

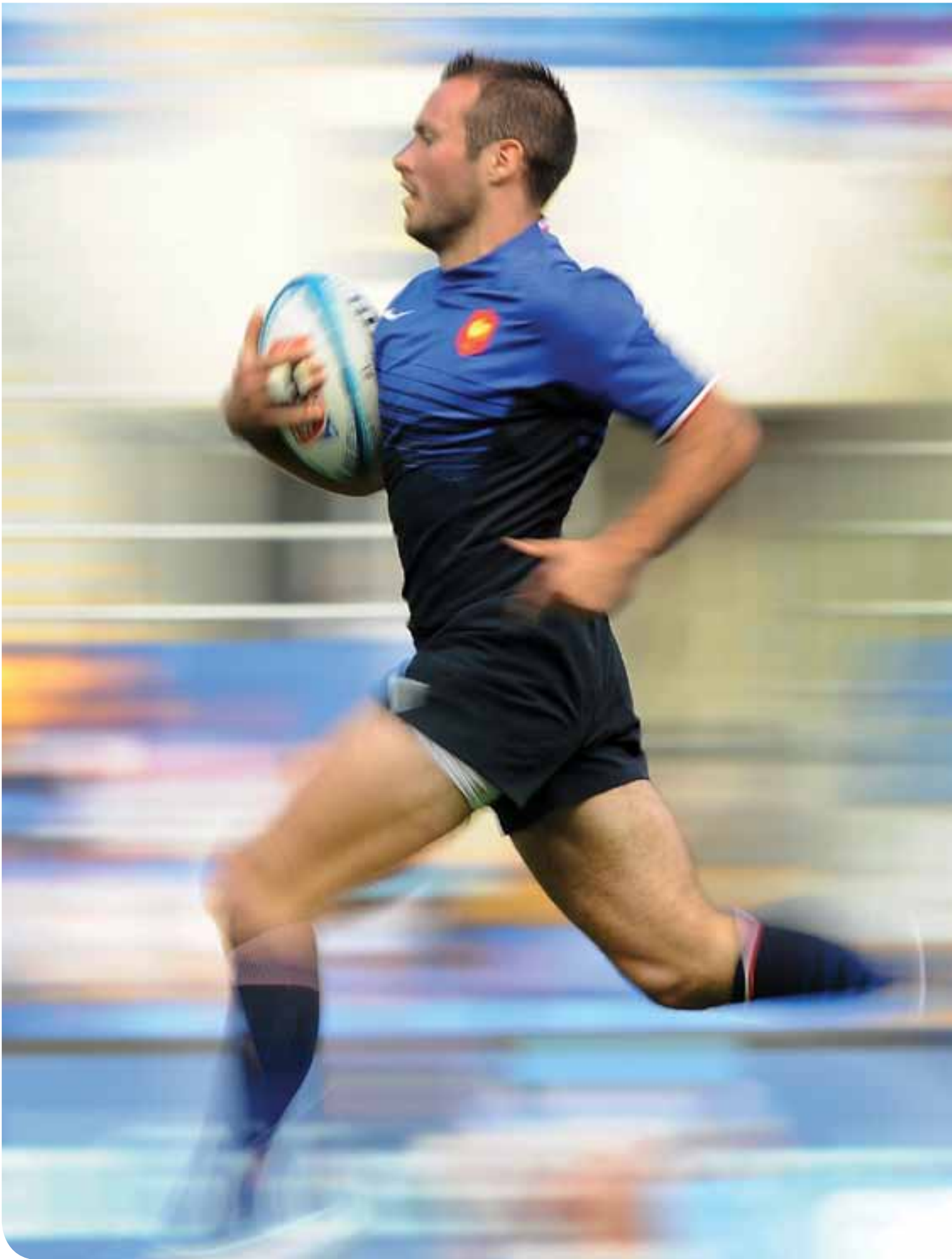
# INTERNATIONAL RUGBY BOARD



Year in Review  
**2012**



**United in growing the  
Game around the world**





# Rugby:

Building  
character  
since **1823**

**integrity**

**respect**

**solidarity**

**passion**

**discipline**

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# A phenomenal



Chers amis,

Welcome to the 2012 IRB Year in Review, a comprehensive account of what has been another exciting year for Rugby around the world.

It is hard to believe that a year has passed since Richie McCaw held aloft the Webb Ellis Cup to cap an exceptional Rugby World Cup that exceeded all sporting and cultural expectations, not to mention firmly establishing the tournament as one of the world's premier sporting events.

The baton has passed to England, where sports mania abounds after the successful hosting of the London 2012 Olympic and Paralympic Games and we look ahead to 2015 with excitement, anticipation and what promises to be an exceptional Rugby World Cup – a seven-week nationwide festival that will showcase the sport and England's culture, heritage, innovation and hospitality the length and breadth of the country – providing over two million opportunities to see the world's best players.

Of course, Rugby World Cup is more than just 48 matches. It has enabled the IRB to pump £150 million into the Game between 2009 and 2012

to deliver new tournaments, support Unions, promote participation and deliver player welfare, training and education programmes in order that this sport we all love can continue to flourish.

I am confident that we have in place the processes and platforms to do just that. Tournaments such as the IRB Americas Rugby Championship, IRB Nations Cup and IRB Pacific Nations Cup, coupled with the beginning of an expanded Tours and Test schedule in 2012, mean that the second tier of nations are able to continually benchmark their performances against the world's best teams.

On the field, we welcomed Argentina into The Rugby Championship and a rightful place at the top table and they performed admirably against the world's top three ranked teams. Fiji and Samoa welcomed Scotland for the first Tier One tour to the Pacific Islands since 2003. A spectacular IRB Junior World Championship in South Africa saw the host nation break New Zealand's grip on the trophy before 35,000 fans packed into Newlands.

Sevens continues to go from strength to strength with the HSBC Sevens World Series breaking yet



# year 2012

more records on and off the field, while the sheer competitiveness of the inaugural IRB Women's Sevens World Series underscores our ongoing commitment to the growth and development of the Women's Game.

We are three years on from the Olympic decision and the positive effect of inclusion is being felt across our 118 Member Unions. Sevens has gone mainstream and, propelled by being in the Rio 2016 Olympic Games cycle, the profile and prestige will only grow.

The IRB remains committed to investment at all levels. Players are at the very heart of our Game and we continue to ensure that player welfare is central to all that we do. The new pitch-side concussion assessment

trials are a positive innovation and are certainly delivering what was intended of them, while we continue to be at the forefront of concussion research as a sponsor of the International Consensus Conference on Concussion in Sport in Zurich.

The good news is that injury rates in Rugby are falling. There is, of course, more that we can be doing and we are committed to working in partnership with our Unions to deliver best-practice models and practices across the spectrum of medical and player welfare areas.

The year also saw the implementation of Law trials and so far the feedback has been encouraging from players and coaches. It is important that we continually take stock and review

trends in the Game and the way it is played at all levels, to ensure that Rugby retains its unique character and is as enjoyable to play, coach, officiate and watch as possible.

2013 promises to be just as exciting as we all look forward to RWC Sevens in Moscow and an indication of progress ahead of 2016. We also look forward to announcements regarding ticketing, venues and the match schedule for RWC 2015. It will be another big year!



Bernard Lapasset  
Chairman,  
International Rugby Board

## The IRB Council



**Back row:** G Davies (Wales), K Tokumasu (ARFU), R Paganini (CONSUR), A Bougja (CAR), J Roux (South Africa), P Carreras (Argentina), J O'Neill (Australia), P Whelan (Ireland), J Spencer (England). **Middle row:** B Nolan (Scotland), P Camou (France), D Pickering (Wales), JC Baqué (FIRA-AER), S Tew (New Zealand), J Jeffrey (Scotland), M Hawker (Australia), B Beaumont (England), A Conway (FORU), R Brophy (Acting Chief Executive Officer). **Front row:** G Dondi (Italy), B Latham (NACRA), J Laurans (France), O Hoskins (South Africa, Vice Chairman), B Lapasset (Chairman), G Mourie (New Zealand), P Boyle (Ireland), T Yabe (Japan), C Le Fevre (Canada).



**SOUTH AFRICA**

**NEW ZEALAND**

**SAMOA**

**ARGENTINA**

**SCOTLAND**

**TONGA**

**ASIA 1**

**EUROPE 1**

**AMERICAS 2**

**AFRICA 1**



**RUGBY  
WORLD CUP  
2015**

**Eng  
28**

# 2012 highlights

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## Key Council / EXCO news and decisions 2012

### Gosper appointed CEO

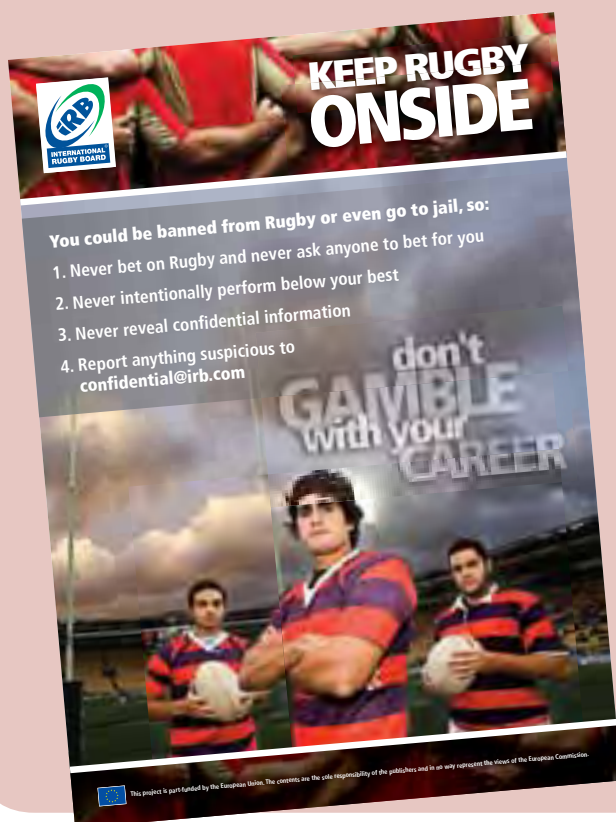
Brett Gosper was appointed Chief Executive Officer of the International Rugby Board by the Executive Committee in July

Vastly experienced and with an impressive sport and business track record, Gosper is responsible for the day-to-day operations of the IRB in line with the 2010-2020 Strategic Plan as mandated by the IRB Council, including the delivery of the Rugby World Cup in his dual role as Managing Director of Rugby World Cup Limited, the implementation of development, investment and player welfare

strategies and Rugby's successful return to the Olympic Games in 2016. A Rugby man and former player with Racing Club in France and Australia Under 21, Gosper joined the IRB following a distinguished career with major international businesses, most recently as Chief Executive Officer of McCann Erickson Europe, Middle East and Africa and Chief Executive Officer of McCann Erickson USA.



## Enhanced Game-wide integrity education programme launched



The IRB has launched an unprecedented anti-corruption and betting education programme, aimed at protecting the global Rugby family

The programme, which will be rolled out across Member Unions during 2013, is at the heart of revisions to Regulation 6 unanimously approved by the IRB at its Special Meeting of Council. The new Regulation will become effective from January 3 2013.

The revised Anti-Corruption Regulations establish a set of regulations and a scheme of enforcement and sanctions that will apply across the Game at Test and professional Rugby level.

Key features of the integrity programme include:

- Enhanced regulations to prevent match fixing, spot fixing and misuse of inside information
- Zero tolerance of corruption with potential life bans
- Prevention of corrupt outsiders entering the Game
- Detailed education campaign aimed at players, match officials, Union and club personnel

The IRB recognises that education is key to the successful implementation of these revised Anti-Corruption Regulations. The IRB will work with its Member Unions to run an intensive programme of education for all stakeholders, including the delivery of workshops, online and printed materials.



# Law review key to Game's appeal

Rugby is an ever evolving sport and as such it is important the Laws of the Game keep pace with how it is being played. For this reason a number of important Law amendments are currently being trialled that will hopefully improve Rugby for players and spectators alike at every level

In addition to proposed Law changes, one of the principal differences is a revised scrum engagement sequence that brings with it the unanimous backing of the IRB's expert Scrum Steering Group.

The trial, which incorporates the sequence "crouch, touch, set", has been in place from the start of the 2012-13 seasons in each hemisphere and forms part of the IRB's ongoing commitment to improving the scrum phase of the Game.

The group examined the results of extensive testing of engagement sequence variations in live and machine environments in a trial driven by the IRB Scrum Forces Project, which is run by the University of Bath in conjunction with the RFU.

IRB Rugby Committee Chairman Graham Mourie said: "Most people

accept the scrum is problematic, accounting for roughly 17 per cent of match time in elite Rugby and with more than 50 per cent of scrums resulting in collapses or resets.

"The IRB is committed to addressing these issues and has tasked the specialist steering group to identify the causes and to identify solutions. This is a positive first step."

The other Law trials feature five proposed amendments. This initiative, which follows an extensive consultation and analysis process, also includes the formation of a fully consultative Laws Representative Group, comprising technical representatives from the top Unions as well as representatives of the IRB Rugby Committee.

The Laws, and details of the proposed amendments, can found at [www.irblaws.com](http://www.irblaws.com).

Meanwhile, the IRB and its Member Unions have underscored their commitment to consistent and accurate match officiating by sanctioning and supporting a further global trial that extends the powers of the television match official (TMO) from the start of the 2013 season.

The set of protocols being trialled will allow referees to consult the TMO for potential infringements up to two phases before the try is scored, as well as for all instances of potential foul play during the match.

The trials will be subject to extensive evaluation and Union, player and match official consultation to allow the IRB Rugby Committee to determine a protocol that improves the efficiency of the TMO role without adversely impacting on the character of the Game.

