lead in the standings – one they would never lose. In the European finale to the series, the Boks again fell short in Glasgow and could only watch as New Zealand overpowered first time Cup finalists Canada.

They arrived in London as champions elect and rubber-stamped another superb season of consistency with a stunning 52-33 win over Australia. Eighty-five points in 20 minutes: a fitting end to a supreme season.



New Zealand edge titanic battle

New Zealand may have successfully defended their Women's Sevens World Series crown, but in 2013–14 they were pushed right to the final match of the final round by Australia

Australia had set the tone for the season at the opening round in Dubai in November 2013, stunning everyone watching by turning around a 27-7 deficit early in the second half to beat New Zealand 35-27 to claim their first ever series Cup title.

The Australians had finished fifth in the inaugural series, but when the country's sevens programme was centralised at the Sydney Academy of Sport in Narrabeen in January 2014 the benefits were clear for all to see. Emilee Cherry was ultimately named IRB Women's Sevens Player of the Year after a remarkable season which saw her finish as top try and points scorer.

New Zealand bounced back from their Dubai heartbreak in Atlanta in February, sweeping aside Canada 36-0 in the final as the teams prepared to play back-to-back events for

the first time. While teams had encountered snow in Atlanta, they then headed to the heat of São Paulo where it was Australia who triumphed, beating their neighbours 24-12 in the final.

Next stop, in April, was China – and while New Zealand again overcame Australia in the title decider, it was another side making waves as Fiji stunned England and Russia to reach a first Cup semi-final. This meant just two points separated the top two going into the final round in May, but New Zealand's 29-12 win over Australia in the final ensured it was them celebrating once more.

Four months later, the first Series qualifier was held with 12 teams in Hong Kong battling for four core team places available for the following season. Fiji claimed the title, but France, China and South Africa will join them at all six rounds of the 2014-15 series.



Official site

www.worldrugby.org/womens-sevens-series

**Women's Sevens World Series
social media platforms**



Twitter

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Sevens stars set to collide in 2014–15

Men's and women's series both double as Olympic Games direct qualifiers



“Rugby sevens will bring a youthful, playful vibe to the Olympics. On the field these are young athletes, undaunted by the extreme physical demands of the game’s shorter, lung-busting format”

In the modern world of high performance, sports psychologists often choose to eschew the measurables like speed and distance in favour of intangibles like momentum and confidence.

The Olympic sport of rugby sevens demonstrates speed and certainly travels distances in abundance, but undoubtedly most of all is benefiting from an irresistible force of momentum, an upward curve propelling it onwards into its Olympic future.

The men’s Sevens World Series, embarking on its 16th season, and the World Rugby Women’s Sevens Series, now in its third instalment, together provide the constant heartbeat of elite competition. Never before have they been more significant, or carried greater global appeal, than they do in 2015 and 2016.

In the 2014-15 season both series double as direct qualifiers for the 2016 Olympic Games. The top four ranked countries in each will book their places in Rio alongside the hosts Brazil, guaranteeing their places in history. For the men that journey will take in nine rounds across five continents, while for the women an expanded season now visits six global stops.

For those who miss out on top-four status, the second half of 2015 brings regional

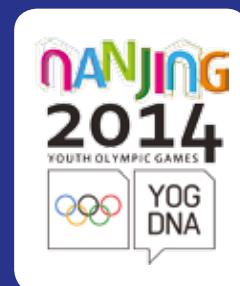
events from which six more qualifiers in both men’s and women’s will book their tickets to Rio. And for those still not on the plane, there’s a last chance saloon – one final global repechage event in the first half of 2016 – to qualify as the 12th and final men’s and women’s teams.

Road to Rio

All roads lead to Rio, and to Tokyo in 2020, and yet in truth rugby sevens has already made its Olympic debut. With the dust barely settled on the giant success of the Commonwealth Games rugby sevens tournament in Glasgow, Nanjing hosted the latest Youth Olympic Games in August, where Australia’s women and France’s men won gold, in doing so carving out their own special niche in rugby folklore.

This link with youth is an important one to make too because rugby sevens will bring a youthful, playful vibe to the Olympics. On the field these are young athletes, undaunted by the extreme physical demands of the game’s shorter, lung-busting format. Off the field, fuelled by the intoxicating mix of sporting drama and party vibe, the crowds around the world help make rugby sevens the spectacle and success that it is.

It is no wonder, in fact, that National Olympic Committees and governments are now recognising new opportunities presented by hosting rugby sevens events, and backing



their national teams. While the heartlands of international rugby will forever hold the sport's character and principles dear, in truth access for the sport to establish itself and grow in other, younger markets was limited before this Olympic boon.

Olympic ambition

Even the most die-hard fan stateside wouldn't have dared dream that full-time USA sevens players – men and women – would live, train and dine alongside other more vaunted athletes at the country's Olympic Training Center in Chula Vista, California. Never had the notion been entertained that rugby, in any form, could enter into schools' curricula in either China or Russia. And yet all of these things are now becoming a reality.

Yes, throughout 2015 we are guaranteed fireworks as the best rugby sevens players try desperately to win a World Series, and book their countries' places in Rio. And after 2015, after a giant Rugby World Cup, things will get even more interesting. Because only then will some of rugby's household names – Habana, Fofana, Folau, Halfpenny and Sonny Bill – possibly look to 'cross codes' and tick off what must be another burning career ambition: to be an Olympian.

Will the sevens coaches take their requests seriously? Yes. Will they be guaranteed places in their countries' sevens teams? No. Not

without proving they are worthy of a place and fit enough to stand up to the game's aerobic requirements. Many a good 15s player has tried and failed and it all points to a very interesting couple of years.

The 2014-15 season is the biggest yet by far, but beyond that is where all of rugby's stars collide and sevens plays out to billions on free-to-air television. And that is when real change will happen.



“National Olympic Committees and governments are now recognising new opportunities presented by hosting rugby sevens events, and backing their national teams”

12

Men's and women's teams will compete at Rio 2016

4

Teams will qualify for Rio 2016 from the men's and women's World Series in 2014-15

World Rugby

tournaments review



International Rugby Series

Full results at www.worldrugby.org

WHEN: 1-23 November

WHERE: North Wales, Vannes in France and throughout Europe

WHAT:

A part of World Rugby's aim of developing the game and improving the standard of competition for tier two nations, the International Rugby Series was intended to increase competitiveness ahead of Rugby World Cup 2015 in England.

THOSE INVOLVED:

Canada, Fiji, Georgia, Japan, Namibia, Portugal, Romania, Samoa, Tonga and USA were all in action throughout November.

TONGA ON TOP:

Tonga were the only tier two side to record back-to-back victories in November. Having overcome Georgia 23-9 in Tbilisi the 'Ikale Tahi went to Kingsholm in Gloucester – home to their RWC 2015 tie against Georgia – and produced a second-half master-class to beat USA 40-12. Elsewhere, Georgia finished the year with a 35-24 victory over the higher-ranked Japan in Tbilisi, and USA became the first recipients of the Pershing Cup with victory over Romania.

RECORD CROWD:

A 61,500 crowd – three times the previous record attendance record for a home USA international – turned out to see world champions New Zealand beat the Eagles 74-6 at Soldier Field in Chicago.

THEY SAID:

"We've got to keep improving. To make the quarter-finals of the Rugby World Cup, there's a lot of hard work involved."

Eddie Jones, Japan head coach



CONFERENCE WINNERS:

Samoa and Japan

Pacific Nations Cup 2014

Full results at www.worldrugby.org/tournament/1273/results

WHEN: 6-21 June

WHERE: Fiji, Samoa, USA and Canada

FINAL STANDINGS:

Pacific Islands Conference: 1. Samoa 2. Fiji 3. Tonga
North American Conference: 1. Japan 2. USA 3. Canada

LEADING POINTS SCORER:

Ayumu Goromaru, Japan (36 points)

WINNING RETURN:

An 18-18 draw against Tonga and a first win over Fiji in Suva for 16 years proved enough for Samoa to take the Pacific Conference title on their return to the expanded competition after a one-year absence.

ON CLOUD NINE:

Japan extended their then-record run of test wins to nine with back-to-back victories against North American Conference rivals and tournament newcomers Canada and USA.

DEBUT DELIGHT:

Brett Thompson scored the match-winning try on his test debut for USA, as neighbours Canada were beaten by the Eagles for the first time in eight attempts in the final match of the Pacific Nations Cup 2014 in Sacramento.

THEY SAID:

"The Pacific Nations Cup is an excellent opportunity for all participating teams to play some tough, competitive test matches with just over a year to go until Rugby World Cup 2015."

Mark Egan, World Rugby Head of Competitions and Performance



WINNER: Emerging Ireland
RUNNER-UP: Romania

Nations Cup 2014

Full results at www.worldrugby.org

WHEN: 13-22 June

WHERE: Bucharest, Romania

FINAL STANDINGS:

1. Emerging Ireland 2. Romania 3. Uruguay 4. Russia

OAKS FELLED:

Tournament debutants Emerging Ireland broke Romania's hold on the Nations Cup with a 31-10 victory over the host nation in the final round of matches. All-action Irish flanker Robin Copeland was named player of the tournament for his consistently outstanding displays.

LIGHTNING STRIKE:

Trailing 66-0, Russia were spared further misery against Emerging Ireland when a violent thunderstorm early in the second half forced referee Ian Davies to abandon the match.

DRESS REHEARSAL:

With a RWC 2015 repechage meeting between the nations on the horizon, Uruguay's match with Russia took on extra significance than just to avoid the wooden spoon. Winger Franco Lamanna scored the only try in a scrappy 13-6 win for Los Teros.

RECORD BREAKER:

Romania's prolific goal-kicker Florin Vlaicu became the highest points scorer in Nations Cup history after surpassing Luciano Orquera's previous best of 119 points.

THEY SAID:

"Going on the performances we put in across the tournament, hopefully there will be a few guys on the radar of Joe Schmidt and ultimately on the plane to England 2015."

Johne Murphy, Emerging Ireland



WINNERS: Argentina Jaguars
RUNNER-UP: Georgia

Tbilisi Cup 2014

Full results at www.worldrugby.org/tournament/1313

WHEN: 14-22 June

WHERE: Tbilisi, Georgia

FINAL STANDINGS:

1. Argentina Jaguars 2. Georgia 3. Emerging Italy 4. Spain

LEADING POINTS SCORER:

Juan Pablo Socino, Argentina Jaguars (39 points)

NEW LOOK:

Building on the success of the inaugural tournament in 2013, three new nations in the form of Argentina Jaguars, Emerging Italy and Spain joined hosts Georgia in giving fringe test players and up and coming youngsters the chance to test themselves in a highly competitive environment.

CLEAN SWEEP:

Wins over Emerging Italy (45-20) and Georgia (26-16) – after they trailed initially – had put Argentina Jaguars in the driving seat before the Tbilisi Cup title was sealed with a routine 41-7 win over Spain on the final day.

TRYING TIMES:

Forwards Adam Newton and Alejandro Blanco accounted for Spain's two tries in Tbilisi with their first scores in international rugby.

THEY SAID:

"We're really happy to win the trophy, it has been a good tournament for us and a great experience for our players, especially the younger ones. My players now need to grow from this and use it as a platform to push for senior honours."

Bernardo Urdaneta, Jaguars head coach



WINNER: England
RUNNER-UP: South Africa

Junior World Championship 2014

Full results at www.worldrugby.org/tournament/1227/results

WHEN: 2-20 June

WHERE: Auckland, New Zealand

FINAL STANDINGS:

1. England 2. South Africa 3. New Zealand 4. Ireland 5. Australia
6. France 7. Wales 8. Samoa 9. Argentina 10. Scotland 11. Italy 12. Fiji

LEADING POINT SCORER:

Patricio Fernández, Argentina (73 points)

CLOSE AFFAIR:

The first final featuring two past winners saw England successfully defend their crown with a hard-fought 21-20 victory over 2012 champions South Africa at Eden Park.

HISTORY MAKERS:

Ireland reached a first Junior World Championship semi-final after topping Pool B but found England and New Zealand too hot to handle in the knockout stages.

RECORD-BREAKER:

Australia wing Andrew Kellaway scored 10 tries, breaking the record for the most tries in a single tournament (eight) held by All Blacks Zac Guildford (2009) and Julian Savea (2010).

STARS OF THE FUTURE:

South Africa captain Handré Pollard made his test debut eight days after the JWC 2014 final and then started five matches in The Rugby Championship. Australia captain Sean McMahon was another who led by example in New Zealand and followed Pollard onto the test stage in November.

THEY SAID:

"I think the way we got here (to the final) was amazing and something the guys are going to remember for the rest of their lives, beating New Zealand in New Zealand twice is not something that happens every day."

Handré Pollard, South Africa captain



WINNER: Japan
RUNNER-UP: Tonga

Junior World Rugby Trophy 2014

Full results at www.worldrugby.org/tournament/1272/results

WHEN: 7-19 April

WHERE: Hong Kong

FINAL STANDINGS:

1. Japan 2. Tonga 3. USA 4. Uruguay 5. Georgia 6. Namibia
7. Canada 8. Hong Kong

LEADING POINTS SCORER:

Revaz Jinchvelashvili, Georgia (63 points)

FOURTH TIME LUCKY:

After losing three finals in four years, Japan finally got their hands on the trophy following a 35-10 victory over first-time finalists Tonga. The win, by a side nicknamed Generation 2019 as it is expected to provide the nucleus of the Brave Blossoms team when the country hosts RWC 2019, means that Japan will return to the elite tier of Under 20 rugby next year for the first time since 2009.

NARROW MISSES:

Uruguay were unbeaten in the pool stages after beating Japan and Namibia and drawing with 2013 runners-up Canada, but they still missed out on the final. Japan finished top of Pool B by virtue of the two bonus points they picked up in the opening 33-28 loss to Los Teritos.

STARS OF THE FUTURE

Half-backs Genki Okoshi and captain Rikiya Matsuda were at the heart of Japan's success and have a bright future ahead of them, while Georgia's Murazi Giorgadze made his test debut just two months after the Trophy.

THEY SAID:

"This is a very important victory for our country. This is the next generation of players, the future of Japan rugby and I'm very proud of the boys."

Keisuke Sawaki, Japan coach



WINNER: Argentina Pampas XV
RUNNER-UP: Queensland Reds A



Pacific Rugby Cup 2014

Full results at www.worldrugby.org/tournament/1308/results

WHEN: 21 February-23 March

WHERE: Perth, Sydney, Brisbane, Canberra and the Gold Coast, Australia

TOP FOUR:

1. Argentina Pampas XV 2. Queensland Reds A 3. Fiji Warriors 4. Tonga A

ALSO INVOLVED:

The development teams from Australia's remaining Super Rugby franchises, Western Force A, ACT A and Gen Blue (NSW Waratahs), along with Samoa A and Junior Japan.

EXCLUSIVELY AUSTRALIA:

Funded through the governing body's strategic initiative programme, the Pacific Rugby Cup 2014 was the ninth staging of the competition and the first to be held solely in Australia with 16 matches taking place across 10 venues in five cities.

PAMPAS PRIDE:

Argentina Pampas XV swept all before them to win the Pacific Rugby Cup at the first time of asking. Four straight wins in the pool stages were followed by a 36-21 win against Queensland Reds A – whose line-up included Nigel Genia, the younger brother of Wallabies scrum-half Will – in a captivating final at Eastwood Rugby Club in Sydney.

END OF THE RUN:

The Pampas XV's success in Australia ended the Fiji Warriors' grip on the silverware, the team having won the last five Pacific Rugby Cup titles.

THEY SAID:

"It's perhaps a bit less physical than the rugby at home or in the Vodacom Cup in South Africa where we have been playing, but here the rugby is much quicker. We've now got experience in all of these styles and that's good for our development."

Martín Landajo, Pampas XV scrum-half



WINNER: Argentina Jaguars
RUNNER-UP: USA Select



Americas Rugby Championship 2014

Full results at www.worldrugby.org/tournament/1376/results

WHEN: 11-19 October

WHERE: Westhills Stadium in Langford, British Columbia, Canada

FINAL STANDINGS:

1. Argentina Jaguars 2. USA Select 3. Canada A 4. Uruguay

LEADING POINTS SCORER:

Patricio Fernández, Argentina Jaguars (25 points)

FIVE IN A ROW:

Eleven of the victorious side from 2013 were named in an Argentina Jaguars squad that also boasted five players with recent Rugby Championship experience. Bonus-point wins over USA Select and Uruguay ensured the Jaguars had a fifth consecutive ARC title wrapped up with a round to spare.

FLYING START:

Jaguars speedster Franco Sábato must be a contender for the fastest try yet in the history of the Americas Rugby Championship after scoring against Uruguay with just 25 seconds on the clock.

STAR OF THE FUTURE:

Previously uncapped USA Select winger Tim Stanfill, brother of captain Louis, enjoyed a standout tournament with a brace of tries in wins over Canada A and Uruguay. As a reward for his performances, Stanfill was selected for all four of the Eagles' November tests.

STEPPING STONE:

An important element in player development, the ARC provides locally based players in Canada, USA, Argentina and Uruguay with a step up from domestic competition.

THEY SAID:

"For us, the ARC is an important step before the World Cup but is also an opportunity to see young players that will be the core of our national team from 2016 onwards."

Emiliano Caffera, Uruguay assistant coach



3
Average points
margin between
England and
Canada in
2014

Game analysis

Women's Rugby World Cup 2014 in France
was a seminal moment for the global game



Strategic Investment Programme highlights

Other encouraging factors that emerged during the year came out of the World Rugby Strategic Investment Programme, which provides an enhanced level of competitive fixtures for the participating unions with the aim of producing improved performance by tier two teams as RWC 2015 approaches.

In 2014, there were a number of positive outcomes:

- » Several tier two teams continued the process of being more competitive against tier one opposition
- » Samoa defeated Italy during the June window, thereby continuing their run of success in beating them in five of their last six encounters
- » Fiji also defeated Italy in June
- » Canada lost by two points to Scotland in June
- » USA lost to Scotland by six points in June
- » Japan continued their successful run in 2014 by beating Italy in June. They also beat four of their five tier two opponents
- » Georgia won six of their seven matches against tier two opposition
- » Romania showed a major improvement, winning six of their eight matches against tier two opponents
- » The Pacific Nations Cup proved to be hugely competitive with five of the six matches having a victory margin of 10 points or less

In the past, the tournament has been dominated by two teams – New Zealand and England. These teams have contested the last three finals and while England emerged as champions in 2014, three other teams – Ireland, Canada and France – showed that they could also compete at the top level.

Ireland ended New Zealand's 20-match unbeaten run with a 17-14 win in the pool stages, while Canada drew with England and reached the final and France lost to Canada but then beat Ireland to finish third.

With seven minutes to go in a highly competitive final between England and

Canada, the margin was just six points until the Red Roses scored a second try.

In 2014, the average points margin when these top teams played each other was three points, in sharp contrast to that of 21 points in 2010.

Challenge for the future

While four-time defending champions New Zealand lost just one game at France 2014, they were eliminated from the semi-finals as a result of the draw between England and Canada, which meant that Canada finished as the best runner-up. The Black Ferns therefore only played one match against the top four teams.

It was also encouraging to see Australia and USA producing competitive performances against the leading five teams with the Women's Eagles narrowly losing to Ireland and Australia coming close to beating France.

One consequence of the emergence of more competitive teams at the top level, however, has been greater winning margins in matches played between teams at opposite ends of the standings. The challenge for women's rugby therefore is not only to maintain and develop the increasing competitiveness of the leading teams, but to encourage and promote the enthusiasm exhibited by all teams that participated in the tournament so that the competitive net is widened.



INSPIRING PARTICIPATION

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120 COUNTRIES

7.23m PLAYERS

Rugby is now played in more countries around the world than ever before, boosted by record funding through the World Rugby Development Programme (£8.23m), Regional Tournament Funding (£3.82m) and High Performance Programme (£10.68m)

NACRugby.com
North America Caribbean
Rugby Association

Union (entry year)	Registered players	Total players
Bahamas (1994)	365	385
Barbados (1995)	490	519
Bermuda (1992)	690	942
British Virgin Islands (2001)	Associate member	
Canada (1987)	26,883	132,429
Cayman (1997)	365	2,456
Guyana (1995)	375	525
Jamaica (1996)	1,526	3,345
Mexico (2006)	3,647	12,519
St Lucia (1996)	Associate member	
St V & the Grenadines (2001)	1,344	1,566
Trinidad & Tobago (1992)	1,308	1,308
USA (1987)	110,385	1,449,389
Total players	147,378	1,605,383

2.6m
Registered players

4.63m
Non registered players

1.76m
Female players

Union (entry year)	Registered players	Total players
Andorra (1991)	297	3,144
Austria (1992)	1,064	1,389
Azerbaijan (2004)	Associate member	
Belgium (1988)	10,842	18,868
Bosnia & Herzegovina (1996)	814	1,006
Bulgaria (1992)	1,872	2,005
Croatia (1992)	1,391	2,591
Czech Republic (1988)	3,926	12,031
Cyprus (2014)	Associate member	
Denmark (1988)	2,284	4,546
England (1890)	340,347	2,057,797
Finland (2001)	577	3,631
France (1978)	291,202	383,757
Georgia (1992)	7,113	7,394
Germany (1988)	10,777	24,649
Greece (2009)	1,409	1,569
Hungary (1991)	2,783	6,678
Ireland (1886)	96,880	172,491
Israel (1988)	1,009	5,459
Italy (1987)	82,143	82,143
Latvia (1991)	960	1,562
Lithuania (1992)	1,827	5,129
Luxembourg (1991)	918	2,244
Malta (2000)	2,400	20,500
Moldova (1994)	3,432	3,690
Monaco (1998)	368	1,397
Netherlands (1988)	11,062	32,462
Norway (1993)	655	7,374
Poland (1988)	7,318	20,028
Portugal (1988)	6,683	42,333
Romania (1987)	7,605	14,525
Russia (1990)	23,800	31,398
Scotland (1886)	49,305	164,231
Serbia (1988)	2,141	3,256
Slovenia (1996)	317	331
Spain (1988)	30,531	53,687
Sweden (1988)	3,579	4,404
Switzerland (1988)	3,969	4,939
Ukraine (1992)	1,610	3,905
Wales (1886)	73,444	73,444
Total players	1,088,654	3,281,987

Consur
CONSEJO INTERAMERICANO DE RUGBY

Union (entry year)	Registered players	Total players
Argentina (1987)	56,998	133,062
Brazil (1995)	5,403	54,542
Chile (1991)	2,300	18,686
Colombia (1999)	2,149	15,810
Costa Rica (2014)	Associate member	
Paraguay (1989)	2,402	3,402
Peru (1999)	1,660	9,263
Uruguay (1989)	6,069	9,269
Venezuela (1998)	1,129	3,392
Total players	78,110	247,426

Mapping the global popularity of rugby

102

Member Unions

18

Associate Unions



Union (entry year)

Brunei (2013)	Associate member	
Cambodia (2004)	Associate member	
China (1997)	6,000	58,000
Chinese Taipei (1988)	5,550	6,740
Guam (1998)	1,135	1,157
Hong Kong (1988)	13,107	21,307
India (1999)	9,945	37,835
Indonesia (2008)	0	685
Iran (2010)	Associate member	
Japan (1987)	107,673	115,223
Kazakhstan (1997)	3,093	4,070
Korea (1988)	2,383	5,281
Kyrgyzstan (2004)	Associate member	
Laos (2004)	Associate member	
Malaysia (1988)	50,103	55,103
Mongolia (2004)	Associate member	
Pakistan (2004)	4,450	9,263
Philippines (2004)	1,601	4,746
Singapore (1989)	9,190	27,530
Sri Lanka (1989)	47,071	74,099
Thailand (1989)	11,500	12,450
United Arab Emirates (2012)	3,180	7,680
Uzbekistan (2004)	734	934
Total players	276,713	442,103

Union (entry year)

Botswana (1994)	9,635	9,805
Burundi (2004)	Associate member	
Cameroon (1999)	4,900	6,150
Ghana (2004)	Associate member	
Ivory Coast (1998)	1,813	2,858
Kenya (1990)	13,340	29,707
Madagascar (1998)	20,601	27,822
Mali (2004)	Associate member	
Mauritania (2003)	Associate member	
Mauritius (2004)	614	728
Morocco (1988)	4,899	4,899
Namibia (1990)	11,610	11,850
Nigeria (2001)	700	800
Rwanda (2004)	Associate member	
Senegal (1999)	6,704	10,604
South Africa (1949)	342,316	418,509
Swaziland (1998)	10,245	18,097
Tanzania (2004)	Associate member	
Togo (2004)	Associate member	
Tunisia (1988)	18,090	23,398
Uganda (1997)	19,964	20,811
Zambia (1995)	11,950	12,560
Zimbabwe (1987)	22,865	33,935
Total players	500,246	632,533



Union (entry year)

American Samoa (2005)	394	394
Australia (1949)	230,663	615,809
Cook Islands (1995)	1,741	1,968
Fiji (1987)	65,980	156,140
New Zealand (1949)	148,483	148,483
Niue Islands (1999)	130	410
Papua New Guinea (1993)	17,516	20,473
Samoa (1988)	20,845	20,845
Solomon Islands (1999)	8,553	10,718
Tahiti (1994)	1,496	1,535
Tonga (1987)	13,968	48,366
Vanuatu (1999)	1,215	1,715
Total players	510,590	1,026,462



Innovative conference designed to grow the game

The inaugural Growing the Game development conference took place in London in November

“Rugby will continue to grow and strengthen around the world. Working together we can safeguard the future of rugby and its unique values for generations to come”

Abdelaziz Bougja



The event brought together representatives of more than 50 member unions from all six regional associations with the aim of sharing ideas and best practice in this important area of the global game. It was an opportunity for the rugby family from many of the most ambitious and innovative unions to come together to learn, to teach, to avail of networking opportunities and to build relationships all designed to make rugby even stronger around the world.

With World Rugby leading the way, and with the full support of the regional associations, the game is growing like never before in its long and proud history. Through Get Into Rugby (GIR) and other mass-participation programmes, there are more than seven million people playing the sport around the world. That is compared with less than five million just five years ago.

Successful strategies

The conference included a range of presentations, discussions, workshops and question-and-answer sessions designed to reveal more about development strategies that have been successful in different parts of the world and what lessons can be learned and applied elsewhere.

Among the presenters were representatives from such diverse rugby nations as USA, Senegal, Mexico, Laos, Romania, Tonga, Brazil and many more. There were also discussions on how to grow women's rugby, how to make the most of the boost provided by Olympic inclusion and how to promote the game through the media.

Speaking at the start of the conference, President of the Confédération Africaine

de Rugby and Chairman of World Rugby's Regional Advisory Committee Abdelaziz Bougja (pictured) said: “Get Into Rugby has been an enormous success with so many people having been introduced to the game for the first time.

“World Rugby is building partnerships, establishing strong links and forging relationships to make sure that those hundreds of thousands of new, young players that have just started to get to know rugby, stay in the game.

“World Rugby is determined to continue growing the game in partnership with the regional associations, the unions and, in many cases, government agencies. Our mission is to make sure rugby is at the forefront of all that is good about international sport. If we do that, rugby will continue to grow and strengthen around the world. Working together we can safeguard the future of rugby and its unique values for generations to come.”

There were some key recommendations emerging from the conference around the need for continued support and leadership to increase implementation of the Get Into Rugby programme, how unions and regions can look to generate sponsorship and their own support for GIR, and how unions can progress to implementation of the ‘stay’ phase of the programme and obtain the tools to do so.

In his closing address, World Rugby Vice President Oregan Hoskins said that the governing body was very encouraged by the great work by its member unions and would produce a report and action plan following the conference on the recommendations so they can be progressed.