## IRB Committees

### IRB Council

Bernard Lapasset (Chairman), Oregan Hoskins (Vice Chairman, South Africa), John Jeffrey and Mark Dodson (Scotland), Peter Boyle and Pat Whelan (Ireland), David Pickering and Gerald Davies (Wales), Bill Beaumont and John Spencer (England), Michael Hawker and Bill Pulver (Australia), Graham Mourie and Steve Tew (New Zealand), Jurie Roux (South Africa), Pierre Camou and Jacques Laurans (France), Agustín Pichot (Argentina), Chris Le Fevre (Canada), Giancarlo Dondi (Italy), Tatsuzo Yabe (Japan), Octavian Morariu (FIRA-AER), Koji Tokumasu (ARFU), Abdelaziz Bougja (CAR), Harry Schuster (FORU), Bob Latham (NACRA), Carlos Barbieri (CONSUR)

### IRB EXCO

Bernard Lapasset (Chairman), Oregan Hoskins, Bill Beaumont, Peter Boyle,

Giancarlo Dondi, Bob Latham, Michael Hawker, Graham Mourie, Tatsuzo Yabe, Brett Gosper

### Rugby Committee

Graham Mourie (Chairman), Bill Beaumont, Giancarlo Dondi, Michael Hawker, John Jeffrey, Chris Le Fevre, David Pickering, Agustín Pichot, Koji Tokumasu, Pat Whelan, Fabien Pelous, Cheryl Soon, Coach TBC

### Regulations Committee

Bob Latham (Chairman), Peter Boyle, Abdelaziz Bougja, Pierre Camou, Gerald Davies, John Spencer, Steve Tew, Tatsuzo Yabe, Porfirio Carreras, Nino Sacca

### Audit and Risk Committee

Jacques Laurans (Chairman), Carlos Barbieri, Abdelaziz Bougja, Michael Hawker, Jurie Roux, Steve Tew

### Rugby World Cup Limited Board

Bernard Lapasset (Chairman), Oregan Hoskins, David Pickering, John O'Neill, Brett Gosper

### Regional Advisory Committee

Abdelaziz Bougja (Chairman), Carlos Barbieri, Bob Latham, Octavian Morariu, Harry Schuster, Koji Tokumasu

### Budget Advisory Committee

Jurie Roux (Chairman), Pierre Camou, Michael Hawker, Bob Latham

### Anti-Doping Advisory Committee

Giancarlo Dondi (Chairman), Dr Felipe Contepomi, Dr Daniel Eichner, Prof David Gerrard, Tim Gresson, Dr Ismail Jakoet, Dr Audrey Kinahan, Graeme Mew, Gregor Nicholson

### Referee Selection Committee

John Jeffrey, Lyndon Bray, Donal Courtney, Tappe Henning, Clayton Thomas, Joël Jutge

# RWC 2015 to boost growth worldwide

The continued sustainability and growth of the Game was at the heart of the IRB Council's decision to approve September 18 as the start date for Rugby World Cup 2015

**T**he fixing of the date is the result of an exhaustive and collaborative review process which culminated in the recommendation of September 18 by Tier One Chairmen and Chief Executives as the most suitable start date within the September-October Rugby World Cup window.

This ensures:

- A tournament that will continue to showcase and fund the global Game.
- Delivery of a financially strong and competitive tournament.
- Minimal collective financial impact on participating Unions and other major international Rugby competitions.
- Scheduling of RWC 2015 matches in iconic venues.

September 18 was selected to maximise collective benefits for all Unions while ensuring the best possible sporting and financial platform for an exceptional

Rugby World Cup in England that will continue to drive forward the development of the global Game.

Rugby World Cup Limited Chairman Bernard Lapasset said: "Throughout this collaborative process we have set out to achieve a Rugby World Cup start date that is good for participating Unions, good for our other major international Rugby events and ultimately good for the development of the global Game. September 18 achieves just that and coupled with a new and robust collaborative funding model, we have collectively moved to address the challenges that face our Unions during a Rugby World Cup year."

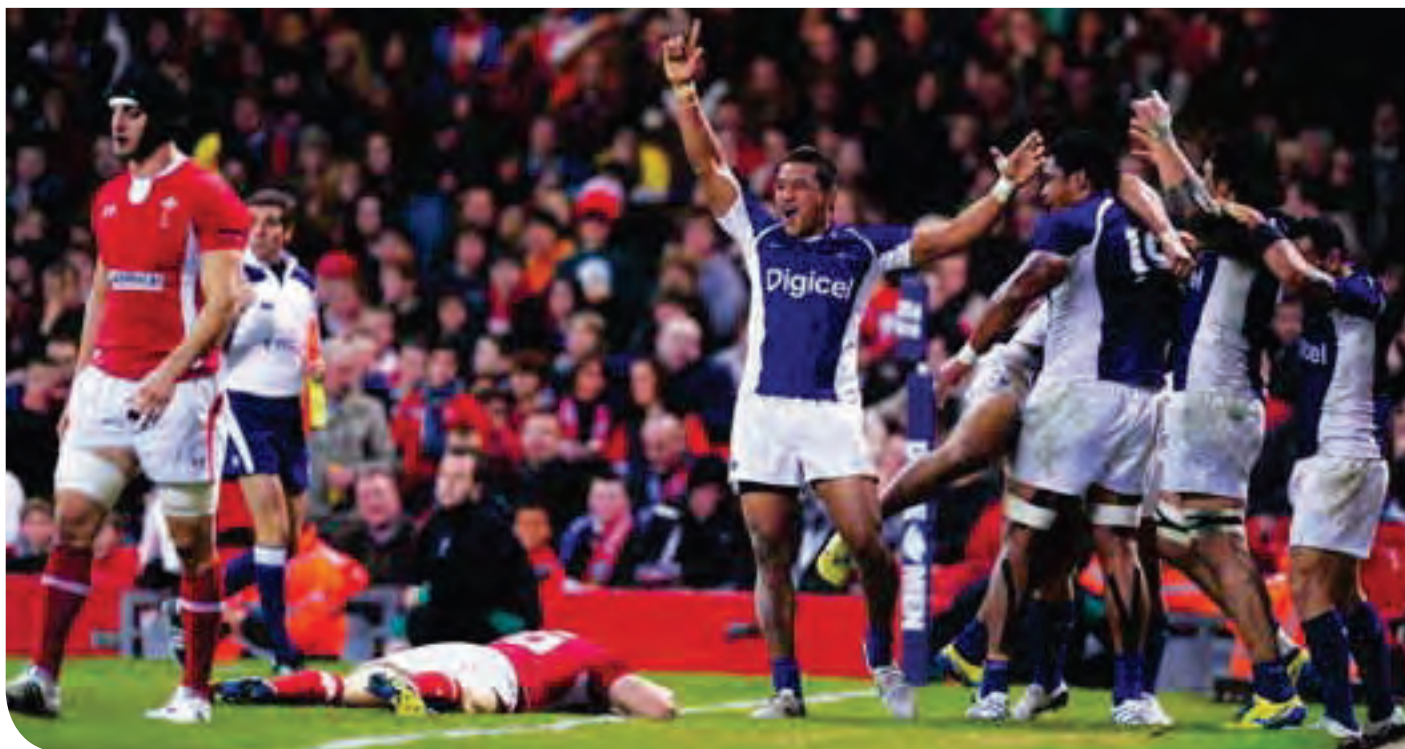
## New financial model

A new financial model that will benefit Tier One, Two and Three Unions underpins the selection of the date and will see the IRB invest an additional £50 million in the global Game from

2012 to 2015. This is in addition to the £150 million the IRB invested in Rugby between 2009 and 2012.

Lapasset added: "I am delighted that we have a unified agreement on a way forward that will promote a business partnership with our Unions over the next four years to invest in the future of Rugby and deliver a funding model that is good for the Game as a whole and will promote the long-term strength of Rugby as the sport continues to grow on all fronts.

"The agreed model directly addresses the challenges faced by our Tier One Unions by delivering an equitable business solution that promotes stability, as well as proactively addressing the issue of reduced revenues for participating Unions during a Rugby World Cup year. This new financial model will also see investment increase across Tier Two and Three Unions, IRB regions, Sevens and strategic development tournaments."



# A piece of Sevens history

An exciting and significant development in 2012 was the announcement of the first ever IRB Women's Sevens World Series with rounds in the UAE (Dubai), USA (Houston), China (Guangzhou) and the Netherlands (Amsterdam) in 2012/13.

The ground-breaking move underscored the IRB's commitment to the ongoing growth and development of Women's Rugby around the world and another step in the journey to Rio 2016.

Each round of the inaugural Series will feature six core teams – Australia, Canada, England, the Netherlands, New Zealand and USA – and six invited teams based on regional tournament rankings.



## Pumas relish new challenge

One of the standout moments of 2012 was the sight of Argentina's players standing shoulder to shoulder on August 18, singing their national anthem in front of a packed Newlands crowd as they made their debut in the inaugural Rugby Championship.

It was the culmination of a long journey to get Los Pumas into an annual competition. After much negotiation between the Unión Argentina de Rugby, the IRB and SANZAR, the country was formally invited to join

New Zealand, Australia and South Africa in the expanded tournament.

Santiago Phelan's team may not have won a match, but to focus on that statistic is to miss the point. The multitude of benefits to Argentinean Rugby will last for decades.

Narrowly losing some matches – and certainly regretting letting the chance of victory slip through their grasp – Argentina impressed the watching world with grit and determination as well as typical flair and Latin spirit.

## Unprecedented Tier Two schedule

Underscoring its commitment to grow the Game beyond its traditional heartlands, the IRB was excited to provide an extensive programme of competitive matches for Tier Two and Three nations during the November 2012 window.

The matches featured 12 IRB Strategic Investment Unions in addition to the Tier One v Tier Two fixtures within the international Tours and Test schedule.

Canada, Chile, Fiji, Georgia, Japan, Namibia, Portugal, Romania, Russia, Samoa, Spain, Tonga, Uruguay, USA and Zimbabwe were all in action with the three Pacific Island teams also facing top-level opposition.

The total Strategic Investment Programme annual budget is £10 million. Of that, £2.7 million goes into funding competitions, such as the Pacific Rugby Cup, Pacific Nations Cup, Americas Rugby Championship, Nations Cup and the November Test programme. Funding is also used for direct high performance grants to 13 Unions.

The IRB provided significant financial support to the Unions through funding for flights and accommodation subsidies.



# Records continue to fall in Sevens

[www.irbsevens.com](http://www.irbsevens.com)  
[www.facebook.com/irbsevens](https://www.facebook.com/irbsevens)  
[@IRBSevens](https://twitter.com/IRBSevens)



The 2011/12 HSBC Sevens World Series heralded change with four exciting new venues, all of which proved an instant hit with players and fans alike.

Australia moved their season-opening tournament to the Gold Coast. Port Elizabeth's Nelson Mandela Bay Stadium provided a cauldron of atmosphere in South Africa. Scotland's switch from Edinburgh to Glasgow attracted new fans and a return to Tokyo was significant as Japan prepares to host RWC 2019.

The Series once again set a raft of records. In attendance, just over 547,500 fans combined to outstrip the previous best of 500,100, and there were also more record-breaking feats in broadcast.

With the Olympic factor weighing in more heavily with each passing season, a highest-ever total of 4,283 hours airtime was achieved, a 17 per cent uplift on the previous season, along with a dramatic rise in live coverage, which rose 35 per cent.

In all, the broadcast coverage reached 152 territories across six continents via 31 broadcasters and, in addition, the official highlights programme 'IRB Sevens World' and the Series website broke new boundaries in another season of achievement.











## Medical Commission puts players first

With the continued commitment of the IRB and its Member Unions to reduce the risk of injury in Rugby and promote best-practice, almost 100 medical experts gathered in Dublin in November to discuss the issues surrounding player welfare

**A**mong the main issues discussed at the fourth annual IRB Medical Commission Conference were the implementation of working group guidelines, the roll-out of education programmes, a focus on the welfare of Sevens players, as well as an update on the Pitch-Side Concussion Assessment trial.

The meeting of a record number of medical experts, elite-level team doctors and independent experts from both hemispheres made it an excellent opportunity to discuss trends.

The IRB announced at the conference the launch of a suite of medical education courses, ranging across four levels from the generic entry-level *IRB Rugby Ready* through to an entry-level First Aid in Rugby course.

The IRB will concentrate on developing a workforce of IRB licensed medical educators who can deliver the Level 1 First Aid in Rugby course within their own Union. This will be underpinned by knowledge transfer via a dedicated online site.

Over the next two years, regional courses will be run at Levels 2 and 3, aimed at healthcare

professionals and staffed by RB Trainers and identified medical educators.

“A huge amount of work has gone into developing education guidelines, with a lot of enthusiasm among medics at the conference for what has been proposed. Education is key, and the new medical resources are an essential tool and resource that can benefit people involved in all levels of the Game,” said IRB Chief Medical Officer Dr Martin Raftery.

With Rugby Sevens growing around the world and its inclusion in the Rio 2016 Olympic Games,



the Medical Commission Conference saw an increased focus on enhancing Sevens player welfare.

The proposed standardisation of the role of the match-day doctor was also further outlined at the conference, with the specifications to be considered by IRB Council in May 2013.

A key point at the conference was that injury rates in elite Rugby have returned to levels comparable to the period before the Game went professional in 1995. An aim of the conference is to build on the solid progress driven by outcomes of the three previous annual conferences, with delegates considering the latest research, trends and medical developments in a bid to put players first.



The photos below support the First Aid in Rugby course, available as an online course at [www.irbplayerwelfare.com](http://www.irbplayerwelfare.com) or as a face-to-face course for individuals seeking full certification



## Leading concussion experts back Rugby

The IRB underscored its continued commitment to improving player welfare by playing a central role at the fourth International Consensus Conference on Concussion in Sport in 2012.

Global experts on concussion diagnosis and management attending the world's leading conference in Zurich reviewed the latest research and renewed their commitment to drive forward best-practice on and off the field of play.

As a co-sponsor of the conference, the IRB has implemented proactive and protective concussion measures in line with recommendations made by the 2008 Zurich Conference. Rugby's hard work and solid progress was noted by delegates.



Delivering a keynote speech, IRB Chairman Bernard Lapasset underscored Rugby's collective commitment to protecting and educating players and reaffirmed the sport's determination to continue addressing the area of concussion.

"As custodians of the sport we have a responsibility to ensure the highest possible standards of welfare and medical support for our players at all levels and for contact sports the diagnosis and management of concussion is a top priority," said Lapasset.

"Concussion is a pressing topic for sport. The IRB supports research that will improve understanding of this injury and enable the development of evidence-based programmes, improve education of the wider community and assist in the dissemination of best-practice messages in this critical area.

"Guided by the recommendations of the Zurich Conference, we have made significant progress over the past four years. We have delivered new return to play guidelines and education programmes for community and elite-level Rugby. We are also currently trialling a new PSCA protocol which standardises in-match assessment. But we are continually striving to do more."

## Pocket SCAT2



FIFA®



Concussion should be suspected in the presence of **any one or more** of the following: symptoms (such as headache), or physical signs (such as unsteadiness), or impaired brain function (e.g. confusion) or abnormal behaviour.

### 1. Symptoms

Presence of any of the following signs & symptoms may suggest a concussion.

- Loss of consciousness
- Seizure or convulsion
- Amnesia
- Headache
- "Pressure in head"
- Neck Pain
- Nausea or vomiting
- Dizziness
- Blurred vision
- Balance problems
- Sensitivity to light
- Sensitivity to noise
- Feeling slowed down
- Feeling like "in a fog"
- "Don't feel right"
- Difficulty concentrating
- Difficulty remembering
- Fatigue or low energy
- Confusion
- Drowsiness
- More emotional
- Irritability
- Sadness
- Nervous or anxious

### 2. Memory function

Failure to answer all questions correctly may suggest a concussion.

"At what venue are we at today?"

"Which half is it now?"

"Who scored last in this game?"

"What team did you play last week / game?"

"Did your team win the last game?"

### 3. Balance testing

#### Instructions for tandem stance

"Now stand heel-to-toe with your **non-dominant** foot in back. Your weight should be evenly distributed across both feet. You should try to maintain stability for 20 seconds with your hands on your hips and your eyes closed. I will be counting the number of times you move out of this position. If you stumble out of this position, open your eyes and return to the start position and continue balancing. I will start timing when you are set and have closed your eyes."

Observe the athlete for 20 seconds. If they make more than 5 errors (such as lift their hands off their hips; open their eyes; lift their forefoot or heel; step, stumble, or fall; or remain out of the start position for more than 5 seconds) then this may suggest a concussion.

**Any athlete with a suspected concussion should be IMMEDIATELY REMOVED FROM PLAY, urgently assessed medically, should not be left alone and should not drive a motor vehicle.**



# IRB Awards review



The annual IRB Awards, now in their 11th year, honoured some of Rugby's best-known names across the year, culminating with the IRB Player, Coach and Team of the Year Awards being presented at the Rugby World Cup 2015 Pool Allocation Draw at Tate Modern in London on December 3

New Zealand fly half Dan Carter was named IRB Player of the Year for the second time, becoming the only player other than his captain Richie McCaw to win the prestigious Award more than once. McCaw was in contention to win the Award for a fourth time after a season in which he became the first player to record 100 Test victories, with England fly half Owen Farrell and Frédéric Michalak of France the other nominees in one of the most competitive years of voting.

McCaw did collect the IRB Team of the Year Award for the third year in succession on behalf of New Zealand, who followed up their RWC 2011 success with the inaugural Rugby Championship title and a record of nine wins, one draw and one defeat in 2012,

their 20-match unbeaten run ended by defeat to England at Twickenham a few days earlier. The hat-trick of major Awards was completed by Steve Hansen, who succeeded his predecessor Graham Henry as IRB Coach of the Year.

The winners were selected by the Awards' independent panel of judges, chaired by Rugby World Cup winner John Eales and made up of former internationals with more than 500 caps between them. The panel of Will Greenwood, Gavin Hastings, Raphaël Ibanez, Francois Pienaar, Agustín Pichot, Scott Quinnell, Tana Umaga, Paul Wallace and Eales deliberated on every major Test match played in 2012.

The first Award to be presented in 2012 was the IRB Sevens Player of the Year in association with HSBC, with New





**Opposite, top:** Richie McCaw receives the IRB Team of the Year Award; **Opposite, below:** IRB Player of the Year, Dan Carter; **Clockwise from top left:** IRB Women's Player of the Year, Michaela Staniford; IRB Junior Player of the Year Jan Serfontein; IRB Sevens Player of the Year in association with HSBC, Tomasí Cama; Spirit of Rugby Award winner Lindsay Hilton with Les Gilson, Rugby Canada's Atlantic High Performance Coach

Zealand playmaker Tomasí Cama the recipient on the day his side were confirmed as Sevens World Series champions. Six months later Michaela

**“Dan Carter is only the second player to win the prestigious Award more than once”**

Staniford, a regular for England Sevens and Fifteens, was named IRB Women's Player of the Year, being presented with the Award at Twickenham after her side had completed a series whitewash of world champions New Zealand.

The induction theme for the IRB Hall of Fame in 2012 was 'Rugby – a global

Game', celebrating Rugby's growth into a sport that is played by millions of men and women worldwide. Seven inductions took place under this theme, starting with the peerless Gordon Tietjens in May, on the day his New Zealand team were crowned HSBC Sevens World Series champions for the 10th time in just 13 seasons.

Tietjens was joined by two sets of pioneering brothers – Zimbabwe's Richard and Kennedy Tsimba and Ian and Donald Campbell of Chile – in the Hall of Fame in 2012, along with Japanese legend Yoshihiro Sakata, the 1924 Romanian Olympic team and the 1920 and 1924 USA Olympic teams. Also inducted was Alfred St George Hamersley, who played for England in the first ever Rugby international against Scotland in 1871.

## IRB Awards winners

### IRB Player of the Year:

Dan Carter (New Zealand)

### IRB Team of the Year:

New Zealand

### IRB Coach of the Year:

Steve Hansen (New Zealand)

### IRB Women's Player of the Year:

Michaela Staniford (England)

### IRB Sevens Player of the Year in association with HSBC:

Tomasí Cama (New Zealand)

### IRB Junior Player of the Year:

Jan Serfontein (South Africa)

### IRB Referee Award for Distinguished Service:

Paul Dobson (South Africa)

### Vernon Pugh Award for Distinguished Service:

Viorel Morariu (Romania)

### IRB Development Award:

South African Rugby Union's Capital Works Project

### Spirit of Rugby Award:

Lindsay Hilton (Canada)

### IRPA Try of the Year:

Bryan Habana  
(South Africa v New Zealand)

### IRB Hall of Fame inductees:

Gordon Tietjens, Ian and Donald Campbell, Yoshihiro Sakata, 1924 Romanian Olympic team, 1920 and 1924 USA Olympic teams, Richard and Kennedy Tsimba and Alfred St George Hamersley

## Developing the Game

The South African Rugby Union's innovative and practical approach to player development regardless of ethnic origin through its Capital Works Project was recognised with the IRB Development Award in 2012. Thirty-three Mobile Team Training System units have been distributed across the country, while 20 Mobile School Training System gyms are also now in use in previously disadvantaged communities.

This initiative has seen a 50-80 per cent increase in the number of black and coloured players participating in weight training between 2002 and 2010.



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# Rugby World Cup 2015

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RUGBY WORLD CUP 2015 WORLDWIDE PARTNERS



## The numbers game

# 17

Venues on the shortlist for RWC 2015

# 400,000

Overseas fans expected to visit England during the tournament

# 20

Teams to play at RWC 2015

# 48

Number of matches at RWC 2015

# 1.7m

Number of followers on the RWC Facebook page

# 4.2bn

Estimated worldwide audience for RWC 2015



## England set to

In 2015, England will welcome the world's top teams and more than 400,000 expectant overseas fans for a nationwide festival that will celebrate its rich culture, heritage and love of sport

**T**his Rugby World Cup is about opportunity. It is the promise of more than two million opportunities to engage with one of the world's biggest sporting events.

It is the opportunity to engage new fans and bring people together the length and breadth of the country, and the opportunity to grow Rugby around the world in order that more men, women and children may experience the sport and its values.

It will also be the first fully "social" Rugby World Cup as we progress from the pioneering and award-winning platform of New Zealand 2011 to maximise the opportunity of the 1.7 million Facebook followers and 100,000 Twitter followers around the world.

If New Zealand 2011 exceeded all ticketing and revenue expectations in what was an exceptional tournament, England 2015 will be a watershed. An

opportunity to make Rugby a truly global sport in a sports-mad country, in front of a global television audience of more than four billion, in upwards of 205 territories.

Of course, with this success comes the opportunity to grow the Game. The IRB has been able to invest £150 million in tournaments, high performance programmes, training and education programmes and player welfare projects to stimulate greater competition and enable more men, women and children to engage and participate at all levels.

Planning and preparation for England 2015 is on track. A strong collaboration has been formed between RWCL, England Rugby 2015 and the RFU built on a shared vision to deliver an event that provides unprecedented opportunity to engage with the tournament and take Rugby to new communities.

RWCL is confident as we move into the detailed planning phase that the key foundations have been laid during the





# welcome the world

 [www.rugbyworldcup.com](http://www.rugbyworldcup.com)

 [www.facebook.com/rugbyworldcup](https://www.facebook.com/rugbyworldcup)

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

four years since the tournament was awarded, so we can deliver what promises to be a truly exceptional Rugby World Cup for England, the UK and Rugby around the world.

We know from the unparalleled success of the London Olympic and Paralympic Games that Britons are warm hosts. The

**“RWC 2015 receives the baton as England’s next major sporting event”**

British love a party and to showcase their country and RWC 2015 receives the baton as England’s next major sporting event with excitement and purpose.

In 2012 we marked a significant milestone in the journey. The Pool Allocation Draw in December was a day that fans and teams had been looking

forward to ever since New Zealand lifted the Webb Ellis Cup.

The race for IRB World Rankings points was never so competitive with the June and November Tests, the Six Nations and The Rugby Championship compelling viewing as the 12 directly qualified teams battled to secure the best possible ranking.

The year also saw the RFU launching a legacy programme three years in advance of the event, making good on its promise of growing the Game and ensuring it is in the best possible place to cater for the surge in participation that hosting this event will bring.

If 2012 was all about foundations then 2013 will see major milestones reached as we announce the match venues and schedule and launch the vision and ticketing strategy that will deliver the opportunity for more people than ever before to engage with a Rugby World Cup.

## Key dates in 2013

### March 21

Venues and match schedule announced

### May

Ticketing strategy announced

### August 29

750 days to go to RWC 2015

### September 18

Two years to go until RWC 2015

For all the latest news on RWC 2015, join The Front Row at [www.rugbyworldcup.com/signup](http://www.rugbyworldcup.com/signup)

**JOIN THE FRONT ROW**  
TO RECEIVE  UPDATES

## The numbers game

0

Number of times New Zealand has lost a RWC pool match

1

Teams facing each other for the first time in the pool stages at RWC 2015 include England and Wales, Argentina and Tonga, France and Italy, and Scotland and Samoa

4

RWC 2015 will be the fourth successive tournament that Samoa and South Africa have been drawn in the same pool

8

Number of qualifiers to join the 12 directly qualified teams at RWC 2015

28

Years that will have passed since England and Australia's first meeting in a RWC pool match by the time they meet in 2015

222

Number of pool matches played in RWC history

12,115

Points scored in the Rugby World Cup pool stages to date

# Attention turns to England 2015 with pool draw

The countdown to Rugby World Cup 2015 continued apace when the Pool Allocation Draw took place at Tate Modern in London on December 3 2012, creating a buzz around the world as the 12 directly qualified teams waited to see who they would face at England 2015

Throughout the year, these 12 teams had been battling to secure the best possible seeding for the draw with New Zealand, South Africa, Australia and France guaranteed to avoid each other in the pool stages after occupying the top four positions in the IRB World Rankings on the day of the draw.

Samoa snuck into the second band of seeds alongside England, Ireland and Argentina with Wales paying the price for seven successive defeats since claiming the RBS 6 Nations Grand Slam to join Italy, Tonga and Scotland in the third band.

The eight qualifier places – Africa 1, Americas 1, Americas 2, Asia 1, Europe 1, Europe 2, Oceania 1 and the Répechage winner – were then placed across bands four and five according to strength.

For the first time, representatives of the nations hoping to secure one of these places attended the draw alongside representatives from the directly qualified teams, including Japan coach Eddie Jones and Namibia captain Jacques Burger.

They were joined by 250 members of the Rugby family at the iconic art gallery to enjoy a spectacular video history of the Rugby World Cup beamed around





the walls in The Tanks to whet the appetite for what was to follow.

The draw was also covered by nearly 150 media from around the world and streamed live on *rugbyworldcup.com* as fans waited anxiously to see who their teams would face in the pool stages of England 2015.

RWC 2011 winning captain Richie McCaw of New Zealand, England Rugby 2015 Ambassador Maggie Alphonsi, Mayor of London Boris Johnson, England Rugby 2015 CEO Debbie Jevans and Rugby World Cup Limited Chairman Bernard Lapasset each drew one band of the pools.

Pool A attracted a huge amount of chatter and attention as hosts England were drawn with Australia, Wales, Oceania 1 (possibly Fiji) and the Répechage winner, prompting the label 'the pool of death'. Two-time winners South Africa will face Samoa, Scotland, Asia 1 and Americas 2.

Defending champions New Zealand were drawn in Pool C with Argentina, Tonga, Europe 1 and Africa 1, while Pool D has a European flavour to it with RWC 2011 runners-up France joined by Ireland, Italy, Americas 1 and Europe 2.

"It was some draw, I guess it was fate," England coach Stuart Lancaster said afterwards. "When we saw Wales were in the third band it was always in the stars that we were going to end up playing them. And so it was, Wales and Australia was a tough draw but an exciting one all the same."

The drawing of the teams into pools triggers a process that will see the final selection of venues that will be at the heart of the festival, the match schedule development and the ticketing strategy that will deliver opportunities for fans from around the world to engage with RWC 2015.

# Pools

## POOL A

**Australia**

**England**

**Wales**

**Oceania 1**

**Repechage Winner**

## POOL B

**South Africa**

**Samoa**

**Scotland**

**Asia 1**

**Americas 2**

## POOL C

**New Zealand**

**Argentina**

**Tonga**

**Europe 1**

**Africa 1**

## POOL D

**France**

**Ireland**

**Italy**

**Americas 1**

**Europe 2**

## Social media hit

The social media highlight for 2012 across IRB platforms was undoubtedly the Pool Allocation Draw, as the tournament's official hashtag #RWC2015 trended worldwide during the draw, with Richie McCaw, Oceania 1, Pool A and Boris Johnson all in the top 10. This was also by far the most talked about moment of the year on Facebook, just ahead of the 1,000 days to go milestone on December 21 and the last IRB World Rankings update ahead of the draw.

In 2012, social media continued to break new boundaries for the IRB, with new CEO Brett Gosper engaging with Rugby fans across the world, the number of Facebook likes increasing by more than 400,000 – including the official Sevens page doubling in size to 105,000 and the RWC page growing to more than 1.75 million – and the IRB's videos receiving more than 7.5 million views.