50 Member unions from all six regional associations attended

The world continues to Get Into Rugby

Get Into Rugby, World Rugby's mass-participation programme, has gone from strength to strength during 2014 and is growing day by day

In partnership with its member unions and six regional associations, World Rugby is bringing the game to hundreds of thousands more people and, with it, rugby's character-building values of integrity, passion, discipline, respect and solidarity.

This free-to-access programme is designed to assist both member and non-member unions to grow their player base, and the Get Into Rugby (GIR) website provides coaches and teachers with the resources and information to introduce children to the game and encourage them to try, play and stay in rugby. There is now a GIR app for download which further assists in the delivery of the programme.

Since its launch in early 2013, Get Into Rugby has been a huge success and so far there have been 485,000 participants in the programme with more than one-third of them being female. GIR is being delivered in around 1,300 locations across more than 100 active unions. In addition, there are now more than 11,500 coaches, teachers and referees trained to deliver the programme.

Many of the unions have already moved from the 'try' and 'play' phases of the programme and into the 'stay' section. As such, they are leaving the lasting legacy of an increased player base that will forge real and sustainable growth throughout the world.



Official site

getintorugby.worldrugby.org



Around the regions in 2014



AFRICA

Many highs for African rugby in 2014

The Africa Cup Division 1A tournament in Antananarivo, Madagascar, drew in crowds of 25,000 on each of the three match days. They were treated to a fiercely contested four-way battle between eventual winners Namibia, runners-up Zimbabwe, Kenya and the host nation.

Namibia were rewarded with the Africa 1 place at RWC 2015 as a result of their better points difference after three sides finished level on points, while Zimbabwe's hopes of joining them in England were dashed when they were beaten 23-15 by Russia in the repechage play-off in Siberia. Tafadzwa Chitokwindo's superb 90-metre try a minute from time ensured they at least bowed out in spectacular fashion.

Off the field, World Rugby's Get Into Rugby initiative introduced 80,000 African youngsters to the sport. Meanwhile, in April, representatives from nine different countries discussed a wide range of topics surrounding the development of the women's game at a conference in Nairobi, Kenya.

In 2015, the regional association will change its name from the Confédération Africaine de Rugby to Rugby Afrique.



ASIA

Rugby's golden year in Asia

Asia hosted a number of key global events in 2014, including sevens' debut at the Youth Olympic Games in Nanjing, where hosts China won a bronze in the women's event, and the IRB Junior World Rugby Trophy in Hong Kong in April. Japan beat Tonga 35-10 in the final of the latter to return to the elite tier in 2015. IMPACT Beyond programmes were run at both tournaments, including Get Into Rugby clinics and school visits.

There were three stops on the ARFU Sevens Series for men and two for women in 2014 with Hong Kong and China claiming the overall titles. China's women also secured core team status for the World Rugby Women's Sevens Series in 2014-15, six months after Japan's men had won the HSBC Sevens World Series qualifier.

It was also a record-breaking year for Japan in 15s with a seventh successive Asian 5 Nations title and qualification for RWC 2015 secured amid an 11-test unbeaten run that took the Brave Blossoms to their highest ever position of ninth in the World Rugby Rankings in November.



CONSUR

Sevens fever builds in region

World Rugby welcomed its first member union from Central America in May when Costa Rica joined as an associate member. Central America also had its first women's sevens championship in 2014 with hosts Costa Rica beating El Salvador in the final of the four-team tournament.

With sevens to make its debut at Rio 2016, the sport in the region has received a boost with it now – along with beach rugby – included in every multi-sport games. Argentina's men and Brazil's women entered their CONSUR Sevens crowns with victory at the ODESUR Games, while Colombia completed the double at the CACSO Games.

Off the field, a Pan-American high performance sevens workshop was held in April, which involved 25 unions and was supported by their respective National Olympic Committees. Women's rugby is also growing in the region and in December 45 delegates attended a workshop aimed at strengthening their structures to facilitate growth.

World Rugby's Get Into Rugby programme also attracted record numbers when it launched in Brazil, and CONSUR's commitment to keeping the game clean was evident in an anti-doping education drive spearheaded by Pumas legend and World Rugby anti-doping ambassador Felipe Contepomi.



FORU

Oceania welcomes a number of firsts

Get Into Rugby launched in Oceania this year after being piloted in Tonga in late 2013. Some 24,000 boys and girls participated in the programme across 13 unions in 2014 – 41 per cent of them girls. In tandem with the Pacific in Union Partnership with the Australian Rugby Union and Australian Government, nearly 60,000 boys and girls took part in an organised junior programme this year.

The region's first Sports Science and Sports Medicine workshop was held in Fiji in January, assembling the medical and sports science practitioners from unions to discuss and share ideas around player welfare. Another first was the hosting of a regional sevens academy in Canberra to help Cook Islands and American Samoa prepare for the Sevens World Series qualifying tournament in March.

On the pitch, Fiji qualified for RWC 2015 with a 108-6 win over Cook Islands, while Samoa played at Women's Rugby World Cup 2014 in France. The Fijiana secured core team status on the World Rugby Women's Sevens Series by winning the qualifier in September, while the Oceania Sevens Championship was the biggest and most successful ever with 19 teams – 12 men's and seven women's. Fiji won the men's crown and New Zealand the women's in Noosa, Australia.



RUGBY EUROPE

A new name for rugby in Europe

The highlight of 2014 was the rebrand of the regional association to Rugby Europe.

On the field, there was plenty to celebrate, including Georgia's European Nations Cup success to qualify with Romania for RWC 2015, while the Netherlands won the Women's European Trophy and Russia's women and France's men the sevens' crowns. England's next generation won the men's and women's Under 18 titles, before the Under 20s successfully defended their Junior World Championship crown in New Zealand.

Away from it, Get Into Rugby was a focal point with 54,000 girls and 89,000 boys taking part in activities across 36 countries in 2014. Rugby Europe have now employed a manager to coordinate these projects. Training and education prioritised player welfare in 2014, while sevens was a focal point as Rio 2016 approaches with courses held around the region.

With RWC 2015 taking place in England next year, Europe will be the focus and 2014 saw the Unity Project continue to develop. The outreach programme, involving 17 European unions, saw scoping and visits take place between the unions and the RFU.



NACRA

A year of firsts in North America

One standout in North American rugby in 2014 was Canada's passage to a first Women's Rugby World Cup final in France. They lost 21-9 to England, but full-back Magali Harvey was named the IRB Women's Player of the Year after an outstanding tournament. She was later nominated for the IRPA Try of the Year for her length of the field effort against France in the semi-finals.

In November, a record crowd of 61,500 packed into Soldier Field in Chicago to see the USA Eagles face world champions New Zealand. Although the All Blacks were convincing winners, the attention generated by the match can only help rugby to grow in the USA.

NACRA welcomed a new member in the Dominican Republic, while the new union programme has seen them, along with Cuba and Haiti, make progress with their National Olympic Committees. Another first saw the Central American and Caribbean CACSO Games include women's sevens with Colombia claiming the gold medal.



Building for the future

World Rugby High Performance Programmes

Our High Performance 15s initiatives were a significant factor in RWC 2011 being the most competitive tournament to date. The focus of the investment programme in 2014, the second year of the current funding cycle, was to help the high performance tier two unions implement agreed strategies, plans and budgets to optimise RWC 2015 performance, which we hope will enable the tournament to surpass its predecessor for competitiveness.

Our union programmes focused on 10 key pillars of high performance investment, including the daily training environment, athlete welfare and sports science, which aid the nurturing and development of high quality international squads and management teams.

In our 2014 high performance competitions, the Pacific Nations Cup was trialled in two conferences, which saw Japan win the North American Conference and Samoa win the Pacific Islands Conference, while Emerging Ireland won the Nations Cup. Argentina's representative teams participated in and won the Pacific Rugby Cup, the Tbilisi Cup and defended the Americas Rugby Championship. All of the RWC 2015 qualified high performance tier two nations were supported with funding for a comprehensive November tour programme.

We are also developing initiatives for men's and women's sevens and women's 15s. Our main investment priority in 2014 was to expand the Women's Sevens Series to six tournaments, which was confirmed with the inclusion of an additional leg in London for the 2014-15 series.

In 2015, we will continue to work with our unions to ensure that they have world-class High Performance planning and monitoring tools in place, to deliver the best possible outcomes from this important area of investment.

Mark Egan, World Rugby Head of Competitions and Performance

World Rugby Development Programmes

Rugby has grown from 2.6m players in 2007 to more than 7m in 2014. As rugby expands, its core values must be respected and its quality raised. World Rugby is working in partnership with regional associations and unions to develop and implement campaigns to promote the values of the game and adherence to the playing charter. Together, World Rugby and its members are working to establish quality programmes and pathways, while also seeking to maximise the benefits of rugby's inclusion in the Olympic Games.

In 2014, to help achieve these objectives, World Rugby continued to improve the suite of development services and programmes on offer. This was led by the flagship mass participation programme Get Into Rugby with its try, play and stay modules, now operational in 137 territories and with more than 500,000 participants. World Rugby's development programmes also include IMPACT Beyond for event maximisation, Leading Rugby for union best practice, plus women's rugby (including women's and girls' initiatives specifically linked to Get Into Rugby and IMPACT Beyond), new union development and Olympic related initiatives.

These services and programmes complement the ongoing member union and regional association grants programme, which bands unions into seven levels based on current and potential growth and performance. The programme targets investment and technical support on seven key pillars of rugby organisational development: from governance and administration, to participation, training and education, competitions, performance and women's rugby.

David Carrigy, World Rugby Head of Development and International Relations

"As rugby expands, its core values must be respected and its quality raised"

New union focus

Uzbekistan

The Uzbekistan Rugby Federation became a full member union of World Rugby in May, having been an associate member since November 2004. Rugby is growing in Uzbekistan with around 350 active adult players (pictured below) and 250 youth players in the country. The national team reached the Asian 5 Nations Division III West final in 2014, losing 20-19 to Lebanon.

Costa Rica

The Federación de Rugby de Costa Rica was granted associate member status in May, becoming the first World Rugby member union from Central America. Rugby is growing in Costa Rica: they won the first Central American Sevens women's event in 2014 and their men's 15s team beat Guatemala in the CONSUR Division C Championship final.

Cyprus

The Cyprus Rugby Federation was granted associate member status in November, just days after the Cyprus national team, known as the Moufflons, had seen their 24-match unbeaten run – dating back to November 2008 – come to an end with a 39-20 loss to Latvia in the European Nations Cup 2016 Division 2B. There are currently 250 registered and 880 unregistered players in Cyprus.

World Rugby now has 120 member unions, 102 full members and 18 associate members.



IMPACT Beyond

This World Rugby programme aims to maximise major rugby events to develop the game and enable more people around the world to participate and enjoy the sport

IMPACT Beyond programmes will be run alongside all major World Rugby events and will focus on development, participation, coaching, volunteering and business programmes to further support global growth.

IMPACT Beyond focuses on key sports and business pillars in order that unions are able to attract and support participation growth while growing sustainable business models for the sport.

The key aims for both strands are:

Sport

- » Increase participation
- » Develop stronger unions
- » Promote age-grade festivals and competition programme
- » Develop the volunteer infrastructure
- » Ensure the tournament develops the game in the host union

Business

- » Develop union communication tools
- » Develop union commercial capacity
- » Develop regional broadcast strategies

Rugby World Cup 2015 presents a major opportunity to develop the game with the aim of growing the game worldwide, but specifically in England and Europe. World Rugby is working in close partnership with the Rugby Football Union and UK Sport to prepare for the Unity Project. The aim of the Unity Project is to ensure that the legacy of RWC 2015 leads to the development of the game across Europe, in partnership with 28 areas in England and 17 unions in Europe.



International Olympic Committee President Thomas Bach and World Rugby President Bernard Lapasset meet players at the Nanjing Youth Olympic Games

In 2014, the IMPACT Beyond programme was successfully implemented around the IRB Junior World Rugby Trophy in Hong Kong in April and the IRB Junior World Championship in New Zealand in June, where Get Into Rugby, Rugby Ready and development workshops were delivered to unions in the Asia Pacific region.

Women's Rugby World Cup 2014 in France in August focused on each of the 12 participating unions developing their own IMPACT Beyond programme to develop women's rugby. There are now 1.7 million women playing the game and these 12 unions are leading the way in developing women's rugby.

Extensive work continues with the development of the Impact programme in Asia to boost the game in the build up to RWC 2019, the first Rugby World Cup to take place in the region. The aim is to grow the game and increase the profile of rugby in this region.

“The aim of the Unity Project is to ensure that the legacy of RWC 2015 leads to the development of the game across Europe”

Regions at the heart of rugby's growth

Member unions and regional associations are contributing to increased participation

Rugby has never been more popular than it is today. More people are playing the game in more countries than ever before and those numbers are rising. World Rugby's mission statement is to grow the game globally and its member unions and regional associations are central to the strategy.

At the core of this growth is World Rugby's mass-participation programme Get Into Rugby (GIR), which has enjoyed spectacular success since its introduction. This free-to-access programme is designed to assist unions to grow their player base and the GIR website provides coaches and teachers with the resources and information to introduce children to the game and encourage them to try, play and stay in rugby.

More women than ever

Since its launch in early 2013, there have been 485,000 participants in the programme with more than one third of them female. GIR is being delivered in around 1,200 locations in more than 100 unions. In addition, there are now more than 11,500 coaches, teachers and referees trained to deliver the programme.

President of CAR and Chairman of the Regional Advisory Committee Abdelaziz Bougja said: "With World Rugby leading the way, and with the support of the regional associations, the game is growing like never before in our long and proud history. In all, we can now say that there are 7.23 million people playing the sport around the world, compared with less than five million just five years ago. It is a huge leap forward and a great boost for rugby."

In addition, the impact of Rugby World Cup and the decision in 2009 to include sevens in the programme for the Olympic Games 2016 in Rio and 2020 in Tokyo are also major contributors to this growth.

With 2015 being a Rugby World Cup year, the focus for the next 12 months and beyond will be on maximising the positive effect of that tournament, both in the host nation England and in the 200 territories across the globe where the matches will be broadcast.