## Top Tweets...



**@TiffanyButler6**

I'm already too excited for @rugbyworldcup and it's 3 years away! Eng can win this! To quote McCaw 'a lot can change in 3 yrs' #Bringit



**@RJ\_Wilcox**

Just seen the @rugbyworldcup pool draw - I don't think there's just one group of death ... more like three! #rwc2015

## From Facebook...



**Paolo Sgrilli**

It will be hard (as usual) for Italy reaching the quarter finals. But maybe in 2 years we shall be able to beat Ireland and France. FORZA AZZURRI!!!!



**Asil Niksoh**

Doesn't matter what pool is harder than the other as if you're the best team you simply beat everyone you play and remain the last one standing.



# The road to Rugby World Cup 2015

Less than six months after Richie McCaw held aloft the Webb Ellis Cup, the qualification process for RWC 2015 began on March 24 when Mexico beat Jamaica 68-14 in the first of 184 qualifiers involving 80 nations across the globe

**T**here will be many twists and turns to be played out before we know the identity of the Africa 1, Americas 1 and 2, Asia 1, Europe 1 and 2 and Oceania 1 qualifiers or the Répechage winner, but follow it all at [www.rugbyworldcup.com](http://www.rugbyworldcup.com).

## AFRICA (CAR)

Forty thousand fans witnessed the start of qualifying in Africa, highlighting the potential that exists for Rugby in the continent. Madagascar hosted the Africa Cup Division 1B in July and gave their passionate fans something

to cheer about by claiming the title with a remarkable 57-54 win over RWC 2011 participants Namibia. Botswana also remain in the picture after winning Division 1C.

## AMERICAS (NACRA/CONSUR)

The North America Caribbean Rugby Association had the honour of hosting the first qualifier and by the end of 2012 the RWC 2015 dream had ended for 13 nations in the Americas. Bermuda won the NACRA Championship to earn a play-off with South American B Championship winners Paraguay, who proved too strong with a 29-14 victory.

“Rugby World Cup has given us the opportunity to put Rugby in the spotlight in this country and we intend to keep it there”

Pal Turi, Hungary Rugby Union President

RWCL Chairman Bernard Lapasset with Mexico captain Juan Pablo Andrade and his Jamaican counterpart Carlyle Burger ahead of the first RWC 2015 qualifier







This earned them a shot at Brazil, but their impressive run ended with a 35-22 defeat in late October.

### ASIA (ARFU)

Japan may be favourites to claim the Asia 1 place again, but the Philippines have already made their mark on the process after winning the HSBC Asian 5 Nations Division I on home soil in April to secure promotion to the elite tier in 2013. A unique play-off in 2012 saw the Division II and III winners – Thailand and India – meet for the right to play in Division I, Thailand running out 42-29 winners under a blazing Bangkok sun.

### EUROPE (FIRA-AER)

A week-long journey from Rugby School to Kecskemét with the Webb Ellis Cup marked the start of the European process in October as Hungary beat Bulgaria. Six divisions of the European Nations Cup 2014 are part of the road to RWC 2015, but it is Division 1A – featuring Georgia, Romania, Russia, Portugal, Spain and newcomers Belgium – that will determine the identity of the Europe 1 and 2 qualifiers.

### OCEANIA (FORU)

The only regional process yet to begin, the winner of the Oceania Cup 2013 in Papua New Guinea will face Fiji to determine the Oceania 1 qualifier.



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## Key qualifier dates in 2013

### European Nations Cup Division 1A (February/March):

Five of the six teams have already graced the RWC stage and will be keen to make the best possible start on the road to England 2015. Georgia will be favourites to defend their crown, but with the six nations ranked 17th to 22nd in the IRB World Rankings this tournament will be essential viewing.

### HSBC Asian 5 Nations (April/May):

Japan, Hong Kong, Korea and UAE enter the RWC 2015 picture when the Top 5 kicks off with its newest member, the Philippines. Finishing bottom will end hopes of qualification with the Division I winner taking their place in 2014.

### Uruguay v Chile (Montevideo, May 4):

The final day of the South American Championship, this should decide who will enter the Americas 2 play-off against the loser of the USA/Canada tussle.

### Africa Cup Division 1B (Senegal, June):

D-day for Namibia as they must beat Tunisia, Senegal and Botswana to earn promotion to Division 1A for 2014 when the Africa 1 qualifier will be decided. Failure to do so will end their hopes of playing at a fifth successive Rugby World Cup.

### Africa Cup Division 1A (Madagascar, July):

Relegation is not an option for Zimbabwe, Kenya, Uganda and Madagascar if they want to stay in contention for England 2015.

### Canada v USA:

Who will claim the Americas 1 spot when these rivals meet home and away?





# RUGBY WORLD CUP 2015

## Qualification process

Eighty nations and 184 matches will be involved in the Rugby World Cup 2015 qualification process to determine the eight nations who will join the 12 directly qualified teams at Rugby's showpiece event in England.

The diagrams over the following pages explain how the process works from start to finish in each region to discover the identity of the Asia 1, Americas 1 or 2, Asia 1, Europe 1 or 2 and Oceania 1 qualifiers. They also explain how a team from Europe, Asia, Africa and the Americas will enter the Répechage to determine the 20th and final qualifier for England 2015.

The road to RWC 2015 follows the successful system employed for the 2011 tournament. It is a clear, results-based pathway that utilises existing tournament structures across the six IRB Regional Associations to ensure that Rugby's showpiece event features the 20 best teams.

It also means that every country, no matter where it sits on the IRB World Rankings, has the opportunity to break through to that level. Each nation will have its own set goals. For some nothing less than qualification will suffice, while for others a good showing in their region will represent real progress.

For more information, visit [www.rugbyworldcup.com](http://www.rugbyworldcup.com).

# England 2015



## AFRICA (CAR)

 South Africa has qualified for RWC 2015

*1 qualifier place and 1 repechage place*

2012 2012 2012 2012 2012 2012 2012 2012


### CAR DIV 1B 2012

4-8 July (Madagascar)  
Madagascar, Namibia,  
Morocco, Senegal

WINNER:  Madagascar

### CAR DIV 1C 2012

22-29 July (Botswana)  
Botswana, Cote D'Ivoire,  
Zambia, Mauritius, Nigeria

WINNER:  Botswana

2013 2013 2013 2013 2013 2013 2013 2013

### CAR DIV 1A 2013

Last relegated to  
Division 1B 2014

### CAR DIV 1B 2013

Winner promoted to  
Division 1A 2014

WINNER:

2014 2014 2014 2014 2014 2014 2014 2014

### CAR DIV 1A 2014

WINNER:

RUNNER-UP:

#### QUALIFIED

Winner qualifies for RWC  
2015 as Africa 1

#### TO REPECHAGE

Runner-up plays in  
the Repechage

## AMERICAS (NACRA/CONSUR)

 Argentina has qualified for RWC 2015

*2 qualifier places and 1 repechage place*

2012 2012 2012 2012 2012 2012 2012 2012

### NACRA CARIBBEAN 2012

March-June 2012  
Mexico, Jamaica, Cayman  
Islands, Barbados, St  
Vincent, Trinidad & Tobago,  
Bahamas, Bermuda, Guyana

WINNER:  Bermuda

### CONSUR B

8-15 September 2012  
Colombia, Venezuela,  
Peru, Paraguay

WINNER:  Paraguay

### PLAY-OFF NACRA/CONSUR B

One-off match in the country with the highest IRB  
World Ranking

WINNER:  Paraguay

### PLAY-OFF NACRA / CONSUR B / CONSUR A

27 October 2012

Winner Play-  
off NACRA/  
CONSUR B:

 Paraguay

Last Place  
CONSUR  
A 2012:

 Brazil

WINNER:  Brazil

2013 2013 2013 2013 2013 2013 2013 2013

### CONSUR A 2013

27 April-4 May 2013  
Brazil, Chile, Uruguay

WINNER:

### USA v CANADA

Home & Away

WINNER:

LOSER:

#### QUALIFIED

Winner qualifies directly to  
RWC 2015 as Americas 1

### PLAY-OFF AMERICAS

Winner CONSUR A v Loser USA/Canada  
(Home & Away)

WINNER:

LOSER:

#### QUALIFIED

Winner qualifies directly to  
RWC 2015 as Americas 2

#### QUALIFIED

Loser plays in the Repechage

## ASIA (ARFU)

1 qualifier place and 1 repechage place

2012 2012 2012 2012 2012 2012 2012 2012

ASIAN 5 NATIONS 2012 DIVISION 1	ASIAN 5 NATIONS 2012 DIVISION 2	ASIAN 5 NATIONS 2012 DIVISION 3
15-21 April (Philippines) Sri Lanka, Singapore, Philippines, Chinese Taipei	31 May-2 June (Malaysia) Malaysia, Thailand, Iran, China	30 May-1 June (Malaysia) India, Guam, Indonesia, Pakistan
WINNER:	WINNER:	WINNER:
Philippines	Thailand	India

### PLAY-OFF ARFU

14 July (Bangkok, Thailand)  
One-off match. Winner is promoted to Asian 5 Nations Division 1 2013

Asian 5 Nations Div 2 2012 Winner:	Thailand	Asian 5 Nations Div 3 2012 Winner:	India
------------------------------------	----------	------------------------------------	-------

2013 2013 2013 2013 2013 2013 2013 2013

ASIAN 5 NATIONS 2013	ASIAN 5 NATIONS DIV 1 2013
Last place relegated to Asian 5 Nations Division 1 2014	31 March-6 April - Winner promoted to Asian 5 Nations 2014
WINNER:	WINNER:

2014 2014 2014 2014 2014 2014 2014 2014

### ASIAN 5 NATIONS 2014

WINNER:

RUNNER-UP:

#### QUALIFIED

Winner qualifies to RWC 2015 as Asia 1

#### TO REPECHAGE

Runner-up plays in the Repechage

## EUROPE (FIRA-AER)

France Wales England Ireland  
 Scotland and Italy have qualified for RWC 2015

2 qualifier places and 1 repechage place

2012/2013 2012/2013 2012/2013 2012/2013

### QUALIFIER ROUND 1 - 4 May 2013

Division 2C: Slovenia, Austria, Bulgaria, Hungary

WINNER:

Division 2D: Norway, Greece, Luxembourg, Bosnia & Herzegovina, Finland

WINNER:

### QUALIFIER ROUND 2 - 18 May 2013

Qualifier Round 1 Winner:

Division 2B: Latvia, Andorra, Serbia, Israel, Denmark

WINNER:

2013/2014 2013/2014 2013/2014 2013/2014

### QUALIFIER ROUND 3 - September 2013

Qualifier Round 2 Winner:

Division 2A: Netherlands, Lithuania, Malta, Croatia, Switzerland

WINNER:

### QUALIFIER ROUND 4 - 10 May 2014

Qualifier Round 3 Winner:

Division 1B: Ukraine, Poland, Moldova, Germany, Czech Republic, Sweden

WINNER:

### QUALIFIER ROUND 5 EUROPEAN NATIONS CUP

Division 1A: Georgia, Romania, Spain, Russia, Portugal, Belgium

Qualifier Round 3 Winner:

Division 1A Second Place

Division 1A Third Place

#### QUALIFIED

Top 2 qualify for RWC 2015 as Europe 1 & Europe 2

2014 2014 2014 2014 2014 2014 2014 2014

### QUALIFIER ROUND 6

Qualifier Round 4 Winner:

ENC Division 1A Third Place:

#### TO REPECHAGE

Winner plays in the Repechage



## OCEANIA (FORU)

 New Zealand  Australia  Tonga and  
 Samoa have qualified for RWC 2015

*1 qualifier place*

2013 2013 2013 2013 2013 2013 2013 2013

### OCEANIA CUP 2013

Papua New Guinea,  
July 2013

WINNER:

2014 2014 2014 2014 2014 2014 2014 2014

### OCEANIA FINAL

Oceania  
Cup 2013  
Winner:

 Fiji

#### QUALIFIED

Winner qualifies  
for RWC 2015 as  
Oceania 1

## REPECHAGE

*1 qualifier place*

2014 2014 2014 2014 2014 2014 2014 2014

### EUROPE / AFRICA

One-off match in the country  
with the highest IRB World  
Ranking

Winner  
Europe  
Qualifier  
Round 6:

Runner-up  
Africa Cup  
Division 1A  
2014:

### AMERICAS / ASIA

One-off match in the country  
with the highest IRB World  
Ranking

Loser  
Play-off  
Americas:

Runner-  
up Asian  
5 Nations  
2014:

### PLAY-OFF FINAL (Home & Away)

Winner,  
Europe v  
Africa:

Winner,  
Americas v  
Asia:

#### QUALIFIED

Winner qualifies  
directly to RWC 2015  
as Repechage Winner

## Pools

The eight teams emerging through the global qualification process for Rugby World Cup 2015 will slot into the pools as below.

### POOL A

Australia

England

Wales

Oceania 1

Repechage Winner

### POOL B

South Africa

Samoa

Scotland

Asia 1

Americas 2

### POOL C

New Zealand

Argentina

Tonga

Europe 1

Africa 1

### POOL D

France

Ireland

Italy

Americas 1

Europe 2

# RWC 2011 a winner on and off the field

Major economic, trade and sporting benefits resulted from the biggest-ever event to be held in New Zealand

**R**ugby World Cup 2011 may have been spectacular on the field, but it was also a clear winner with the people and businesses of New Zealand and the global Rugby community, delivering strong positive impacts for the host nation and strong revenues for the IRB to invest in the development of the Game worldwide.

for the development of Rugby worldwide (£90 million), while the action on the field produced the most competitive tournament to date.

The legacies of RWC 2011 include a global showcase of New Zealand, positive visitor experiences, new business connections, improved infrastructure and greater interest in volunteering. Importantly, an understanding of the planning and operational excellence required to deliver major events is now embedded in New Zealand.

The event was also a winner for the global Rugby community, delivering a strong commercial programme for the IRB to invest in the ongoing

development and growth of the Game worldwide.

The benefits underscore the success of an event that delivered significant economic, trade and sporting returns for New Zealand, demonstrating the country's capacity to host major events and the strength of the Rugby World Cup brand.

The economic results followed the announcement in 2012 that the Rugby New Zealand 2011 Limited organising body delivered a

“Rugby World Cup is definitely a low-risk, high-return event for a host nation”



According to a New Zealand Government study, RWC 2011 delivered a marked boost in economic and social activity that had a positive effect the length and breadth of the country.

An independent assessment put the short-term (2006-2012) economic impact of the biggest-ever event to be hosted in New Zealand at around NZ\$1.73 billion, and that it sustained the equivalent of 29,990 jobs for one year.

The tournament attracted more than 133,000 international visitors (nearly twice initial estimates), above forecast ticket sales (1.35 million), television coverage (207 territories) and a financial injection

loss of NZ\$31.3 million from staging the seventh Rugby World Cup, which is NZ\$8 million less than forecast.

Rugby World Cup Limited Chairman Bernard Lapasset said: “A partnership with national and local government is an important aspect of event delivery. New Zealand highlighted that through the significant economic returns for the host nation, the growth of major event expertise and experience, business to business opportunities and increases in Rugby engagement, Rugby World Cup is definitely a low-risk, high-return event for a host nation.”





## Asia to benefit from Japan hosting RWC 2019

Long before the curtain has fallen on what looks set to be an outstanding Rugby World Cup 2015 in England, the major building blocks will have been implemented for Japan's hosting of Rugby's showcase event

Planning and preparation have advanced at pace and the Japan Rugby 2019 Organising Committee have benefited from working alongside their England Rugby 2015 counterparts to learn, share knowledge and implement strategies that will deliver a tournament that will showcase Rugby in Japan and leave a lasting legacy for participation and growth throughout Asia.

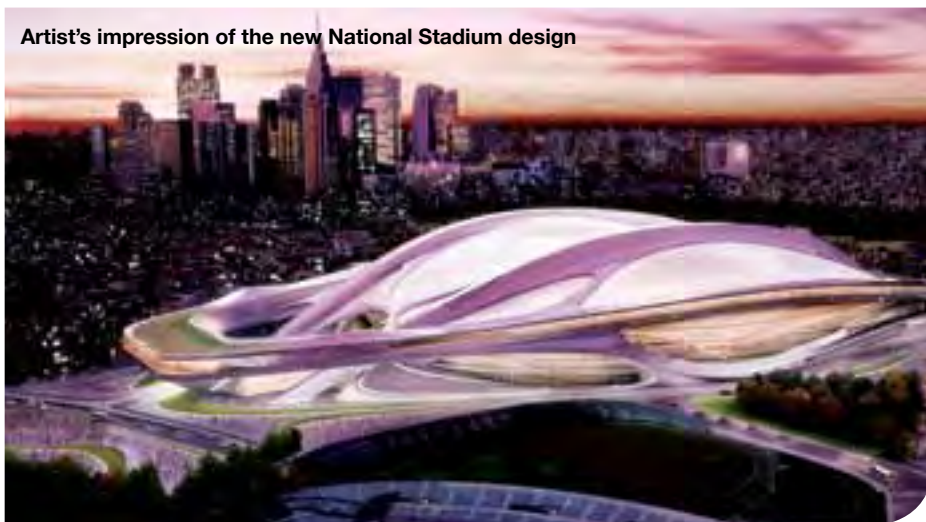
Key milestones achieved in 2012 include finalisation of the policy and timeline for selection of match venues, appointment of a Board with significant major business experience and JR 2019's application for Public Interest Incorporated Foundation status in Japan to ensure that the tournament can benefit from key government provisions and services.

A significant boost also came with the confirmation that the new National Stadium, the venue at the heart of Tokyo's 2020 Olympic Games bid, will debut at RWC 2019. Innovative plans are in place to deliver world-class sporting and hospitality facilities for Rugby's showcase event.

With 60 per cent of the world's youth and an 18 per cent increase in playing numbers over the last four years, Asia is one of Rugby's major growth markets and a major region of focus for the IRB. The next phase of tournament delivery will see a detailed impact programme that will ensure the whole region benefits from hosting one of the world's most prestigious major sports events.

Heading into 2013, Rugby World Cup Limited Chairman Bernard Lapasset is excited by progress: "Planning and preparation for Japan's hosting of a first ever Rugby World Cup in Asia is certainly gathering pace. We share a joint vision to deliver a strong and hugely successful event that has multiple and long-lasting benefits for Japan, Asia and the global Game."

Artist's impression of the new National Stadium design









# World in Union

## In this section...

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- 36** HSBC Sevens World Series
- 37** Historic year for Women's Sevens
- 38** Road to Rio 2016
- 39** IRB tournaments review

## The numbers game

17m km<sup>2</sup>

Russia's total area, making it comfortably the largest country in the world

297

The most points scored in RWC Sevens history by an individual in Fijian legend Waisale Serevi (more than twice as many points as the next best)

15

Number of countries with which Russia has borders

US\$5

Starting price of tickets for RWC Sevens 2013

52

Most points scored at Women's Rugby World Cup Sevens 2009, a benchmark set by Selica Winiata of runners-up New Zealand

2016

The year Rugby returns to the Olympic Games programme when the best Sevens teams will go for gold in Rio de Janeiro

9m

Number of people that ride the Moscow Metro every day




# Russia set for Sevens party

Rugby World Cup Sevens 2013 will be a very special event for the IRB and the global Rugby family as a major tournament is staged in Russia for the first time

The event will be held on June 28-30 at the iconic Luzhniki Stadium in Moscow, scene of some truly great sporting occasions such as the 1980 Olympic Games and the 2008 UEFA Champions League final.

The best men's and women's teams will battle it out over three days for one of the biggest prizes in Rugby. Wales' men and Australia's women will be there attempting to defend the titles they won in Dubai four years ago.

Rugby World Cup Limited Chairman Bernard Lapasset said: "Following the success of Dubai in hosting RWC Sevens 2009, we are all looking forward to the next edition. That anticipation is heightened even more knowing it is set to take place in such a vibrant and exciting place as Moscow.

"It is important that we continue to push the boundaries of Rugby and grow the Game beyond its traditional heartlands so it's great to hear it means so much to Russian Rugby to have this opportunity."

Importantly, the tournament will be a shot in the arm for Rugby in Russia and will be a catalyst for accelerated growth in the country. Rugby is already growing in Russia, boosted by their qualification for RWC 2011 and the country's love and support of Olympic sports. A strong schools programme in the Moscow region, two professional leagues with strong attendances and a passion for major sporting events points to a very strong crowd.

The Sevens experience will be further enhanced with a cultural, music and food festival set to provide an additional dimension to a sport that is globally renowned for its high-quality entertainment on and off the field of play.

Working in partnership with the City of Moscow and the Russian Government, the Rugby Union of Russia has been able to implement an attractive ticketing programme, starting at just US\$5 to attract a new wave of Rugby fans.

For more information, visit [www.rwcsevens.com](http://www.rwcsevens.com)

# The road to Moscow

[www.rwcsevens.com](http://www.rwcsevens.com)  
#RWC7s

The line-ups are almost complete for both the men's and women's competitions at RWC Sevens 2013

**W**omen's Sevens is one of the fastest-growing team sports in the world. This wave of enthusiasm has given the sport a shot in the arm that has led to the emergence of talented teams keen to show they can compete with the established sides and challenge the traditional world order.

Part of the thrill of IRB tournaments is the element of pathway for each Member Union, no matter where on the rankings ladder they are placed.

Five teams qualified directly for Women's RWC Sevens 2013 – defending champions Australia, runners-up New Zealand, South Africa, USA and hosts Russia –

leaving 11 places up for grabs through the competitive regional qualification process.

By the end of 2012, 15 of the 16 places had been filled with only the South American qualifier to take place in Rio de Janeiro in February. Brazil, so long a dominant force in that region, will be favourites to claim the last place.

Europe will provide the most teams with Russia being joined by England, Spain, France, the Netherlands and Ireland. The Irish will, along with African champions Tunisia and Oceania representatives Fiji, be making their Women's RWC Sevens debuts in 2013.

The three other confirmed qualifiers are Canada, Japan and China.

## RUSSIA 2013



**B**y the end of 2012 all but one of the 24 men's teams had booked their places in Moscow with just the South American region left to decide their second representative to accompany Argentina to the showcase event.

Nine teams directly qualified for RWC Sevens 2013 with the remaining 15 spots available through a regionally structured qualification system.

In Africa, Zimbabwe and Tunisia saw off the competition and will join South Africa and Kenya in Moscow. The North America/Caribbean process saw USA and Canada prove too strong for their rivals.

Oceania is arguably the strongest region in men's Rugby Sevens with Australia and Tonga forced to progress through the qualification system. They will line up alongside regional heavyweights New Zealand, Samoa and Fiji in the Russian capital.

Europe is another strong region as England, hosts Russia and defending champions Wales will be joined by qualifiers Portugal, Spain, France, Georgia and Scotland.

Japan and Hong Kong safely negotiated the Asian qualifier along with the Philippines, who become their country's first team to reach a World Cup in any team sport.





 [www.irbsevens.com](http://www.irbsevens.com)  
 [www.facebook.com/irbsevens](https://www.facebook.com/irbsevens)  
 @IRBSevens

# Consistency key to success

“New Zealand lifted their 10th Series crown, reward for another year of outstanding consistency”

The climax of the HSBC Sevens World Series 2011/12 provided a flurry of success stories for New Zealand. They struck gold at the penultimate round in Glasgow and, although they were powerless to stop Fiji claiming the final Cup title at Twickenham, captain DJ Forbes lifted their 10th Series crown, just reward for another year of outstanding consistency.

New Zealand certainly didn't have everything their own way, though, as they trailed Fiji early on after losing to them in the Gold Coast final and unravelled in Dubai as England claimed the second Cup. In typical stoic fashion, though, they responded with back-to-back Cups to get their season back on track. First they broke South African hearts in a magnificent final in Port Elizabeth before claiming victory on home soil in Wellington, although they had no answer to Samoa in the USA Sevens final.

With the race for the title fascinatingly poised, the sides travelled to Hong Kong, where Fiji would triumph in one of the finest finals ever witnessed and, on the same stage, Canada, Spain and Portugal came through a tough competition to secure prized core team status for the 2012/13 season.

Two tournaments without a win, New Zealand licked their wounds on the short trip to the newest round of the Series in Tokyo, but they lost out to Samoa in the semi-finals and could only claim third place as Australia edged the islanders to the Cup title at a successful event for the Japanese union.

Fiji needed a strong finish to their season to challenge for the Series, but instead it was Tietjens' men who redoubled their efforts in Glasgow's bitterly cold weather to lift the Cup and set up another Series title. The Cup eluded them in London, but New Zealand had done more than enough over the course of another gruelling season.

# Historic year for Women's Sevens



One of the highlights of 2012 was the introduction of the IRB Women's Sevens World Series, with tournaments in Dubai, USA, China and the Netherlands in the inaugural 2012/13 season delivering an elite level, high performance competition for the world's top female players as they set their sights on Rio 2016.

The IRB Women's Sevens Challenge Cups in Dubai, Hong Kong and London in 2011/12 perfectly whetted the appetite for the confirmation of the World Series with England securing two of the three titles following Canada's win in the UAE.

Sir Clive Woodward labelled the Hong Kong final, between England and Australia, as the best game of the entire weekend, while the success of the Netherlands in reaching the London final and strong performances from Brazil, China and Spain showed how Unions are continuing to benefit from National Olympic Committee support provided by Olympic inclusion.



The inaugural Series kicked off at 7he Sevens in Dubai on 30 November, alongside the HSBC Sevens World Series event, with six core teams (Australia, Canada, England, the Netherlands, New Zealand and USA) joined by six invited teams based on regional tournaments.

After two days of exciting action, New Zealand were crowned champions following a dominant 41-0 defeat of surprise package South Africa in the first Cup final of a Series which is expected to become even more competitive and

grow in the months and years to come as we count down to Rio 2016.

With Rugby World Cup Sevens 2013 in Moscow looming on the horizon too, the face of Women's Rugby will continue to change in the coming months with the sport's showpiece set to welcome the national teams of Fiji, Tunisia and Ireland for the first time from June 28-30.

The Women's Sevens World Series concept is in line with key strategic objectives set out in the *IRB Women's Rugby Plan*, running from 2011 to 2016.



## WRWC 2014 update



Planning is on track for Women's Rugby World Cup 2014 in France with the IRB dedicated to building on the huge success of the 2010 tournament in England.

Twelve teams will play in WRWC 2014 with six teams qualified directly: defending champions New Zealand, England, Australia, France, USA and Canada.

The road to fill the other six places began in 2012, with the two best-placed teams outside England and France across the 2012 and 2013 RBS Women's 6 Nations booking their passage.

Six teams will play in a qualifying tournament in Madrid in April with a place also available to an Asian and African side.



# Road to Rio gathers pace

The most exciting and far-reaching development in the last decade, the readmission of the sport to the Olympic Games programme is already boosting the Game worldwide

**R**ugby was last played at the 1924 Games with USA the reigning champions. Following a long and ultimately successful campaign, the sport was reinstated to the programme with Sevens favoured as the format best suited to the Olympic Games.

As well as the format, Rugby itself, with its strong emphasis on the character-building values of respect, integrity, passion, discipline and solidarity, complements the Olympic ideal.

As former Wales wing Shane Williams said: "More than anything, Sevens embodies the Olympic ideals of camaraderie, fair play and respect on and off the field of play."

Since the decision to include Rugby Sevens at Rio 2016, the Game has received a welcome shot in the arm, especially in countries with a strong Olympic focus, such as USA, Canada, Russia, China and Brazil where Rugby has been embraced by their National Olympic Committees.

It is also a boost for nations that perhaps do not have a strong history of Olympic success but will be competitive in Rio on the Rugby field. The likes of Fiji and Samoa, for example, have never won an Olympic medal but will certainly be among the favourites for Sevens gold in 2016.

The IRB's planning and preparation gathered pace in 2012, playing

central roles in the London Olympic Games observer programme and IOC International Federation debrief process. Positive meetings continued with both the IOC and Rio 2016 Organising Committee to deliver the best possible venue and sporting facilities to ensure that Rugby's return is an outstanding success.

In 2013 the IOC will approve the IRB's qualification process proposal, a fair and transparent system that will deliver the best players to Rio 2016 and will see representation from all five continents.

Before Rio, Rugby Sevens will make its debut in the Youth Olympic Games in Nanjing, China, in 2014 with six boys' and girls' teams competing.





# IRB tournaments review



## IRB International Rugby Series

Full results at [www.irb.com](http://www.irb.com)

**WHEN:** November 9-24

**WHERE:** Colwyn Bay in North Wales and around the world

**WHAT:** As part of the IRB's aim of developing the Game and improving the standard of competition for Tier Two and Tier Three nations, the inaugural IRB International Rugby Series was intended to increase competitiveness ahead of Rugby World Cup 2015 in England.