With World Rugby determined to keep growing the game in partnership with all six regional associations, the unions and, in many cases, government agencies, the game looks set to remain at the forefront of all that is good about international sport.

"We can now say that there are 7.23 million people playing the sport around the world, compared with less than five million just five years ago. It is a huge leap forward and a great boost for rugby"

Abdelaziz Bougja

7.23M People playing rugby around the world

11,500

Coaches, teachers and referees trained to deliver the Get Into Rugby programme



Women's rugby review

2014

A wonderful year for women's rugby was capped in November when Nathalie Amiel, Gill Burns, Patty Jervey, Carol Isherwood, Farah Palmer and Anna Richards became the first women to be inducted into World Rugby's Hall of Fame

1.7 million
Female rugby
players
worldwide

All six former internationals, who boast well over 250 caps and nine World Cup winners' medals between them, have contributed greatly to the development of the women's game and continue to do so in a landscape that has changed dramatically since the pioneering days of the early 1980s.

With rugby set to return to the Olympic Games and the record-breaking Women's Rugby World Cup 2014 still fresh in the memory there is a sense of real optimism in women's rugby. This feel-good factor is being underpinned by a number of World Rugby initiatives.

Delegates from each of the participating unions got together in Paris on the eve of the final between eventual champions England and Canada to discuss best practice in key areas such as participation and promotion as part of the Impact Beyond WRWC 2014 programme.

Examples of projects in those WRWC 2014 participating unions include:

- » In New Zealand the flexibility afforded by a tournament-based approach – as opposed to a season-long league system – has helped bring new players, particularly resident Pacific Islanders, to the women's game.
- » In Ireland, the 'Give it a Try' programme has seen significant gains made in the Under 12 age group.

The Leading Women's Rugby Development programme has also been introduced in Africa and South America in 2014 with workshops held to help delegates grow the game in their respective countries.

Another key driver for growing participation outside of the traditional rugby-playing nations is the Get Into Rugby programme, which has achieved notable successes in introducing girls to the sport in countries like Tonga, Colombia and Laos. It is now estimated that more than 1.7 million females play rugby worldwide.

30-year celebration

In terms of tournament success, England were not the only team celebrating in the 15s format in 2014. France won their first Women's Six Nations Grand Slam since 2005 and Kazakhstan successfully defended their Asian Women's Championship crown in Hong Kong. Special mention goes to Sweden, who celebrated 30 years as a test-playing nation in October with an anniversary match against the Netherlands, their first opponents in 1984.

In sevens, the number of tournaments played globally continues to increase year by year following the sport's inclusion in the Olympic Games. Australia's women claimed the first gold medal in an official International Olympic Committee event when they won the Youth Olympic Games in Nanjing. China edged out Japan to become Asian Games champions,





Far left: Helen O'Reilly became an elite panel referee

Left: Kazakhstan successfully defended their Asian Women's Championship title and also took part in the Asian Games in 2014

Colombia won the first Central American and Caribbean Sports Association Games (CASCO) women's gold medal and Mexico took the North America Caribbean Rugby Association (NACRA) title.

Just as the final whistle was about to be blown on a truly remarkable year Ireland's Helen O'Reilly became the second female referee, after England's Claire Hodnett, to become

an elite panel referee. Meanwhile, Sweden's Madeleine Lahti became the first female appointed to the Executive Committee of Rugby Europe, while Colleen de Jong and Wang Shao Ing joined the CAR and ARFU Executive Committees respectively.

6
Women
inducted into
World Rugby's
Hall of Fame

Training and Education

2014 has seen continued growth in activity across all four strands of the World Rugby portfolio

Our blended learning approach to training and education provides formal and informal learning opportunities for candidates. The growth in face-to-face accreditations and maintenance of the delivery workforce is proof of the continued support provided to our member unions to enable them to develop their workforce of coaches, match officials, strength and conditioners, and medical staff.

World Rugby Passport

2014 saw an update to Rugby Ready, a re-launch of our Strength and Conditioning modules as well as the provision of new concussion learning modules.

Details of the sub-sites within Passport, their learning modules and total completions to date appear below:

Sub-site	On-line learning modules available	Completions
<i>Rugby Ready</i>	• Best practice in rugby safety for players, coaches and administrators	133,765
Coaching	• Introduction to coaching • Key factor analysis • Functional role analysis	3,612 4,286 3,400
Officiating	• Match observation programme • Technical zone programme	764 875
Strength and Conditioning	• Pre-Level 1 Strength and Conditioning • Pre-Level 2 Strength and Conditioning	10,690 564
Laws	• Laws of the game module • Crouch, bind, set training	70,903
Player welfare	• First Aid in Rugby (FAIR) • Immediate Pitch-Side Care • Concussion Management for General Public • Concussion Management for Doctors and Healthcare Professionals • Medical Protocols for Match Day Medical Staff • Concussion Management for Elite Level Match Day Medical Staff	5,304 489 6,405 3,322 1,177 560
Keep Rugby Clean	• Anti-doping	4,452
Keep Rugby Onside	• Anti-corruption	3,718

Face-to-face learning

Face-to-face learning opportunities are where the best learning and development takes place. World Rugby delivers 18 different courses across the four strands in all regions.

Details of the courses and certifications to date are highlighted below:

Strand	Product	No of certifications
<i>Rugby Ready</i>	<i>Rugby Ready</i>	22,987
Player welfare	First Aid in Rugby (L1 FAIR)	764
	L2 Immediate Care in Rugby (L2ICIR)	68
	L3 Advanced Immediate Care in Rugby (L3ICIR)	46
Coaching	Level 1 15s	39,904
	Level 2 15s	3,071
	Level 3 15s	100
	Level 1 sevens	3,613
	Level 2 sevens	105
Officiating	Level 1 15s	17,709
	Level 2 15s	952
	Level 3 15s	78
	Level 1 sevens	749
	Level 2 sevens	80
	Level 1 Coaching of Match Officials	788
	Level 2 Coaching of Match Officials	71
Strength and Conditioning	Level 1 S&C	2,494
	Level 2 S&C	116

To ensure the content of our courses and resources remains up to speed with latest developments in the game, they are reviewed and updated on a cyclical basis.

Delivery workforce

In order to deliver our face-to-face courses World Rugby deploys a global workforce led in the regions by our Regional Training Coordinators. A total of 164 trainers and 1,479 educators are kept current and up to date through our quality assurance and compliance processes.

Talent Optimisation

The annual Talent Optimisation Programme, delivered at Stellenbosch in South Africa, continues to successfully develop potential international coaches, match officials and strength and conditioners. This year candidates benefited from the support and expertise of South Africa coach Heyneke Meyer and his management team, as well as Mark Lawrence, Liam Hennessey, Des Ryan, Richie Dixon, Phil Davies and Bernd Gabbei.

Turf talk

The One Turf concept encourages the use of multi-sport facilities through creating requirements to capture the performance and safety criteria of numerous sports. The topic was discussed at length at the latest One Turf Conference in London in November where sports bodies present were World Rugby, FIFA, FIH, AFL, Cricket Australia, RFL and NCAA. After extensive technical discussions, the One Turf Management Group was created to review the performance specification, promote the concept and implement strategic plans. The group will comprise a representative from each sport, two independent experts, two test institutes and a chairperson as chosen by the federations.

Preferred Turf Producers (PTPs)

Over the last four years of the scheme, the Preferred Turf Producers (PTPs) have installed a combined total of 205 regulation 22 compliant pitches. The current PTPs are ACT Global, Edel Grass, FieldTurf, Greenfields, Limonta, Polytan and SIS. These companies provide a turn-key solution and have proven track records in high quality rugby turf installations. All information relating to rugby turf and the PTP application process can be found at playerwelfare.worldrugby.org/oneturf.

205 Regulation 22 compliant pitches installed in four years

Research corner

World Rugby is committed to ensuring relevant areas of the game are being addressed through research projects

Regulation 12

A full review of the testing requirements within regulation 12 is being undertaken to establish if there are new test methods and materials which could, by their inclusion, strengthen the current standards. This review is still in the early stages and is due to be completed in the next two years.

Studs

A review of the testing protocols for studs is currently underway with Sheffield Hallam University assisting in developing a specific skin simulant for use in all aspects of testing as well as determining the exact properties of the comparator stud to be used.

GPS Units

A performance specification for GPS units is being developed with input from University

College Dublin, Sheffield Hallam University and two test institutes, Sports Labs and Labosport.

Goggles

The World Rugby goggles global trial is well underway and the feedback from the trial has been overwhelmingly positive. The creation of a specification for goggles is now centring on the optical requirements with the assistance of the University of Ulster.

World Rugby Research Unit

The creation of the research unit will formalise the process for all World Rugby funded research projects. Applications can be made directly to World Rugby and will be carefully considered for funding by the members of the group. More information on application guidelines will be released through the World Rugby website in early 2015.

‘The World Rugby goggles global trial is well underway and the feedback from the trial has been overwhelmingly positive’





RUGBY BUILDS CHARACTER

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#recogniseandremove – tackling concussion

World Rugby underscored its commitment to player welfare in 2014 by implementing a number of initiatives aimed at educating and informing everyone involved in rugby of concussion dangers, symptoms and procedures

At the heart of the strategy sits the #recogniseandremove campaign. This is aimed at educating and informing the public on the dangers of ignoring concussion, but more than that it is also a call to action to unite the rugby family in changing culture when it comes to concussion.

It isn't acceptable to ignore the symptoms or take risks and World Rugby continues to collaborate with its unions and other international bodies to ensure that the latest research and opinion is considered and strategies implemented to further protect players at all levels.

Launched in 2014

- » Appointment of an independent expert working group
- » Enhanced Head Injury Assessment process for elite rugby
- » Long-term health research commissioned
- » Public guidance document and poster in 12 languages – available at playerwelfare.worldrugby.org
- » #recogniseandremove social media campaign
- » #recogniseandremove educational video featuring top stars
- » Mandatory education for players, coaches and match officials at World Rugby tournaments, including Rugby World Cup

Concussion affects all contact sport and is a major focus area for World Rugby. The governing body takes a bottom-up approach to education, prevention and management, collaborating with its unions and a body of expert independent advisors to deliver policies and programmes to support the game.

Education sits at the top of World Rugby's and its unions' commitment to changing culture when it comes to taking concussion seriously at all levels of the game. The #recogniseandremove video will feature alongside player, coach and medic education at World Rugby tournaments and supplements education programmes delivered by individual unions on an ongoing basis.

Research-based advances in on-field assessment of head injuries and graduated return to play protocols are benefiting

the elite game, while at community level promotion of correct playing techniques and longer rest periods for youths is also supporting players. All of this is underpinned by research and guidance by a panel of field-leading independent experts.

An enhanced concussion education website featuring public guidance and key information on the Recognise and Remove programme in English, Spanish and Russian has also been launched.





Recognise and Remove

Rugby concussion education programme:

- » Concussion education module for union match day medical staff
- » Mandatory concussion education for IRB match officials
- » Mandatory concussion education components within the Rugby Ready programme (137,000 completions)
- » Mandatory education at IRB Junior World Championship and IRB Junior World Rugby Trophy
- » 12,000 completions of the concussion specific modules available at playerwelfare.worldrugby.org/concussion
- » 664 completions of the IRB Match Day Medical Staff course with a specific Pitch-side Suspected Concussion Assessment (PSCA) module
- » Education campaign visible to more than two million Facebook and Twitter followers

Player welfare the top priority

The sixth annual Medical Commission Conference took place in London in November, with medical experts from 32 unions coming together to discuss advances in player welfare, a top priority for World Rugby.

Among the topics was the issue of game and training load for elite players, and how they can best manage the number of training sessions and matches they play each season. Opinions and debate at the conference will form the basis of a report which will be published next year. The game load management report, which is ultimately aimed at preventing player burnout, will look at how to best monitor load across the game, as well as injury causation and the relationship between training and playing load.

One of the most important outcomes from the conference was the establishment of minimum standards of medical care at Rugby World Cup 2015. It was decided that minimum qualifications of medical staff, cardiac screening, completion of concussion education modules and other measures will be implemented to strengthen player welfare at the tournament in England.

With concussion still a hot topic of debate in rugby circles, the Head Injury Assessment process was discussed and the official research results of phase two were reviewed with the process now moving onto phase three.

All 32 unions represented at the conference were supportive of the advances made in the area of concussion prevention, research and management and education, specifically around the #recogniseandremove campaign.



playerwelfare.worldrugby.org/concussion

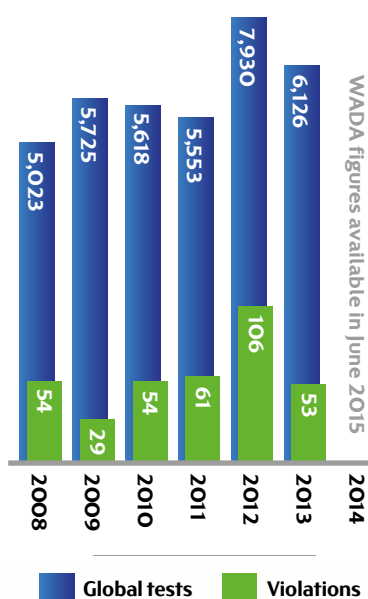


Left/right: Every aspect of player welfare is a top priority for World Rugby, from injury assessment and management to education programmes designed to increase awareness of welfare-related issues

Keep Rugby Clean

In 2014, the focus for World Rugby was on increasing education and awareness of anti-doping, reflected in huge increases in those participating in face-to-face and online education

Global number of rugby tests and anti-doping rule violations



The World Rugby anti-doping e-learning programme launched in June 2013 saw well over 3,800 people complete the programme for the calendar year. World Rugby look forward to this continuing into 2015.

Face-to-face education sessions are an important aspect not only at World Rugby tournaments but also regional and age grade events. The numbers taking part in these sessions increased five-fold with more than 3,300 attendees at various tournaments in 2014.

In South America, former Pumas legend and Keep Rugby Clean Ambassador Felipe Contepomi delivered anti-doping seminars at the CONSUR Under 19 Championship and the Argentina Under 19 league, delivering to more than 600 players. Continuing the theme of expanding education at youth level, Zimbabwe fully embraced anti-doping awareness, putting on seminars and workshops, a World Anti-Doping Outreach booth, and Keep Rugby Clean t-shirt giveaways at its annual

Dairibord Schools Rugby Festival with the assistance of World Rugby.

Another education tool which proved hugely successful in 2014 was an awareness video recorded with Sam Chalmers, who tested positive for a prohibited substance and received a two-year ban. In the video, the 20-year-old told his story and explained the impact the sanction has had on his life. World Rugby were pleased to be able to bring Sam to the Junior World Championship in New Zealand where he shared his experience with each of the 12 attending teams. The session was at times highly emotive but had a huge impact on all the players and team management. You can watch the video at youtu.be/OzhuFF_M1il

Positive feedback

World Rugby Anti-Doping Manager for Testing and Education Ilaria Baudo said: "The feedback from the sessions with Sam at the tournament were extremely positive. Many of the players and team management have described how touching his story has been, and how it's made them aware of the dangers and the consequences in taking prohibited substances.

"Sam is an incredibly brave young man and we are grateful for the time he has given to share his story with players of his generation. It has taken a huge amount of courage to put his hand up and try to turn his negative experience into a positive one."

World Rugby anti-doping cases in 2014

Member Union	Substance / Violation	Sanction
Moldova	19-norandrosterone	2 years
Sri Lanka	Prednisolone	6 months
2 other cases pending		

40%

Increase in traffic to the trilingual Keep Rugby Clean website (58,700 hits in 2014)

Total World Rugby conducted tests

**Out of
competition**

Total 1,325

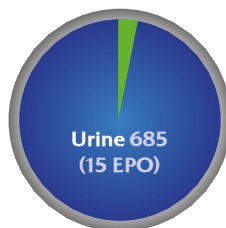
Blood 104 (hGH)



**In
competition**

Total 696

Blood 11 (hGH)



Overall test total 2,021*
(66% OOC to 34% in competition)

*Additionally 60 blood passport collected but not included in overall numbers

Women's RWC

**Out of
competition**

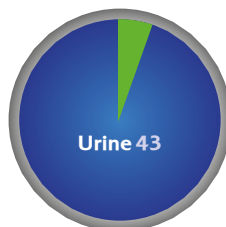
Urine 74



**In
competition**

Blood 3 (hGH)

Urine 43



Overall total 120

IRB strategic tournaments

**In
competition
Urine 56**



Regional tournaments

**In
competition
Urine 170**

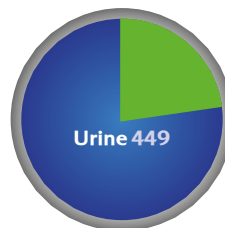


RWC 2015

**Out of
competition**

Blood 98 (hGH)

Urine 449



**In competition
(RWC 2015 qualifiers)**

Urine 116



Overall total 663*

*Additionally 42 blood passport collected but not included in overall numbers

Sevens

**Out of
competition**

Urine 407
(includes 61
women and
48 EPO)



**In
competition**

Blood 4 (hGH)

Urine 218
(4 EPO)



Overall total 629*

*Additionally 12 blood passport collected but not included in overall numbers

Under 20

**Out of
competition**

Blood 6 (hGH)

Urine 291
(5 EPO)



**In
competition**

Blood 4 (hGH)

Urine 82
(includes
8 EPO)



Overall total 383*

*Additionally 6 blood passport collected but not included in overall numbers



Keep Rugby Onside

2014 saw a significant expansion of World Rugby's comprehensive anti-corruption and betting programme, building upon the foundations of the integrity review which began in 2010

28,000+

visits to the Keep Rugby Onside website from

21,000

unique users in

167

countries

In May, World Rugby became the first international federation to join the International Olympic Committee's Integrity Betting Intelligence System (IBIS) which links the IOC, international federations, regulators, policing bodies and gambling operators through a sophisticated intelligence database.

World Rugby has also strengthened its relationship with the UK Gambling Commission to ensure a coordinated approach when implementing a comprehensive anti-corruption programme for Rugby World Cup 2015. The IBIS system and the Gambling Commission's intelligence capabilities have already been tested during tournaments in 2013 and 2014 with no irregularities reported.

World Rugby also added another strand to its monitoring capability in 2014 by expanding its betting monitoring to include all of its developmental tournaments and the men's and women's sevens matches played under its auspices. This increased capacity has and will continue to provide early warnings of suspicious betting where they arise, with

more than 350 gambling operators' systems feeding into the global monitoring system.

The virtual anti-corruption and betting education programme – now compulsory for all players, team and match officials at World Rugby tournaments – has been extended to 13 languages with additional resources available in 25 languages.

Learn from experience

In cooperation with other sports, the integrity.worldrugby.org website features interviews and case studies of players who were found to have committed match-fixing offences. They share their often tragic stories so that others can learn from their experiences.

The programme highlights the consequences of breaching the World Rugby Anti-Corruption Regulations (Regulation 6), union regulations and/or national laws and includes guidance on preventative steps for players, officials and others. This resource has now received more than 28,000 visits and 21,000 unique users from 167 countries across the rugby family.

To supplement the programme, World Rugby, many unions and regional associations have delivered education sessions to more than 2,000 players and officials in 2014. This included briefings for every team and match official prior to the first round of the Olympic qualification campaign.

World Rugby's efforts to protect the game and Keep Rugby Onside will continue to evolve in 2015.



"The programme highlights the consequences of breaching the World Rugby Anti-Corruption Regulations"

Discipline: a case study from Women's Rugby World Cup

First World Rugby tournament to use the new citing commissioner warning process

Women's Rugby World Cup 2014, which was held in France from 1-17 August, was notable from a disciplinary perspective because it was the first World Rugby tournament at which the new citing commissioner warning was implemented.

A citing commissioner warning is broadly equivalent to an off-field yellow card. World Rugby Regulation 17 was amended (effective from 1 July, 2014) so that citing commissioners are now entitled to issue a citing commissioner warning to a player who

commits an act of foul play which falls just short of warranting a red card.

The citing commissioner warnings are included for 'totting-up' purposes. A player who receives two citing commissioner warnings in a match is treated as if he or she has been ordered off and must attend a disciplinary hearing.

A player who accumulates three citing commissioner warnings and/or yellow cards in three or more matches during a tournament is required to appear at a disciplinary hearing.

Discipline at WRWC 2014

A total of four citing commissioner warnings and 27 yellow cards were issued throughout the World Cup. A total of five disciplinary hearings took place; three hearings arose out of players being cited for foul play, one was an appeal against a judicial officer's decision and one arose from a player receiving a red card.

The World Rugby designated disciplinary officer at WRWC 2014 carried out disciplinary functions, including managing the disciplinary processes and attending hearings, but also educating players and team managers.

Each team received education about on and off-field discipline together with the in-person Keep Rugby Onside education programme delivered across the tournament.



Match officials work hard towards Rugby World Cup

Just like players and fans, the world's best referees, assistant referees and television match officials have Rugby World Cup 2015 firmly in their sights

A huge amount of hard work has been going on since Craig Joubert blew the final whistle of RWC 2011 and the match officials are doing everything in their power to ensure they are ready for the start of the next edition in England. And just as the players will be working hard to secure selection, the top whistle-blowers will be desperate to force their way onto the RWC panel.

Time is running out for them to push for selection but with the RBS 6 Nations, Rugby Championship and assorted other international and domestic fixtures to take charge of in the meantime, there will be opportunities for match officials to impress.

For the 6 Nations, the decision was taken to select no fewer than 13 referees in order to give a maximum number of

officials the chance to impress selectors in a top-class match ahead of RWC 2015. As always, referees are accountable and must consistently demonstrate a high level of performance in order to be selected for the biggest fixtures and tournaments.

Close scrutiny

Match officials are accountable for every decision they make. All performances are scrutinised in minute detail by assessors, coaches and, crucially, by the referees themselves so that they continue to improve all the time. World Rugby has a plan in place to make sure the very best match officials are out there making the big decisions as the action unfolds at RWC 2015.

The World Rugby match officials' selection committee meets four times a year with a comprehensive programme of performance

review and coaching in place. World Rugby works closely with referee managers from the major member unions as well as the two big cross-border domestic competitions, Super Rugby and European Professional Club Rugby, to ensure a joined-up approach is taken in the area of referee development.

The committee, chaired by former Scotland and Lions flanker John Jeffrey, comprises former elite referees Lyndon Bray (SANZAR), Andrew Cole (SANZAR), Donal Courtney (European Professional Club Rugby) and Clayton Thomas (6 Nations) as well as World Rugby High Performance Match Officials Manager Joël Jutge.

Below: Referee Craig Joubert blows for full-time as the All Blacks celebrate their Rugby World Cup 2011 final victory



Olympic Solidarity

Optimising Olympic participation is a key strategic goal for World Rugby as we look to deliver on our promise of delivering a tournament the rugby and Olympic family will be proud of in 2016

World Rugby is working in collaboration with its regional associations and members to provide information and advice on how to collaborate with their respective Continental Associations (CAs) and National Olympic Committees to leverage support from Olympic Solidarity.

What is Olympic Solidarity?

Olympic Solidarity's aim is to organise assistance for all NOCs, particularly those with the greatest needs, so that they can develop their own administrative and sporting structures to favour the expansion of sport in their country.

Made up from the share of the broadcast rights from the Olympic Games, which belongs to the NOCs, the overall budget for Olympic Solidarity for the 2013-16 quadrennial is US\$438m, of which US\$165m has been allocated to world programmes which cover and reinforce all areas of sports development.

Is rugby eligible for Olympic Solidarity support?

Yes. Olympic Solidarity is already supporting World Rugby and regional association member unions.

Can a union apply for funding direct to the IOC?

No. However, an NOC may apply to Olympic Solidarity for support on behalf of a union.



What opportunities are available?

World Rugby regions and member unions are already benefiting from financial, technical and administrative support across a range of world programmes including:

- » Technical courses for coaches
- » Team support grants
- » Development of national sports structures
- » Olympic scholarships for coaches
- » Continental/regional association project funding

What resources are available to help maximise Olympic participation?

World Rugby has developed a range of resources to educate and assist regions and unions in their dealings with their Olympic counterparts, including toolkits and information on rugby's Olympic participation, the Olympic family, detail on Olympic Solidarity programmes, presentations and press release templates, etc.

World Rugby regional staff are also available to assist in developing proposals for project support that link in with the region/union's development plans.

What does my region/union need to do?

Rugby is well-regarded by the Olympic family and its values of integrity, respect, solidarity, passion and discipline are closely aligned with Olympic values. Many NOCs have embraced the return of rugby to the Olympics and where collaborative partnerships are formed between NOCs and national federations, greater cooperation and support is more evident.

"Approximately half of World Rugby's membership have already begun to benefit from their NOC making an application on their behalf"

60+ Unions benefiting from Olympic Solidarity support

25+ Technical coaching courses approved

20 UNIONS Team support grants awarded

"Since the launch of the 2013-16 quadrennial, more than US\$1.5m of Olympic Solidarity funding has been allocated to rugby projects worldwide, benefiting approximately 60 unions to date"



For further information and contact details, visit www.worldrugby.org/olympics/solidarity

The spirit of rugby

Applying rugby's values on and off the pitch

With long-held values of discipline, respect, integrity, passion and solidarity, rugby is attracting a growing interest from organisations active in using sport to improve wider society.

Increasingly viewed as the perfect vehicle to drive forward programmes to benefit youth engagement, community development, health, education, equality, humanitarian and peace initiatives, rugby has an important role to play.

World Rugby is working with its partners and stakeholders to utilise the power of the game to benefit society both on and off the pitch, and in locations where access to sport and even food seems to be more of a privilege than a right.

Among the many rugby-based initiatives happening worldwide, we've picked out two to illustrate just how the spirit of rugby and its values are being upheld and promoted.

£30 Enough for a child to receive school meals for a whole year

60+ Number of countries that WFP operates in worldwide



How to help

To find out more about WFP's work, please visit www.wfp.org



To make a donation, please visit www.wfp.org/tacklehunger

To promote the challenge to your social media network, please use **#RWCMMC**

Tackle Hunger's Million Meal Challenge

Following the extension of the Tackle Hunger partnership in 2013, World Rugby has been busy working with its humanitarian partner the UN World Food Programme (WFP) on an exciting campaign coinciding with the countdown to rugby's showcase event in 2015.

The Rugby World Cup Million Meal Challenge launched in 2014 with the goal of engaging the global rugby family to actively support the important work of the WFP in its mission to achieve zero hunger worldwide. As well as its emergency food aid and disaster relief programmes, WFP has a long established school feeding programme in more than 60 countries worldwide.

For Rugby World Cup 2015, the Million Meal Challenge aims to generate one million meals for the WFP school feeding programme to help nourish the bodies and minds of the world's hungry children.

A series of planned activations including opt-in donation opportunities, social media activity and in-stadia messaging will encourage the rugby family to take up the challenge to help build a brighter future for malnourished children. A visit by the Webb Ellis Cup to Madagascar enthralled local school children, beneficiaries of WFP school meals, who put on an exhibition match.

For just £30/US\$50 a child will receive school meals for an entire year. More than 85,000 meals have already been raised for the challenge thanks to the generosity of those who made an opt-in donation when purchasing RWC 2015 tickets as part of the rugby community ticket programme in May 2014. In September 2014 at the launch of public ticket sales, fans again had the opportunity to donate, illustrating the values that characterise the sport and its followers.



Haiti – building rugby from the ground up

Four years on from the devastating earthquake which killed more than 200,000 people and left 1.5m of the population homeless, the Sport For Hope Centre (SFHC) opened in Port-au-Prince in June 2014 following a commitment from the Olympic Movement in the aftermath of the earthquake. A significant moment in the rebuilding process, this brought a sense of normality back into people's everyday lives through access to sports facilities for recreation or competition.