**THOSE INVOLVED:** Canada, Russia, Samoa, Tonga and USA took part in the Colwyn Bay tournament, while Chile, Fiji, Georgia, Japan, Portugal, Romania and Uruguay were also in action across Europe and South America.

**STAND OUT GAME:** Rugby fans in North Wales were given a few real treats, notably the USA and Russia match which was a repeat of their RWC 2011 pool encounter. Despite a valiant Russian effort, the Eagles ran out 40-26 winners.

**IMPRESSIVE DEBUT:** Robert Lilomaiaava marked his Test debut for Samoa with a four-try haul in their opening match against Canada.

**THEY SAID:** "The introduction of the IRB International Rugby Series was an exciting and important development for Rugby worldwide and underlines the IRB's commitment to assisting Tier Two and Three Unions access a competition schedule that meets their strategic high performance needs."

**Bernard Lapasset**, IRB Chairman



**WINNER**  
Samoa  
**RUNNER-UP**  
Fiji



## IRB Pacific Nations Cup 2012

Full results at [www.irb.com/pacificnationscup](http://www.irb.com/pacificnationscup)

**WHEN:** June 5-23

**WHERE:** Japan and Fiji

**FINAL STANDINGS:** 1 Samoa; 2 Fiji; 3 Tonga; 4 Japan

**LEADING POINTS SCORER:** Kurt Morath, Tonga (39 points)

**SMALL MARGINS:** Five of the six matches were decided by a single score or less, the exception being Fiji's 29-17 win over Tonga in the final match. Defending champions Japan were on the receiving end of three narrow defeats – by six, four and one point.

**DREAM START:** Stephen Betham was, in his own words, "sort of thrown in at the deep end" with his elevation from Samoa Sevens coach to national team coach just a month before the tournament, but had an instant impact on a youthful squad.

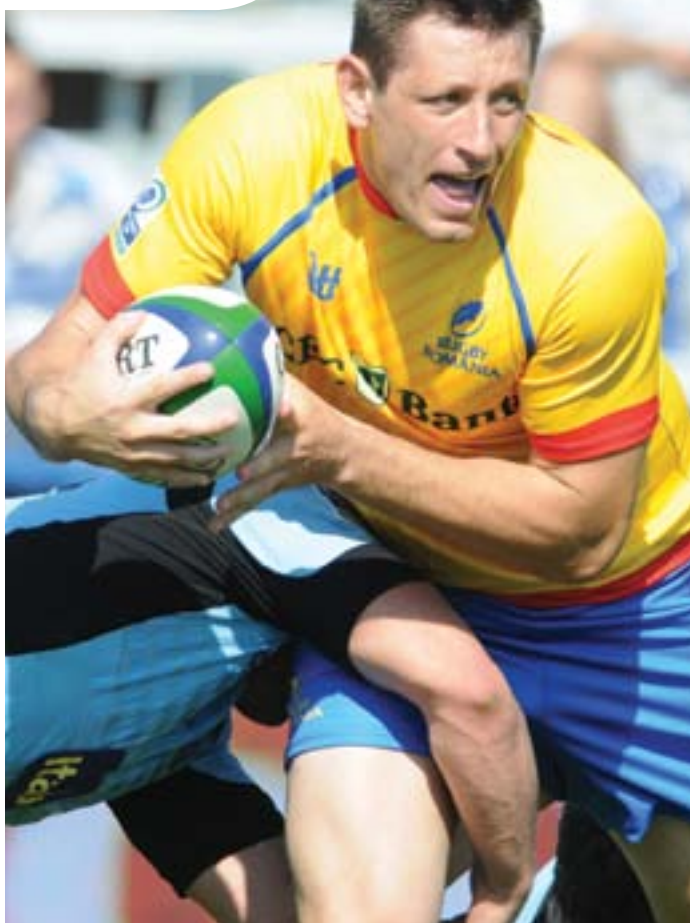
**BEST MATCH:** Samoa 27-26 Japan. Samoa recovered from 16-0 down to score 27 unanswered points, but had to survive a Japanese fight-back and were grateful when Ryan Nicholas's last-minute conversion drifted wide to hand the Pacific Islanders a second PNC title in three years.

**THEY SAID:** "I am lost for words. We knew Japan wouldn't just give us the Cup, we knew we had to win it off them. They sure gave us a good fight."  
**Stephen Betham**, Samoa coach



**WINNER**  
Romania

**RUNNER-UP**  
Argentina Jaguars



## IRB Nations Cup 2012

Full results at [www.irb.com/nationscup](http://www.irb.com/nationscup)

**WHEN:** June 8-17

**WHERE:** Bucharest, Romania

**FINAL STANDINGS:** 1 Romania; 2 Argentina Jaguars; 3 Emerging Italy; 4 Uruguay; 5 Russia; 6 Portugal

**LEADING POINTS SCORER:** Dorin Manole, Romania (30 points)

**DOWN TO THE WIRE:** Romania, Argentina Jaguars and Emerging Italy all went into the final day with a mathematical chance of being crowned champions. Ultimately, Romania edged the young Italians 17-13 to claim their first silverware since 2006.

**INVALUABLE EXPERIENCE:** They may have finished third after that loss to Romania but placing was almost irrelevant to Emerging Italy coach Gianluca Giudi when he stated: "We left Italy with 15 boys and we return with 15 men".

**STEPPING STONE:** Portugal, Romania, Russia and Uruguay all hope to emerge through the global qualification process for RWC 2015, while for the players of Emerging Italy and Argentina Jaguars it was an opportunity to show national team coaches they can be stars of the future.

**THEY SAID:** "This was a dream that became a reality. This was achieved by a group of determined players who strongly believed in this dream. We have almost forgotten what it is like to lift a trophy." **Haralambie Dumitras**, Romania coach



**WINNER**  
South Africa

**RUNNER-UP**  
New Zealand



## IRB Junior World Championship 2012

Full results at [www.irb.com/jwc](http://www.irb.com/jwc)

**WHEN:** June 4-22

**WHERE:** Cape Town and Stellenbosch, South Africa

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

**LEADING POINTS SCORER:** Tom Prydie, Wales (61 points)

**RUN COMES TO AN END:** Wales became the first to beat New Zealand in JWC history, a 9-6 win in muddy conditions stopping the Baby Blacks at 21 consecutive victories. New Zealand recovered to make the final but hosts South Africa denied them a fifth successive title.

**RECORD CROWD:** Fans flocked to see the future stars of world Rugby in action with a record crowd of 35,000 packing into Newlands Stadium to create an incredible atmosphere for the final between traditional rivals New Zealand and South Africa.

**STARS OF THE FUTURE:** South Africa centre Jan Serfontein was named IRB Junior Player of the Year, while teammate Handrè Pollard played with a maturity beyond his 18 years and looks a future Springbok fly half. Other standouts were Ireland's JJ Hanrahan, France centre Gaël Fickou and Australian captain Liam Gill, who became a Wallaby just two months later.

**BEST GAME:** New Zealand v South Africa – for atmosphere alone in the cauldron that is Newlands, but in a tournament where the form book was thrown out the window with Ireland's shock win over South Africa on day one and the Baby Boks' second-half blitz against England worthy of mention.

**THEY SAID:** "It's unbelievable, this is the best Rugby experience of my life and I played for the Springboks for 13 Tests and I must say that was very, very special, but this moment, words can't describe it."

**Dawie Theron**, South Africa coach





## IRB Junior World Rugby Trophy 2012

Full results at [www.irb.com/jwrt](http://www.irb.com/jwrt)

**WHEN:** June 18-30

**WHERE:** Salt Lake City, Utah, USA

**FINAL STANDINGS:** 1 USA; 2 Japan; 3 Tonga; 4 Georgia; 5 Chile; 6 Canada; 7 Zimbabwe; 8 Russia

**LEADING POINTS SCORER:** Madison Hughes, USA (72 points)

**BEST GAME:** Plenty to choose from but the final was a real cracker. The USA held off a desperate last-gasp attack to beat Japan 37-33 in front of a vociferous home crowd. Japan mounted attack after attack, but after five minutes and a couple of dozen phases, they knocked on and it was all over. In all, the lead had changed hands seven times.

**CHANGING RUGBY LIVES:** With a huge Pacific Island population living in Utah the presence of Tonga in the tournament attracted enormous attention locally. The Tongans played their part by engaging with their supporters after matches and on rest days while also agreeing to run training sessions at local schools and clubs to assist with growing the Game and inspiring more young people to pick up a Rugby ball and run with it.

**THEY SAID:** "The JWRT has made a great difference to Rugby in America. It has raised the profile of the Game, particularly in Utah, and has left an important legacy that we will capitalise upon in the coming years."

**Nigel Melville**, USA Rugby CEO



## IRB Americas Rugby Championship

Full results at [www.irb.com](http://www.irb.com)

**WHEN:** October 12-20

**WHERE:** Westhills Stadium in Langford, British Columbia, Canada

**FINAL STANDINGS:** 1 Argentina Jaguars; 2 Canada A; 3 Uruguay; 4 USA Select

**LEADING POINTS SCORER:** Connor Braid, Canada (30 points)

**BENEFITS:** For Rugby Canada, hosting the key IRB development tournament was a resounding success, delivering excellent crowds on the three match days and ensuring further exposure for a sport that continues to grow across Canada.

**THEY SAID:** "The IRB Americas Rugby Championship continues to play a significant role in the high performance programmes for the respective participating Unions. The 2012 edition was a great success with the entertaining and intense competition drawing excellent crowds."

**Tom Jones**, IRB Regional General Manager for North America and Caribbean



## IRB Pacific Rugby Cup 2012

Full results at [www.irb.com](http://www.irb.com)

**WHEN:** February 24-October 19

**FINAL STANDINGS:** 1 Fiji Warriors; 2 Samoa A; 3 Tonga A

**FOUR ON THE BOUNCE:** A remarkable eight-match unbeaten run after an opening loss to Queensland A meant Fiji Warriors won a fourth successive title, finishing 18 points clear in the standings.

**FULL HOUSE:** For the first time in 2012 all five of the New Zealand Super Rugby franchises were represented by their development teams with the Blues and Highlanders making their PRC debuts.

**THEY SAID:** "The Warriors' unprecedented performance in New Zealand is testament to the growing strength and depth in Pacific Islands rugby." **William Glenwright**, IRB Regional General Manager for Oceania



# Game analysis

A review of RBS 6 Nations matches played in the last decade shows that winning margins are becoming progressively tighter – and in 2012 there was little change. Towards the end of most matches, the final outcome could have changed as the result of just one score.

The major reason for this was the difficulty teams had in scoring tries. At the end of the Championship, the average number of tries scored per match was 3.1 – a rate of scoring that was the lowest in the history of the 6 Nations.

This figure continued the gradual reduction in the number of tries being scored that started in the early 2000s.

For example:

- In 2012, there were 40 per cent fewer tries scored than 10 years ago.
- In the last two years (2011 and 2012) a total of 97 tries were scored – 10 years earlier, the comparative figure was 150.
- There were 29 fewer tries scored in 2012 than in the 2002 6 Nations.

“Winning margins are becoming progressively tighter in the 6 Nations Championship”

It is not surprising therefore that Wales – winners of a Grand Slam – scored fewer tries than any of the other seven Grand Slam winners since 2000 and, at the same time, conceded just three tries in five matches.



## 6 Nations Championship statistics

75

tries in 2002

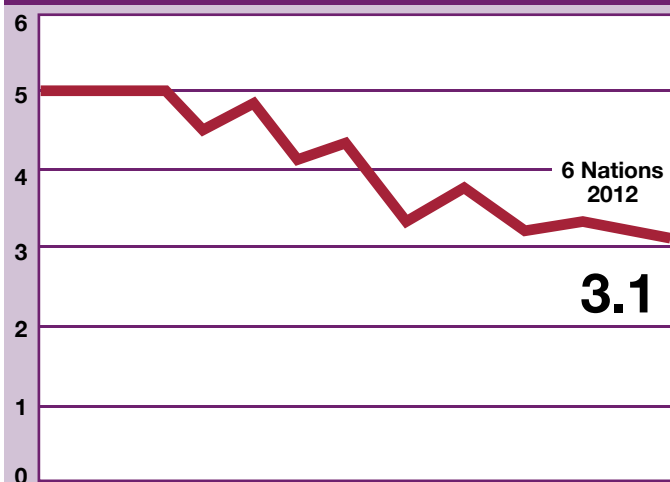


46

tries in 2012

“The average number of tries scored was 3.1 – a rate of scoring that was the lowest in the history of the 6 Nations”

## Average 6 Nations tries per match



## 6 Nations Grand Slam total tries

Year	Grand Slam winner	Tries scored	Tries conceded
2002	France	15	7
2003	England	18	4
2004	France	14	5
2005	Wales	17	8
TOTAL		64	24
2008	Wales	13	2
2009	Ireland	12	3
2010	France	13	6
2012	Wales	10	3
TOTAL		48	14

One team stands apart from the trend towards matches becoming progressively tighter – the current world champions New Zealand.

In the inaugural Rugby Championship, New Zealand averaged three tries per match, scoring more tries than their opponents in all six of their matches.

They achieved this in a noticeably singular way, scoring tries from possession gained in all parts of the pitch and from a variety of possession sources:

- Of a Championship total of 11 tries scored from possession gained inside the scoring team's own half, New Zealand scored seven – or almost twice as many as the other three teams combined.
- Of the seven Championship tries scored from scrum possession, New Zealand scored five.

New Zealand were also clinical, and immediate, in their finishing:

- Fifteen of New Zealand's 18 tries contained two or fewer phases.
- Of their 18 tries, 17 were scored by backs – which was only one less than the total number of tries scored by the backs of the other three teams combined.

Country	Tries by backs	Tries by forwards
 New Zealand	17	1
 South Africa	10	2
 Argentina	4	3
 Australia	4	3

- New Zealand wings made more passes than the wings of the other three teams combined.
- New Zealand's approach to, and success in, open play was enhanced by a successful set piece. In the lineout, for example, New Zealand won more – and lost fewer – lineout steals than any other team.

Another characteristic of the New Zealand team was the involvement of all 15 players in ball distribution:

- New Zealand's forwards made more than a quarter of all New Zealand's passes which was a far higher proportion than any other team's. Their back row distributed the ball once in every two possessions, which was twice as frequent as any of the other three teams, while their second row passed the ball 53 times compared, for example, to South Africa's eight and Argentina's 16.