In September, the SFHC and its One Turf international standard artificial grass field hosted 20 coaches taking part in several days of theory and practice sessions led by NACRA's regional development team. The aim? Prepare them to play and coach rugby, supported by local and non-Haitian rugby enthusiasts, desperate to get the sport established in the country.

The week built upon rugby foundations laid following a 2013 visit and workshop coordinated by the IOC, World Rugby and NACRA. Additionally, World Rugby initiatives with its partners SOS Kit Aid and Peace and Sport resulted in the delivery and distribution of quality rugby clothing and equipment.



Some participants had attended the 2013 workshop, though most were new to the sport. Hesitation about tackling was quickly overcome and the more they played, the more they loved it, wanting to share it with their compatriots. By day three, coaches had formed a committee to organise rugby, designed their first tournament and initiated plans to form a federation.

With support from World Rugby and NACRA, the SFHC organised the rugby coaching clinics, offering meals and transportation to bring potential rugby coaches from communities across Haiti. Similar support will be offered to young players coming to learn

rugby at the centre and World Rugby's Get Into Rugby programme will be used to engage more than 400 children in the future.

Incredible results given what Haiti went through – and all made possible through the collaboration of stakeholders, demonstrating the spirit of rugby and acting in solidarity at grassroots, national, regional and international levels.

Far left: Children in Madagascar, who are beneficiaries of WFP school meals, put on an exhibition match

Above: Coaches have taken part in a session at the Sport For Hope Centre to enable them to play and coach rugby

Below: The Sport For Hope Centre opened in Port-au-Prince, Haiti, in June 2014





FINANCIAL REPORT

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Meet the team in 2015

Financing the global game

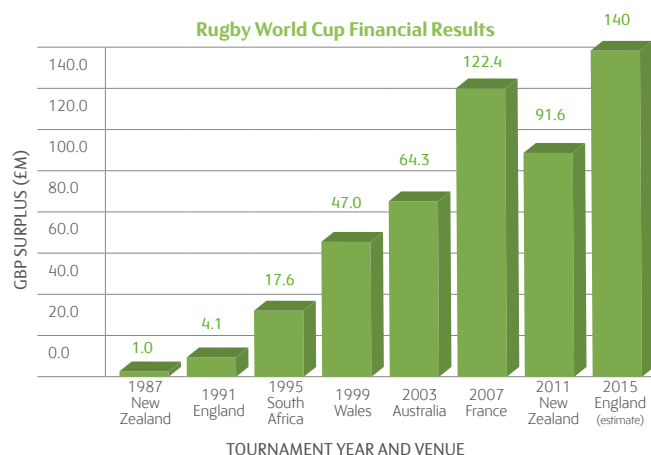
Rugby World Cup drives global investment

RWC income

Sitting at the top of the playing, coaching and officiating pathway, the quadrennial Rugby World Cup tournament is the commercial and financial vehicle that drives World Rugby's investment in the global game, supplying more than 90 per cent of World Rugby's revenues from broadcast, sponsorship and other commercial income (note that host unions collect ticket income). The phenomenal success of recent editions of the tournament, now firmly established as a prestigious global brand, has enabled investment at all levels, from grassroots participation to elite high performance.

Other sources

On top of Rugby World Cup income, World Rugby negotiates broadcast and sponsorship agreements for other products including its men's and women's sevens series and, in addition, uses its reserves from time to time to smooth investment levels and help fund core game investment programmes. Prudent cost reduction in recent years has also generated greater cost efficiency. It should be noted that World Rugby only retains necessary reserves, in the unlikely event of Rugby World Cup not taking place due to unforeseen circumstances.



	1987 New Zealand	1991 England	1995 South Africa	1999 Wales	2003 Australia	2007 France	2011 New Zealand
Participating Unions	16	31	52	69	82	94	92
Total ticket sales	600,000	1 million	1.1 million	1.7 million	1.9 million	2.2 million	1.35 million
Pool match ticket sales	270,000	649,000	617,000	1 million	1.45 million	1.65 million	983,000
TV reach [territories]	17	103	124	209	193	200	207
TV reach [audience]	230 million	1.4 billion	2.3 billion	3.1 billion	3.4 billion	4.2 billion	3.94 billion

World Rugby investment priorities

As the governing body for the game, World Rugby's remit covers from regulation to inspiration. World Rugby's top priorities for investment are clearly aligned to its strategic goals:

STRATEGIC GOAL	INVESTMENT AREA
Drive player welfare best practice	Player welfare (training and education)
Increase global participation	Development
Increase sustainability and competitiveness of international rugby	High performance and competitions (15s)
Optimise Olympic participation	High performance and competitions (sevens)
Maximise the value of all RWC/World Rugby properties	Revenue generation
Provide strong and effective leadership	Regulation (support operations)
Protect and promote rugby, its values, spirit and ethos	Inspiration (support operations)

Providing for the future of the game

Funding cycles

Each edition of Rugby World Cup provides the impetus for World Rugby's next four-year developmental funding cycle, which begins one year after the tournament's conclusion. Total investment in the game (excluding RWC 2015 related expenditure) for the current 2013-16 cycle is forecast at £199m, eclipsing the previous cycle's £150m by 33 per cent. Within this, the 2014 budget was £51m.

Investment focus

World Rugby's annual investment is focused on two main areas – game investments and support operations. Game investment programmes are further detailed on the opposite page. Support operations includes costs which support the development of the global game (such as promotion via broadcasting, internet, social media and publications; or appointments and training of match officials and judicial officers for international matches) and overheads associated with the day-to-day running of World Rugby (such as governance and administration of World Rugby and its subsidiary companies; or staffing costs in Dublin and abroad, including a team of regional managers).

WORLD RUGBY ANNUAL INVESTMENT (EXCLUDING RWC COMPETITIONS COSTS)	2014 (£m)
Game investments	
Training and education including player welfare	2.2
Development	8.2
High performance	7.3
Competitions	16.8
Sub-total, game investments budget	34.5
Support operations	16.0
Total budget	50.5

Investment decisions

World Rugby's annual investment is driven by management through annual operations plans and budgets, which are guided by the World Rugby Strategic Plan 2010-20 and sub-plans. Management recommends investment to the World Rugby Budget Advisory Committee, which reviews the budget and makes recommendations to the World Rugby Executive Committee. Both committees comprise World Rugby Council members.

In making game investment programme decisions, World Rugby's management works in close partnership with the six regional associations and the World Rugby Regional Advisory Committee (comprising the World Rugby Council representative of each regional association) which itself reports to the World Rugby Council.

World Rugby game investment programmes

Training and education including player welfare

Currently World Rugby's number one strategic goal and investment priority is driving player welfare best practice, which it actions through investment in player-focused research, laws, education, medical initiatives, equipment and anti-doping (Keep Rugby Clean) and integrity (Keep Rugby Onside) programmes.

Aligned with this are overarching major global training and education programmes for players, coaches, match officials and trainers, including specific modules on strength & conditioning and laws of the game. Note that training and education investment is also made through World Rugby development programmes.

ANNUAL TRAINING AND EDUCATION INVESTMENT	2014 (£M)
Laws, research and equipment initiatives	0.4
Medical initiatives	0.4
Game analysis	0.1
Anti-doping and anti-corruption programmes	0.7
Training and education programmes	0.6
Total budget	2.2

Development

In order to increase the playing population of 7.23m players and grow the global rugby family, World Rugby development services, in partnership with regional associations and member unions, now include specific modules: Get Into Rugby (mass participation), Leading Rugby (Union best practice), IMPACT Beyond (event maximisation through sport and business), new union development, commercial and sponsorship initiatives, women's rugby and the Olympics.

These complement the member union and regional association investment programme, which is allocated through a detailed application process and focuses on seven pillars of rugby organisational development: governance, administration, participation, training and education, competitions, performance and women's rugby.

ANNUAL DEVELOPMENT INVESTMENT	2014 (£M)
High performance unions (20) investment	2.6
Performance unions (11) investment	1.1
Development unions (69) investment	2.4
Regional associations (6) investment	1.5
Centralised programmes	0.6
Total budget	8.2

High performance

The main objectives of World Rugby's elite rugby investment are to maintain and improve standards of men's 15s at both tier one (the 10 Six Nations/Rugby Championship unions) and tier two (the other 10 RWC qualified unions) levels, with the ultimate goal of making Rugby World Cup as competitive as possible.

As elite rugby evolves, we are also developing initiatives for men's sevens, women's sevens and women's 15s. The member union investment programme, which is allocated through a detailed application process, focuses on 10 pillars of rugby high performance: programme management and governance, infrastructure, daily training environment, athlete welfare, sports science and sports medicine, HP coaches, HP referees, international competition plus research and innovation. Note that high performance investment is also made through World Rugby competitions programmes.

ANNUAL HIGH PERFORMANCE INVESTMENT	2014 (£M)
High performance tier one unions (10) investment	1.5
High performance tier two unions (10) investment	4.6
Performance and development unions (4) investment	0.6
Centralised programmes	0.6
Total budget	7.3

Competitions

With the Olympic Games in Rio de Janeiro a catalyst for development, rugby sevens tournaments are a key investment focus for World Rugby. In its new funding cycle, World Rugby continues to invest annually in a suite of regional and international tournaments in 15s and sevens, for men and women, at senior and age-grade levels (see pages 36-45). Note that quadrennial Rugby World Cup tournaments are funded directly from RWC income.

ANNUAL COMPETITIONS INVESTMENT (EXCLUDING RWC COSTS)	2014 (£M)
Fifteens high performance tournaments	5.1
Fifteens age-grade tournaments	2.1
Fifteens regional tournaments	2.8
Sevens high performance tournaments	5.7
Sevens regional tournaments	1.1
Total budget	16.8

General Information

COUNCIL MEMBERS AS AT 31 DECEMBER 2013

B Lapasset

Independent Chairman

O Hoskins

(South Africa)

Vice Chairman

J Spencer (England)

W Beaumont (England)

M Dodson (Scotland)

J Jeffrey (Scotland)

P Boyle (Ireland)

P Whelan (Ireland)

D Pickering (Wales)

G Davies (Wales)

M Hawker (Australia)

B Pulver (Australia)

M Eagle (New Zealand)

S Tew (New Zealand)

J Roux (South Africa)

P Camou (France)

J Laurans (France)

A Pichot (Argentina)

C Le Fevre (Canada)

G Dondi (Italy)

T Yabe (Japan)

O Morariu (FIRA-AER)

K Tokumasu (ARFU)

A Bougja (CAR)

H Schuster (FORU)

C Barbieri (CONSUR)

B Latham (NACRA)

B Gosper

Chief Executive Officer

Principal Bankers

Bank of Ireland

St Stephen's Green

Dublin 2

Auditors

PricewaterhouseCoopers

Chartered Accountants and

Registered Auditors

One Spencer Dock

North Wall Quay

Dublin

Statement of Council's responsibilities

STATEMENT OF COUNCIL'S RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS

The International Rugby Board (IRB) is the world governing and lawmaking body of Rugby Union. It is made up of 101 Member Unions and 18 Associate Member Unions. The IRB Council has a current representation of 25 voting members, a Vice Chairman and an Independent Chairman. It is comprised of representatives of Unions and Associations appointed as set out in the IRB Bye-Laws and acts in accordance with the powers conferred upon it by the IRB Bye-Laws.

The Council is required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the IRB and of its profit or loss and cash flow for that period. In preparing those financial statements, the Council is required to:

- » select suitable accounting policies and then apply them consistently;
- » make judgements and estimates that are reasonable and prudent;
- » comply with applicable accounting standards, subject to any material departures disclosed and explained in the financial statements; and
- » prepare the financial statements on the going concern basis, unless it is inappropriate to presume the association will continue its objectives.

The Council is responsible for maintaining records which disclose with reasonable accuracy the financial position of the association and its subsidiaries and to enable the Council to ensure that the

financial statements have been properly prepared. The Council is also responsible for safeguarding the assets of the association and its subsidiaries and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

B Lapasset, Chairman

B Gosper, CEO



Independent auditors' report to the council of the International Rugby Board

We have audited the consolidated financial statements for the year ended 31 December 2013 which comprise the Consolidated Income Statement, the Consolidated Balance Sheet, the Consolidated Cash Flow Statement, the Consolidated Statement of Change in Equity and the related notes. These financial statements have been prepared under the accounting policies set out therein.

Respective responsibilities of Council members and auditors

The responsibilities of the Council members for preparing the financial statements in accordance with International Financial Reporting Standards (IFRSs) are set out in the Statement of Council's Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). This report including the opinion, has been prepared for and only for the Council members as a body and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

We report to you our opinion as to whether the consolidated financial statements give a true and fair view, in accordance with IFRSs as adopted by the European Union.

We read the statement of Council's responsibilities and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board and generally accepted in Ireland. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the Council members in the preparation of the consolidated financial statements, and of whether the accounting policies are appropriate to the association's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the consolidated financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the consolidated financial statements give a true and fair view in accordance with IFRSs, of the state of affairs of the consolidated balance sheet as at 31 December 2013 and of the consolidated loss and cash flows for the year then ended.

*PricewaterhouseCoopers
Chartered Accountants and Registered
Auditors
Dublin*

CONSOLIDATED INCOME STATEMENT
- YEAR ENDED 31 DECEMBER 2013

	Notes	2013 Stg£	2012 Stg£
Revenue	5	6,652,982	7,833,686
Tournament related expenses	6	(11,223,691)	(8,847,033)
Grant related expenses	7	(22,674,289)	(22,833,163)
Administration expenses	8	(21,354,257)	(16,875,908)
Other income	9	2,074,439	3,493,498
Other gains - net	11	1,406,225	1,785,447
Loss before income tax		(45,118,591)	(35,443,473)
Income tax expense		(36,980)	(46,909)
Loss for the year		(45,155,571)	(35,490,382)

The notes on pages 84 to 94 are an integral part of these consolidated financial statements.

B Lapasset, Chairman

B Gosper, CEO

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
- YEAR ENDED 31 DECEMBER 2013

	2013 Stg£	2012 Stg£
Loss for the year	(45,155,571)	(35,490,382)
Fair value gain on available for sale financial asset	2,390,466	1,502,154
Total comprehensive loss for the year	(42,765,105)	(33,988,228)

The notes on pages 84 to 94 are an integral part of these consolidated financial statements.

B Lapasset, Chairman

B Gosper, CEO

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
- YEAR ENDED 31 DECEMBER 2013

	Total equity Stg£
Balance at 31 December 2011	154,040,835
Total comprehensive loss for the year	(33,988,228)
Balance at 31 December 2012	120,052,607
Total comprehensive loss for the year	(42,765,105)
Balance at 31 December 2013	77,287,502

The notes on pages 84 to 94 are an integral part of these consolidated financial statements.

B Lapasset, Chairman

B Gosper, CEO



CONSOLIDATED BALANCE SHEET - AS AT 31 DECEMBER 2013

	Notes	2013 Stg£	2012 Stg£
ASSETS			
Non – current assets			
Property, plant and equipment	12	123,361	221,269
Intangible assets	13	77,002	77,002
Deferred expenditure	14	3,040,134	709,140
Available-for-sale financial assets	15	94,237,993	86,806,337
		97,478,490	87,813,748
Current assets			
Trade and other receivables	16	6,435,170	3,139,803
Deposits	17	-	5,323,234
Cash and cash equivalents	17	37,972,299	43,594,499
		44,407,469	52,057,536
Total assets		141,885,959	139,871,284
EQUITY			
Capital and reserves			
Retained earnings	20	77,287,502	120,052,607
LIABILITIES			
Non-current liabilities			
Deferred revenue	18	56,182,328	13,301,230
Current liabilities			
Trade and other payables	19	8,416,129	6,517,447
Total liabilities		64,598,457	19,818,677
Total equity and liabilities		141,885,959	139,871,284

The notes on pages 84 to 94 are an integral part of these consolidated financial statements.

B Lapasset, Chairman

B Gosper, CEO

**CONSOLIDATED CASH FLOW STATEMENT
- YEAR ENDED 31 DECEMBER 2013**

	Notes	2013 Stg£	2012 Stg£
Cash flows from operating activities			
Cash generated from operations	21	9,031,388	43,083,524
Income tax paid		(37,329)	(30,697)
Grant payments		(17,454,866)	(35,027,046)
Net cash used in operating activities		(8,460,807)	8,025,781
Cash flows from investing activities			
Purchases of property, plant and equipment		(67,795)	(98,398)
Purchase of available for sale financial assets		(39,187,320)	(27,783,145)
Proceeds on disposal of available for sale financial assets		34,991,660	27,648,812
Interest received		2,074,439	3,493,498
Net cash (utilised by)/ generated from investing activities		(2,189,016)	3,260,767
Cash flows from financing activities			
Decrease in deposits		5,323,233	2,745,638
Net cash generated from financing activities		5,323,233	2,745,638
Net increase in cash and cash equivalents		(5,326,590)	14,032,186
Exchange (loss)/gain on cash and cash equivalents		(295,610)	249,090
Cash and cash equivalents at beginning of the year		43,594,499	29,313,223
Cash and cash equivalents at end of the year		37,972,299	43,594,499

The notes on pages 84 to 94 are an integral part of these consolidated financial statements.

B Lapasset, Chairman

B Gosper, CEO

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. General information

The International Rugby Board (IRB) is the world governing and law making body of Rugby Union. It is made up of 101 Member Unions and 18 Associate Member Unions.

The International Rugby Board is resident in Dublin at Huguenot House, St Stephen's Green.

These consolidated financial statements have been approved for issue by the Council of the International Rugby Board on 14 May 2014.

2. Summary of significant accounting policies

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

A. Basis of preparation

These consolidated financial statements have been prepared in accordance with International Financial Reporting Standards and IFRIC interpretations adopted by the European Union (EU). The consolidated financial statements have been prepared under the historical cost convention, as modified by the measurement of the fair value of available for sale financial assets. A summary of the more important group accounting policies is set out below.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of

revenues and expenses during the reporting period. Although these estimates are based on management's best knowledge of the amount, event or actions, actual results ultimately may differ from those estimates.

Standards, amendments and interpretations effective in 2013 but not relevant to the IRB's operations

The following new standards, amendments to existing standards and interpretations are mandatory for the first time for the financial year beginning 1 January 2013:

- IFRS 7 (Amendment) Financial instruments: Disclosures, on derecognition (effective 1 July 2011)
- IAS 12 (Amendment) Recovery of underlying assets (effective 1 January 2012).

The adoption of these standards and interpretations has not led to any changes in accounting policies.

The following new standards, amendments to existing standards and interpretations have been issued prior to the date of issuance of the Company's financial statements but have not been early adopted by the Company:

- IAS 32 (Amended) Financial instruments: Presentation, on classification of rights issues (effective 1 February 2011)
- IFRS 7 (Amendment) Financial instruments: Disclosures, on derecognition (effective 1 July 2011)
- IFRS 7 (Amendment)

- Disclosure - Transfer of financial assets (effective 1 July 2011, subject to EU endorsement)
- IFRS 1 (Amendment) First time adoption, on fixed dates and hyperinflation (effective 1 July 2011)
- IAS 12 (Amendment) Income taxes, on deferred tax (effective 1 January 2012)
- IAS 19 (Amendment) Employee benefits (effective 1 January 2013)
- IFRS 9 Financial instruments (effective 1 January 2013)
- IFRS 10 Consolidated financial statements (effective 1 January 2013)
- IFRS 11 Joint arrangements (effective 1 January 2013)
- IFRS 12 Disclosures of interests in other entities (effective 1 January 2013)
- IFRS 13 Fair value measurement (effective 1 January 2013)
- IAS 19 (Amendment) Financial Instruments (effective 15 January 2013)
- IAS 1 (Amendment) Presentation of items of other comprehensive income (effective for financial periods beginning on or after 1 July 2012).

It is not anticipated that the adoption of these standards and interpretations will have a material impact on the consolidated financial statements in the period of initial adoption.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

B. Consolidation

Subsidiaries are all entities over which the International Rugby Board has the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the International Rugby Board controls another entity. The International Rugby Board is made up of a number of subsidiaries, which are listed below:

IBFB Services (Ireland)

Limited - the company is engaged in providing financial and administrative services to various entities within the IRB group.

IB Tournaments Limited - the principal activity of the company is the promotion of Rugby Union and the organisation and administration of Rugby Union tournaments.

Rugby World Cup Limited - the company's principal activity is the licensing of rights emanating from the ownership of the Rugby World Cup.

RWC 2003 Limited - company previously involved in the organisation of Rugby World Cup 2003.

IRB Trust - the Trust is established for the sole purpose of the promotion and development of Rugby Union worldwide.

IRB Strategic Developments Limited - the company is

engaged in the application for the Dot Rugby Domain name.

International Rugby Development Limited - this company is the Corporate Trustee of the IRB Trust.

Rugby World Cup 2015 (Services) Limited - this company is engaged in the administration of Rugby World Cup 2015.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated but considered an impairment indicator of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the International Rugby Board.

C. Foreign currency translation**a. Functional and presentation currency**

Items included in the financial statements of each of the International Rugby Board's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in STG£, which is the International Rugby Board's functional and presentation currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates

prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement.

Changes in the fair value of monetary securities denominated in foreign currency classified as available for sale are analysed between translation differences resulting from changes in the amortised cost of the security, and other changes in the carrying amount of the security. Translation differences are recognised in profit or loss, and other changes in carrying amount are recognised in equity. Translation differences on non-monetary financial assets such as equities classified as available for sale are included in the fair value reserve in equity.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

D. Property, plant and equipment

The IRB does not hold any property. All plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the IRB and the cost of the item can be measured reliably. All repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Depreciation on plant and equipment is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

Fixtures and fittings:
5 years
Computer equipment:
3 years
Plant and equipment:
25 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount.

These are included in the Income Statement.

E. Intangible assets***Rugby World Cup Logo***

The Rugby World Cup logo represents costs incurred in registering the logo. The logo is regarded as having an indefinite useful life because, based on an analysis of all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows to the entity. The logo is not subject to amortisation and is tested annually for impairment. An impairment loss is recognised for the amount by which the asset's carrying value exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. To date an impairment loss has not arisen.

Website development costs

The costs incurred in developing the International Rugby Board's website are capitalised and amortised over 3 years.

F. Financial assets***Available-for-sale financial assets***

The International Rugby Board classifies all of its investments into the available-for-sale category. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date.

Regular purchases and sales of investments are recognised on trade-date – the date on which the IRB commits to purchase or sell the asset. Investments

are initially recognised at fair value plus transaction costs. Available-for-sale financial assets are subsequently carried at fair value. Investments are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the IRB has transferred substantially all risks and rewards of ownership.

Changes in the fair value of monetary securities classified as available-for-sale and non-monetary securities classified as available-for-sale are dealt with in the statement of comprehensive income.

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments recognised in equity are included in the income statement as 'gains and losses from investment securities'. Interest on available-for-sale securities calculated using the effective interest method is recognised in the income statement. Dividends on available-for-sale equity instruments are recognised in the income statement when the Group's right to receive payments is established.

The fair values of quoted investments are based on current bid prices.

The IRB assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of the security

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

below its cost is considered as an indicator that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement.

G. Trade receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the International Rugby Board will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the trade receivable is impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the income statement within

administration expenses. When a trade receivable is uncollectible it is written off against the allowance account for trade receivables. Subsequent recoveries of previously written off amounts are credited against administration expenses in the income statement.

H. Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

**I. Employee benefits
Pension obligations**

The IRB operates a defined contribution pension plan. A defined contribution plan is a pension plan under which the IRB pays fixed contributions into a separate entity. The International Rugby Board has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

The contributions are recognised as an employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

J. Provisions

Provisions for restructuring costs and legal claims are recognised when the International Rugby Board has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow

of resources will be required to settle the obligation; and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

K. Revenue recognition

Royalties from the licensing of television rights to broadcast the Rugby World Cup are recognised on the successful completion of the respective Rugby World Cup tournament. Instalments received prior to this date are deferred as they may be repayable, in whole or in part, at any time up to the completion of the Rugby World Cup upon the occurrence, for any reasons, of one of more of the following conditions specified in the contract agreements:

- Cancellation and/or rescheduling of the events and/or non availability of feed of events to the licensee.
- Either party has committed a material breach of any of its obligations which cannot be remedied.
- Either party has committed a material or repeated breach of any of its obligations and fails to remedy such breach.
- The other party goes into liquidation or an administrator or receiver is appointed over the whole or any part of that other party's assets.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

- The other party ceases or threatens to cease to carry on business or is removed from the relevant register of companies.

Interest earned on instalments received is for the benefit of the International Rugby Board and is recorded as interest income.

Other revenue

Other revenue is generated from the sale of sponsorship rights, hospitality rights and licensing rights. Those which are related to the Rugby World Cup tournament are deferred to the year in which the event is held as they may be repayable in whole or in part upon the occurrence of similar conditions which apply to the broadcasting rights agreements. Revenues related to other tournaments are recorded in the period in which the relevant tournament takes place.

Financial income

Interest income is recognised on an effective yield basis and dividend income is recognised when the right to receive payment is established.

L. Leases

The IRB has no finance leases of property, plant and equipment where the Group has substantially all of the risks and rewards of ownership.

All leases undertaken by the IRB are operating leases in which a significant portion of the risks and rewards are retained by the lessor. Payments made under such operating leases, excluding contingency payments, are charged to the income statement on a straight – line basis over the period of the lease.

M. Grants

The IRB distributes discretionary investment grants through the IRB Trust. These are charged to the Income Statement in the year in which the liability to distribute the grant falls due. Unpaid investment grants are accrued for two years only. Grants which remain unpaid after that date, because of non-compliance with the terms and conditions applying to their payment, are credited back to the income statement.

3. Financial risk management

Financial risk factors

The International Rugby Board's activities have the potential to expose it to a variety of financial risks including foreign exchange risk, credit risk and interest rate risk. Its overall risk management programme seeks to minimise potential adverse effects on the International Rugby Board's activities. The IRB uses derivative financial instruments to hedge certain risk exposures.

Risk management is carried out by the IRB management under policies approved by the Council of the International Rugby Board. The Council provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity.

a. Foreign exchange risk

The IRB operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the pound sterling. Foreign exchange risk arises from future commercial

transactions and recognised assets and liabilities.

To manage their foreign exchange risk arising from future commercial transactions and recognised assets and liabilities and when considered appropriate and necessary, entities in the Group use forward contracts, transacted by the Finance Department. Foreign exchange risk arises when future commercial transactions, recognised assets or liabilities are denominated in a currency that is not the entity's functional currency.

b. Price risk

The group is exposed to equity securities price risk because of investments held by the group and classified on the consolidated balance sheet either as available for sale or at fair value through profit or loss. The group is not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the group diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the group.

c. Fair value and cash flow interest rate risk

Interest rate risk arises from cash deposits and variable interest available-for-sale securities. The group monitors the impact of interest rate movements on the fair value and interest income received from financial instruments that are subject to the variable rate.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

d. Credit risk

The IRB has no significant concentrations of credit risk. Substantially all of its revenues are generated from the licensing of television broadcasting rights and other commercial rights and the IRB believes that that all amounts due under such rights are fully collectible.

e. Liquidity risk

The IRB holds significant cash deposits and as a result does not have any significant liquidity risk.

4. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The International Rugby Board makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. However the International Rugby Board considers that there are no significant estimates, judgements or assumptions applied in the current financial year as a result of which there is a risk of causing a material adjustment to the carrying amounts of assets and liabilities.

5. Revenue

	2013 Stg£	2012 Stg£
Revenue is analysed as follows:		
Broadcasting	234,198	581,215
Sponsorship	3,478,274	4,567,129
Merchandising and other income	2,940,510	2,685,342
	6,652,982	7,833,686

6. Grant related expenses

During 2013 the International Rugby Board incurred £22,674,289 of grant expenditure, which was distributed to tournaments and member unions. (2012: £22,833,163).