3

Average tries per match by New Zealand in The Rugby Championship

“Of the 18 tries scored by New Zealand in The Rugby Championship, 17 were scored by backs”

- This intensity was maintained throughout the match – of the 25 tries conceded in the second half of matches, New Zealand conceded two – or three times fewer than the next team.

This was the background to New Zealand's tour to the northern hemisphere where they managed to average more than four tries per match – a figure that exceeded the match averages for both the 6 Nations and The Rugby Championship.







Girls learning to play Rugby as part of the IRB/Peace and Sport project in Daloa, Ivory Coast – Photo: Yves Jamoneau, Peace and Sport

# Growing the Game

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# 118 countries...

Rugby is now played in more countries around the world than ever before, boosted by record funding through the IRB's Development Grants (£6.7m), Strategic Investment Programme (£10.146m) and the inclusion of Rugby Sevens in the Olympic programme. The total number of players comprises 2.55m registered and 2.94m non-registered.

## UNION (entry year) PLAYERS

Andorra (1991)	578
Armenia (2004)	Associate member
Austria (1992)	1,346
Azerbaijan (2004)	Associate member
Belgium (1988)	14,329
Bosnia & Herzegovina (1996)	928
Bulgaria (1992)	1,815
Croatia (1992)	2,307
Czech Republic (1988)	8,481
Denmark (1988)	4,297
England (1890)	2,028,348
Finland (2001)	766
France (1978)	384,933
Georgia (1992)	6,156
Germany (1988)	9,883
Greece (2009)	1,210
Hungary (1991)	2,760
Ireland (1886)	155,244
Israel (1988)	1,390
Italy (1987)	76,674
Latvia (1991)	1,261
Lithuania (1992)	2,129
Luxembourg (1991)	2,227
Malta (2000)	635
Moldova (1994)	2,930
Monaco (1998)	918
Netherlands (1988)	27,357
Norway (1993)	4,143
Poland (1988)	9,432
Portugal (1988)	45,480
Romania (1987)	11,534
Russia (1990)	26,425
Scotland (1886)	102,728
Serbia (1988)	2,948
Slovenia (1996)	390
Spain (1988)	40,858
Sweden (1988)	4,417
Switzerland (1988)	3,639
Ukraine (1992)	3,250
Wales (1886)	66,114

## FIRA-AER

38 MEMBER UNIONS

Region playing numbers	3,060,260
World playing population percentage	55.74%
World population percentage	13.75%

# 2m+

participants in the IRB Development Award winning Rookie Rugby programme in US schools

## UNION (entry year) PLAYERS

Bahamas (1994)	335
Barbados (1995)	288
Bermuda (1992)	714
British Virgin Islands (2001)	Associate member
Canada (1987)	130,237
Cayman (1997)	1,615
Guyana (1995)	429
Jamaica (1996)	757
Mexico (2006)	4,891
St Lucia (1996)	Associate member
St. V & the Grenadines (2001)	1,036
Trinidad & Tobago (1992)	1,173
USA (1987)	335,001

## NACRA

11 MEMBER UNIONS

Region playing numbers	476,476
World playing population percentage	8.68%
World population percentage	8.99%

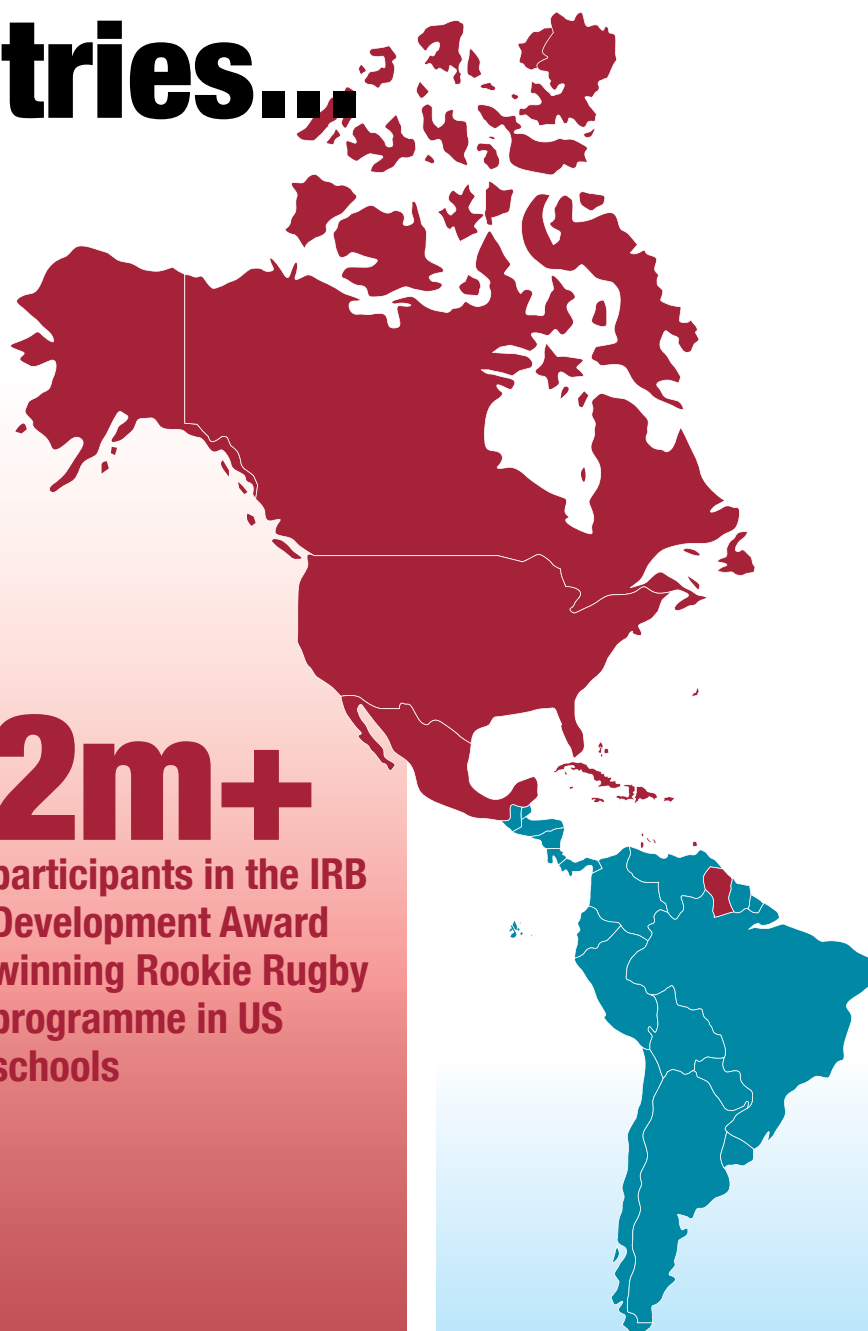
## UNION (entry year) PLAYERS

Argentina (1987)	121,162
Brazil (1995)	13,012
Chile (1991)	19,050
Colombia (1999)	9,035
Paraguay (1989)	2,654
Peru (1999)	1,668
Uruguay (1989)	8,554
Venezuela (1998)	1,505

## CONSUR

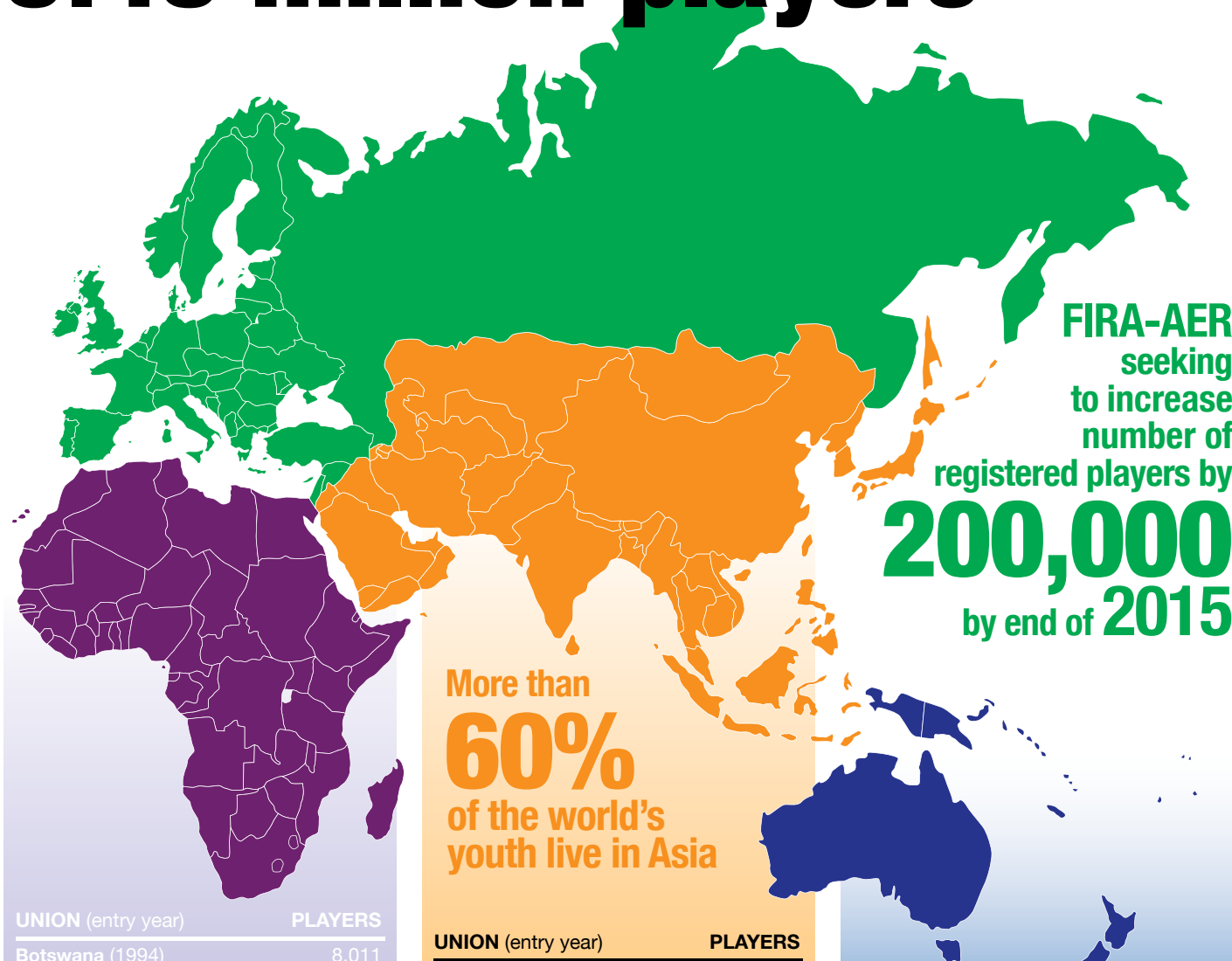
8 MEMBER UNIONS

Region playing numbers	176,640
World playing population percentage	3.2%
World population percentage	6.99%





# 5.49 million players



## UNION (entry year) PLAYERS

Botswana (1994)	8,011
Burundi (2004)	Associate member
Cameroon (1999)	6,150
Ghana (2004)	Associate member
Ivory Coast (1988)	2,378
Kenya (1990)	45,807
Madagascar (1998)	27,507
Mali (2004)	Associate member
Mauritania (2003)	Associate member
Mauritius (2004)	613
Morocco (1988)	5,009
Namibia (1990)	6,816
Nigeria (2001)	800
Rwanda (2004)	Associate member
Senegal (1999)	4,265
South Africa (1949)	597,139
Swaziland (1998)	23,804
Tanzania (2004)	Associate member
Togo (2004)	Associate member
Tunisia (1988)	20,720
Uganda (1997)	22,430
Zambia (1995)	11,850
Zimbabwe (1987)	20,576

## CAR

16 MEMBER UNIONS	
Region playing numbers	803,875
World playing population percentage	14.64%
World population percentage	8.52%

## UNION (entry year) PLAYERS

Cambodia (2004)	Associate member
China (1997)	3,260
Chinese Taipei (1988)	5,748
Guam (1998)	1,088
Hong Kong (1988)	20,272
India (1999)	18,490
Indonesia (2008)	Associate member
Iran (2010)	Associate member
Japan (1987)	118,892
Kazakhstan (1997)	4,070
Korea (1988)	5,495
Kyrgyzstan (2004)	Associate member
Laos (2004)	Associate member
Malaysia (1988)	75,400
Mongolia (2004)	Associate member
Pakistan (2004)	4,818
Philippines (2004)	1,545
Singapore (1989)	12,430
Sri Lanka (1988)	58,480
Thailand (1989)	27,012
United Arab Emirates (2012)	7,823
Uzbekistan (2004)	Associate member

## ARFU

15 MEMBER UNIONS	
Region playing numbers	364,823
World playing population percentage	6.65%
World population percentage	61.05%

## UNION (entry year) PLAYERS

American Samoa (2005)	3,220
Australia (1949)	350,871
Cook Islands (1995)	2,033
Fiji (1987)	58,113
New Zealand (1949)	149,769
Niue Islands (1999)	450
Papua New Guinea (1993)	3,849
Samoa (1988)	19,344
Solomon Islands (1999)	8,206
Tahiti (1994)	2,293
Tonga (1987)	7,577
Vanuatu (1999)	1,715

## FORU

12 MEMBER UNIONS	
Region playing numbers	607,440
World playing population percentage	11.1%
World population percentage	0.7%



## Championship leaves a positive impact

The IRB Junior World Championship 2012 was about more than just what happened on the field over the 30 matches, with a key priority being to leave a lasting legacy for the host country to build on in the years to come

**A**s part of the tournament's legacy programme, the 12 participating teams all visited local schools in the Cape Peninsula of South Africa where they were greeted by excited youngsters and took part in assemblies, coaching clinics or touch rugby games. Often met by children performing traditional African dances or singing songs, the teams were swept up in the excitement and couldn't help but join in,



much to the delight of the children who jumped at the chance to get autographs of the future stars of world Rugby.

For the players themselves, the experiences were humbling and eye-opening as they saw the conditions that the children lived and went to school in and realised just how lucky they were, as well as how Rugby transcends barriers.

"It was a massively humbling experience for all the guys," admitted England's Tommy Bell. "We didn't know what to expect but it was just great to see so many smiling and happy kids. I think we

"But it goes to show that Rugby is a universal language and for us to give up an hour or so of our time signing autographs and posing for pictures was nothing, hopefully it inspired a few of them to give Rugby a go."