7. Administration expenses by nature

	2013 Stg£	2012 Stg£
Depreciation (note 12)	165,703	190,309
Employee benefit expense (note 10)	7,695,382	6,953,230
Development expenses	6,947,574	5,317,030
Finance and administration expenses	2,089,939	1,004,090
Member services	2,064,553	1,311,896
Other expenses	2,391,106	2,099,353
Total administrative expenses	21,354,257	16,875,908

	2013 Number	2012 Number
Number of employees	74	68

	2013 Stg£	2012 Stg£
Finance and administration expenses include :		
Audit fee	21,250	21,250
Council member attendance fees	388,898	388,463

8. Other income

	2013 Stg£	2012 Stg£
Income from financial assets	2,074,439	3,493,498

9. Other gains - net

	2013 Stg£	2012 Stg£
Gain arising on the disposal of available for sale financial assets	845,530	1,437,773
Foreign exchange gains	560,695	347,674
	1,406,225	1,785,447

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

10. Employee benefit expense

	2013 Stg£	2012 Stg£
Wages and salaries	6,696,241	6,018,126
Social security costs	658,264	630,485
Pension costs – defined contribution plans	340,877	304,619
	7,695,382	6,953,230

11. Income tax expense

	2013 Stg£	2012 Stg£
Income tax expense	36,980	46,909

Under Irish tax law the International Rugby Board is largely exempt from paying tax.

A minimal taxation expense was incurred in the current financial period. This expense arose within the following entities:

- IRFB Services Limited
- RWC 2003 Limited
- IB Tournaments Limited
- Rugby World Cup 2015 (Services) Limited

12. Property, plant and equipment

	Furniture, fittings and equipment Stg£
Year ended 31 December 2012	
Opening net book amount	313,180
Additions	98,398
Depreciation charge	(190,309)
Closing net book amount	221,269
At 31 December 2012	
Cost	2,176,717
Accumulated depreciation	(1,955,448)
Net book amount	221,269
Year ended 31 December 2013	
Opening net book amount	221,269
Additions	67,795
Depreciation charge	(165,703)
Closing net book amount	123,361
At 31 December 2013	
Cost	2,575,342
Accumulated depreciation	(2,451,981)
Net book amount	123,361

The depreciation expense has been charged entirely within “administration expenses”.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

13. Intangible assets

	Rugby World Cup Logo Stg£
Year ended 31 December 2012	
Opening net book amount	77,002
Amortisation charge (note 7)	-
Closing net book amount	77,002
At 31 December 2012	
Cost	77,002
Accumulated amortisation and impairment	-
Net book amount	77,002
Year ended 31 December 2013	
Opening net book amount	77,002
Amortisation charge (note 7)	-
Closing net book amount	77,002
At 31 December 2013	
Cost	77,002
Accumulated amortisation and impairment	-
Net book amount	77,002

The Rugby World Cup Logos are considered to have an indefinite life because it is considered that there is no foreseeable limit to the period over which this asset is expected to generate cash flows. As the cash inflows to the IRB as a result of the successful completion of the World Cup tournaments are expected to be significantly in excess of the net book amount of these intangible assets no impairment is considered to have taken place.

14. Deferred expenditure

	2013 Stg£	2012 Stg£
Broadcasting	1,981,584	315,840
Sponsorship	98,550	251,250
Merchandising	960,000	142,050
	3,040,134	709,140
Beginning of the year	709,140	-
Deferred during the period	2,330,994	709,140
Released to expenditure	-	-
End of the year	3,040,134	709,140

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

15. Available-for-sale financial assets

	2013 Stg£	2012 Stg£
Beginning of the year	86,806,337	83,732,077
Additions	39,187,320	27,783,145
Disposals	(34,146,130)	(26,211,039)
Revaluation surplus	2,390,466	1,502,154
End of the year	94,237,993	86,806,337

	2013 Stg£	2012 Stg£
Available-for-sale financial assets includes the following:		
Listed securities:		
– Equity securities – eurozone countries	5,567,267	1,921,864
– Equity securities – US	12,260,315	2,307,144
– Equity securities – UK	9,927,061	7,924,695
– Equity securities – other	24,598,363	4,502,408
	52,353,006	16,656,111
– Interest securities – eurozone countries	8,849,892	13,769,900
– Interest securities – US	2,861,294	11,364,511
– Interest securities – UK	15,509,398	29,545,335
– Interest securities – other	14,669,403	15,470,480
	41,884,987	70,150,226
	94,237,993	86,806,337

At 31 December 2013 retained earnings included a cumulative surplus of Stg£6,046,888 (2012 surplus of Stg£3,656,422) in respect of unrealised fair value gains on available for sale financial assets.

The maximum exposure to credit risk at the reporting date is the fair value of the securities classified as available for sale.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

16. Trade and other receivables

	2013 Stg£	2012 Stg£
Trade receivables	4,424,377	1,582,283
Less: provision for impairment of receivables	(47,605)	(254,294)
Trade receivables – net	4,376,772	1,327,989
Prepayments	2,058,398	1,811,814
	6,435,170	3,139,803

There is no difference in the fair value of trade and other receivables and the amounts stated above. The movement and the provision for impairment of receivables reflects a charge to the income statement during the year which was included in “administration expenses”. Given the nature of the IRB’s operations standard credit terms do not apply. At the year end date none of the unimpaired trade receivables above were considered to be overdue. Prepayments do not contain any impaired assets. The maximum exposure to credit risk is the carrying value of each receivable noted above. The IRB does not hold any collateral as security.

17. Cash and cash equivalents

	2013 Stg£	2012 Stg£
Cash at bank and in hand	3,617,725	3,285,351
Short-term bank deposits	34,354,574	40,309,148
	37,972,299	43,594,499

The effective interest rate on short-term bank deposits was 0.6% (2012: 1.2%); these deposits have an average maturity of 30 days (2012: 35 days).

The effective interest rate on deposits with maturity between 3 to 12 months was 0.75% (2012: 1.3%); these deposits have an average maturity of 63 days (2012: 81 days).

Cash at bank and in hand and all deposits are held with financial institutions with either a Standard and Poor’s AA, A or BB+ or C-rating.

18. Deferred revenue

	2013 Stg£	2012 Stg£
Broadcasting	33,357,029	5,397,662
Sponsorship	20,297,820	5,527,500
Merchandising	2,527,479	2,376,068
	56,182,328	13,301,230
Beginning of the year	13,301,230	1,283,439
Deferred during the period	44,822,724	13,301,230
Released to income	(1,941,626)	(1,283,439)
End of the year	56,182,328	13,301,230

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

19. Trade and other payables

	2013 Stg£	2012 Stg£
Trade payables	5,268,307	948,854
Accrued expenses	3,139,140	5,559,562
Corporation tax payable	8,682	9,031
	8,416,129	6,517,447

There is no difference in the fair value of trade and other payables and the amounts stated above

20. Retained earnings

The retained earnings balance includes a non-distributable Catastrophic Injury Reserve of Stg£9,526,000.

21. Cash generated from operations

	2013 Stg£	2012 Stg£
Loss for the period before taxation	(45,118,591)	(35,443,473)
Adjustments for:		
- Depreciation (note 12)	165,703	190,309
- Profit on disposal of available for sale financial assets	(845,530)	(1,437,773)
- Interest income	(2,074,439)	(3,493,498)
- Grants	22,674,289	18,339,328
- Gain on foreign exchange	291,944	(268,759)
Changes in operating capital		
- Trade and other receivables	(3,297,013)	64,495,275
- Trade and other payables	(3,315,079)	(10,606,536)
- Deferred revenue	42,881,098	12,017,791
- Deferred expenses	(2,330,994)	(709,140)
Cash generated from operations	9,031,388	43,083,524

22. Commitments

The IRB has made commitments to provide a total of approximately Stg£10.7m in Strategic Investment funding over the next year.

The IRB has made commitments to its Member Unions to pay grants at a level of approximately Stg£8.2m over the next year.

IB Tournaments Limited, an entity wholly owned by the IRB, has entered into firm commitments to pay participation fees of Stg£1,330,645 (US\$2,062,500) and Host Union Tournament marketing fees of Stg£1,000,000 for the IRB Sevens in 2013/2014.

The IRB, through its wholly owned entity, Rugby World Cup Limited, has entered into formal agreements with the RFU

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

and JRFU awarding them the right to host the Rugby World Cup in England in 2015 and Japan in 2019 respectively. Rugby World Cup Limited has entered into a formal agreement with Federation Française de Rugby awarding them the right to host the Women's Rugby World Cup in France in 2014.

Operating lease commitments

At the balance sheet date, the Group has outstanding commitments under non-cancellable operating leases, which fall due as follows:

	2013 Stg£	2012 Stg£
Not later than one year	288,347	292,375
Later than one and no later than five years	1,153,388	1,169,500
Later than five years	720,868	1,023,313
	2,162,603	2,485,188

Operating lease commitments

The majority of the lease commitments of the IRB relate to the lease of its headquarters at 35-38 Huguenot House, St. Stephen's Green, Dublin 2, Ireland. The lease ends in July 2021, with a break clause occurring in 2016.

23. Contingencies

The board is not aware of any contingent liabilities or contractual events material to the accounts requiring provision at the end of the year.

24. Approval of financial statements

The financial statements were approved by the directors on 14 May 2014.

World Rugby Meet the team in 2015

Chairman's Office

Bernard Lapasset
Chairman

Chief Executive's Office

Brett Gosper
Chief Executive Officer
Myra McGlynn
Chairman and CEO Office Manager

Commercial Department

Murray Barnett
Head of Broadcast, Marketing and Commercial
Michaela Snoeck
Commercial and Broadcast Manager
Jeanne Gardner de Beville
Marketing, Broadcast and Commercial Administrator

Communications Department

Dominic Rumbles
Head of Communications
James Bass
Social Media Content Executive
Karen Bond
Web and Publications Editor
Tom Chick
Social Media Editor
Tecwyn Davies
Digital Media Project Manager
James Fitzgerald
Media Manager
Sarah Griffiths
RWC Digital Operations Project Manager
Bree Hassanein
Brand and Events Manager
Lynda Jones
Brand Co-ordinator
Dominic Kelly
Digital Operations Manager
Seb Lauzier
Programming and Content Manager
Eoin McHugh
Tournament Communications Manager

Competitions and Performance

Mark Egan
Head of Competitions and Performance
Beth Coalter
Sevens Operations Manager
Clara Gonzalez
Tournaments Co-ordinator
Michael Groom
Regional Tournaments Manager – Oceania

Peter Horne

High Performance Manager Asia Pacific
Alison Hughes
Tournament Operations Manager
Joël Jutge
High Performance Match Official Manager
Simon Kibble
Tournament Operations Manager
Avan Lee
General Manager – Sevens
Paddy O'Brien
High Performance Sevens Referee Manager
Tracy O'Callaghan
Referee and Tournaments Administrator

Development and International Relations

David Carrigy
Head of Development and International Relations
Michael Arpaillange
Regional Development Manager – Europe
Jean-Luc Barthes
Rugby Services Manager – Africa
Morgan Buckley
General Manager Development
Susan Carty
Women's Development Manager
Bruce Cook
Rugby Services Manager – Oceania
Gilles Fabre
Translation Co-ordinator
Will Glenwright
Regional General Manager – Asia/Oceania
Tom Jones
Regional General Manager – North America and Caribbean
Douglas Langley
Regional Development Manager – Europe
Colum Lavery
Member Services Manager
Aurélié Lemouzy
Development Programmes Officer
Jaime McKeown
External Relations Project Officer
Anne O'Callaghan
Development Coordinator
Declan O'Dwyer
Development and International Relations Co-ordinator
Santiago Ramallo
Regional Development Manager – South America
Ridzal Saat
Rugby Services Manager – Asia

Finance Department

Robert Brophy
Chief Financial Officer
John Corbett
Information Technology Manager
Ronan Donagher
Information Technology Officer
Margaret Downey
Accounts Payable/Payroll Officer
Anthony Downey
Management Accountant (Projects)
Lynn Donohoe
Accounts Receivable/Finance Coordinator
Darren Gibson
Information Technology Desktop Support
Chris McCarthy
Senior Management Accountant
Paul Pringle
Group Financial Accountant
Clare Skelly
Enterprise Resource Planning Project Manager
Susan Spellman
Finance Manager

Legal Department

Susan Ahern
Head of Legal and Legislative Affairs
Barbara Clancy
Legal Counsel
Joyce Hayes
PA to Head of Legal and Legislative Affairs
Patrick Lloyd
Acting Legal Counsel
Christina McGuckian
Intellectual Property Lawyer
Caroline Nolan
PA to Legal and Legislative Affairs Department
Yvonne Nolan
Legal Counsel
Julie O'Mahony
Senior Legal Counsel
Ben Rutherford
Legal Counsel

Organisational Development

Steve Griffiths
Head of Organisational Development
Sarah Carew
Human Resources Co-ordinator
Lisa Lowry
Human Resources Manager

Rugby World Cup

Alan Gilpin
Head of Rugby World Cup
Ross Aitken
RWC Venues and Cities Manager
Nicola Alesbrook
RWC Tournament Manager
Jonathan Bagnall
Ticketing Administrator
Enda Connolly
RWC Team Services Manager
Jennifer Hill
Marketing and Communications Project Manager
Linda Hoey
RWC Host Union Services Manager
Louise Jolly
RWC Ticketing Manager
Simone Papirnik
RWC Project Officer
Nic Rodgers
RWC Coordinator

Technical Services

Mark Harrington
Head of Technical Services
Ilaria Baudo
Anti-Doping Manager – Testing and Education
Ross Blake
Anti-Doping Co-ordinator
Marc Douglas
Research Co-ordinator
Phil Dunne
Game Analyst
David Ho
Anti-Doping Manager – Compliance and Results
Ben Hester
Game Analyst
Rhys Jones
Game Analysis Manager
Jock Pegg
Training Manager Workforce and Product Development
Dr Martin Raftery
Consultant to Technical Services
Troy Reneker
Anti-Doping Co-ordinator
Leanne Walsh
Research and Equipment Manager
Jennifer Wilson
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