Two children stole the hearts of the entire Welsh squad when they visited Khayelitsha – the biggest township in Cape Town – the day after reaching their first semi-final since 2008, while words coming out of the Scotland and New Zealand teams after their visits included "amazing" and "phenomenal".

Even for the host nation South Africa, the visits were "something special" with manager Jonathan Mokuena admitting: "I don't think the players realised how much Rugby means to these communities ... for those 80-odd minutes the team spent with the kids, they could live Rugby."

The players also went through the IRB's *Keep Rugby Clean* outreach programme during the tournament, receiving important information on the dangers of doping during a team-based education session.

**“Two children stole the hearts of the entire Welsh squad when they visited Khayelitsha”**

crashed their assembly but they didn't seem to mind, it felt like we were in a boy band with all the screaming they were doing!



# IRB Strategic Investment and Development Grants

“From a strategic investment perspective the focus in 2012 was to work with our High Performance and Performance Unions to begin planning for RWC 2015 qualification and participation. The international competition programme continues to underpin many of our key High Performance strategies.

“Following a strategic review, a revised competition programme was agreed with our Strategic Investment Unions which will see an expansion of the Pacific Nations Cup in 2013 to include USA and Canada, the addition of Junior Japan to the Pacific Rugby Cup and agreement to expand the IRB Nations Cup format.

“In addition, the November IRB International Rugby Series was established which resulted in an unprecedented number of cross-regional Test matches between our High Performance and Performance Unions with 15 countries taking part in the Series. We continue to work with all our Strategic Investment 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 IRB investment programme.

“The focus in development was to consolidate the outstanding growth in participation numbers achieved during the previous Rugby World Cup cycle and to work with our Member Unions and Regions to ensure that we put ourselves in a strong position to maximise the benefits of our inclusion in the Olympic Games in Rio 2016.

“In that regard, a new Development Grant application process and database was implemented which will provide Unions with the tools to plan and manage their development programmes in a more integrated way and allow the IRB to better track the outcomes of our development investments and new investment that will come into the Game from National Olympic Committees and government sport agencies.

“In addition a new Union Banding system was developed and agreed for implementation in 2013 which will allow the IRB to provide a more targeted investment and technical support programme to our Unions based on their current and potential growth in participation numbers and performance in the international Game.



**Mark Egan, IRB Head of Competitions and Performance**

## Strategic Investments

Investment category	Number of Unions	Strategic Investments (£m)
High Performance Unions	17	5.415
Performance Unions	6	1.24
Operations and Major Markets		0.71
Strategic Investment Tournaments		2.706
Strategic Investment Referees		0.075
<b>Total</b>		<b>10.146</b>

## Development Grants

Union banding	2010 (£m)	2011 (£m)	2012 (£m)
High Performance	2,279,650	2,279,650	2,279,650
Performance	803,750	790,750	790,750
Targeted	919,700	903,700	874,700
Developmental	1,817,550	1,786,600	1,734,800
Regions and Operations	804,700	864,650	1,057,450
<b>Total</b>	<b>6,625,350</b>	<b>6,625,350</b>	<b>6,737,350</b>

## Rugby blossoms in Madagascar

Rugby is the national sport in Madagascar and is played by an estimated 27,000 people of all ages, a figure that has risen by 10,000 in the last three years and is expected to continue doing so in the years to come.

It was no surprise, therefore, that 75,000 people turned up across the two days of the Africa Cup Division 1B in July to see Madagascar claim the title with wins over Senegal and RWC 2011 participants Namibia, the latter in a 57-54 thriller.

Madagascar's reward is promotion to Division 1A. They will host Zimbabwe, Kenya and Uganda in July 2013, needing to avoid relegation to stay in the RWC 2015 qualification frame.

2012 also saw the opening of a new stadium in the capital Antananarivo, the Stade Makis having already been branded locally as the 'Temple of Rugby'. It can hold between 10,000 and 15,000 fans and is the first and only stadium of its kind in Madagascar.

## Historic year for the Philippines

Rugby in the Philippines broke new ground in 2012 after their Fifties side won promotion to the top tier of the HSBC Asian 5 Nations and the historic qualification for RWC Sevens 2013 by their men's team.

The Philippines, under the guidance of former USA Sevens coach Al Caravelli, finished third in the RWC Sevens 2013 regional qualifier in Singapore in November to become the country's first sporting team to reach a World Cup.

Seven months earlier, the Volcanoes had hosted the region's first RWC 2015 qualifiers in Manila. They made the most of home advantage to beat Sri Lanka, Chinese Taipei and Singapore to claim the title.

With substantial growth in playing numbers over the last three years, it is a remarkable rise for a nation who were in the bottom tier of the A5N pyramid in 2008. The victories also enabled the Philippines to end the year 15 places higher than they entered the IRB World Rankings in March.



# Get Into Rugby!

The IRB launched a new global participation project in 2012 with the aim of increasing worldwide participation in Rugby



**G**et Into Rugby has been developed with the aim of maximising the enormous appetite in new and emerging Rugby nations, stimulated by the inclusion of Sevens in the Olympic Games programme.

**“ More than 20 countries will be involved in implementing the programme in 2013 ”**

As well as the ambitious target of reaching more than six million players across our Member Unions, the Get Into Rugby programme also aims to deliver new coaches and referees over the period by encouraging

participants of all ages and abilities to “Try, Play and Stay” in Rugby, in a safe and fun environment.

Brazil, China and Mexico are among the initial locations for the launch of the IRB’s new initiative. In China, for example, Get Into Rugby was initiated in 100 schools in Nanjing, where the 2014 Youth Olympic Games will be hosted, as well as in Guangzhou.

More than 20 countries will be involved in the implementation of the programme in 2013.

The IRB will provide essential kit, training and education support for Unions who participate in the programme and detailed online

resources for training teachers, coaches and players via [www.irbgetintorugby.com](http://www.irbgetintorugby.com).

The aim of the programme is to introduce boys and girls to “Try, Play and Stay” in Rugby. Each Union will produce a plan explaining how they will grow the Game and how they will train coaches and teachers.

IRB Chairman Bernard Lapasset said: “Get Into Rugby is not just the mechanism to introduce people to Rugby and its values. We want players, coaches, match officials and volunteers to stay as active members of the Rugby family.”



## Great potential for artificial turf

2012 was another milestone year for artificial turf, with more and more people around the world using the surface.

Artificial turf now exists for Rugby in every continent. It provides development opportunities where climatic conditions make natural turf difficult to grow and maintain.

The IRB has had a technical standard for artificial turf since 2003 and has taken a proactive role in encouraging its use in Rugby and other sports since 2008.

Last year saw the first 60mm pile-height pitch installed at Maidenhead Rugby Club in England, as well as the first meeting on *One Turf*, which brought together a myriad of sports to discuss the potential for the surface being used for multi-sport purposes at a community level.

Artificial turf provides a consistent surface for elite sport and international Rugby matches, as well as an ideal surface for multi-sport environments for community participation sports.





# Investing in the Pacific Islands

**C**ommercial revenue from Rugby World Cup plays a major role in the ongoing sustainability and development of the Game worldwide.

In 2012, the IRB invested nearly US\$6 million in direct financial assistance to the Pacific Islands across four main areas, namely high performance, development, competitions and administration, in order that the Unions can continue to close the gap on their Tier One counterparts.

The high performance investment is the most comprehensive and it has allowed the IRB to establish full-time academies in Fiji, Samoa and Tonga. These academies provide a daily training environment for elite and potentially elite players, match officials and coaches to



obtain scholarships and train in world-class facilities under world-class coaches who are employed full-time.

Administratively, the IRB investment has allowed the Unions to grow significantly to better enable them to meet the demands of Rugby in the professional era and to deliver their main mandate, which is to grow the Game within their own countries.



In addition to the direct financial support provided to the Pacific Islands Unions, the IRB runs an array of programmes and tournaments aimed at improving the standard of Rugby, improving the knowledge of the staff employed by the Unions, and growing participation rates in a region that enjoys such a rich Rugby heritage.



Julian Savea



Robert Lilomaiaava

## JWC graduates shine on world stage

**E**ighty players joined the ranks of IRB Junior World Championship graduates in 2012 as coaches began to turn their attention to Rugby World Cup 2015. The players were spread across 16 countries with Argentina fielding the most with 11 and Tonga the only nation not to field a new graduate.

Italian wing Giovanbattista Venditti became the first in the RBS 6 Nations opener and fly half Freddie Burns the last as England stunned world champions New Zealand at

Twickenham, helping to swell JWC graduate numbers to a total of 188.

Graduates enjoyed plenty of success in 2012 with eight being part of Wales' Grand Slam-winning team and seven appearing in New Zealand's Rugby Championship success as the total number of Test appearances by JWC graduates passed the 1,500 mark.

Among New Zealand's contingent was Julian Savea, who scored 12 tries in his debut year. He becomes the top try-scorer among graduates,

surpassing Leigh Halfpenny, although the Welshman is still the leading points-scorer with 220.

2012 also saw more than 40 Junior World Rugby Trophy

**“ More than 120 JWC or JWRT graduates made their Test debuts in 2012 ”**

graduates from 14 countries make their Test debuts, Samoa wing Robert Lilomaiaava enjoying the most memorable debut with four tries against Canada in November.

# Women's Rugby participation

Women's Rugby made some massive strides in 2012 with the most exciting development being the introduction of the first IRB Women's Sevens World Series with rounds in Dubai, the USA, China and the Netherlands in the inaugural 2012/13 season

Six core teams – Australia, Canada, England, the Netherlands, New Zealand and USA – will play in every round of the inaugural Series, alongside six teams invited to each tournament based on regional rankings.

The formation of the IRB Women's Sevens World Series was the most significant investment in Women's Rugby that the IRB has ever undertaken, resulting in an annual investment of US\$1.5 million.

Interest in the Women's Game is at an all-time high and the IRB is committed to providing the best possible opportunities for women to improve their competitiveness and identify those who will ultimately appear on the Olympic stage in Rio 2016.

“We now have more women and girls playing Rugby than ever before... which is really exciting”

“The last year has been a whirlwind with so much happening in the Women's Game,” said IRB Women's Development Manager Susan Carty. “Since the

announcement that the finest female players in the world will take their place alongside their male counterparts in Rio de Janeiro when Rugby returns to the Olympic Games programme, we've needed to look at the best way forward.

“The development of an international Sevens Series is a crucial way of ensuring the best teams in the

world can compete at the highest levels. Lower ranked teams are also benefiting, as they can now benchmark their progress but also push the top teams. It's really helped the players, coaches and all the key stakeholders in the Women's Game focus on 2016.”

There are currently an estimated one million women and girls playing Rugby in around 112 countries worldwide, with more than 200,000 registered and competing on a regular basis.

The *IRB Women's Rugby Plan*, which runs from 2011 to 2016, has the goals of increasing global competition on a sustainable basis, providing greater competition opportunities on the world stage in Sevens and Fifteens, and maximising the Olympic Games opportunity.

This was a topic on which IRB Chairman Bernard Lapasset addressed the 5th IOC Conference on Women and Sport in Los Angeles in February, detailing the significant progress the Game's governing body has made in Women's Rugby over the past five years.

2012 also saw the IRB host a three-day workshop for Unions in London in November to discuss the direction of the Women's Game, with topics discussed including the Women's Rugby World Cup, consolidation of the competition calendar and the commitment of Unions to the Fifteens game.

A month earlier, 20 delegates from 13 Member Unions in Asia and Oceania, as well as leading figures from the Game and global industry experts, had attended a three-day IRB Accelerated High Performance workshop in Sydney.

The objective of the workshop was the development and implementation of an effective high performance plan that will drive competitiveness and performance pathways to Rio 2016.

Cheryl Soon, Australia's Women's Rugby World Cup Sevens 2009 winning captain who was appointed to the IRB Rugby Committee in 2012, opened the workshop and was impressed by what she saw.

“Women's Rugby is going from strength to strength. We now have more women and girls playing Rugby than ever before and Unions are beginning to maximise the positive effects of Olympic inclusion, which is really exciting,” said Soon.

“The sheer level of enthusiasm towards Women's Rugby and commitment displayed by Unions and National Olympic Committees underscores our belief that the sport will continue to grow and prosper as we count down to Rio.”





# at all-time high

[@irbwomens](#)

[www.facebook.com/irbwomens](http://www.facebook.com/irbwomens)



An international Sevens Series ensures the best teams in the world compete at the highest levels



“ The last year has been a whirlwind with so much happening in the Women’s Game ”









# Protecting Rugby's Values

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**integrity**

**respect**

**solidarity**

**passion**

**discipline**

# Digital revolution engages record audiences

Online resources are being accessed by the global Rugby community in unprecedented numbers

## Training to win

The IRB continues to support its Member Unions with training and educating courses, and resources.

The 129 Trainers and 1,124 Educators work hard within their Unions and regions to deliver courses with local coaches, match officials and administrators. The core portfolio of courses is shown below.

The IRB Talent Optimisation Programme continues to provide opportunities for potential international coaches, referees and strength and conditioning coaches to hone their skills with the annual programme delivered at Stellenbosch.

The number of courses being delivered continues to grow. The cumulative statistics for accreditations are shown below.

### FACE TO FACE COURSES

Course workforce	Accreditations
Trainer	129
Educator	1,124

#### Coaches

Level 1 – Fifteens	26,396
Level 2 – Fifteens	2,234
Level 3 – Fifteens	62
Level 1 – Sevens	1,550
Level 2 – Sevens	52
Level 1 S & C	870
Level 2 S & C	19
Rugby Ready	11,462

#### Match Officials

Level 1 – Fifteens	11,411
Level 2 – Fifteens	705
Level 3 – Fifteens	41
Level 1 – Sevens	226
Level 2 – Sevens	23
Level 1 CMO	609
Level 2 CMO	67

### ONLINE COURSES

Site	Completions
Rugby Ready	81,072
Laws	37,777
Player Welfare	7,123
Strength & Conditioning	3,723

By the end of 2012, more than one million people had accessed the official site to view the Laws of the Game, underscoring the growth of a sport that continues to reach out to men, women and children around the world in unprecedented numbers.

[www.irblaws.com](http://www.irblaws.com) outlines, in detail, the Laws of the Game, but also provides user-friendly video examples and animations of how they are applied on the field of play. Users are then able to test their knowledge of key issues with a self-test exam on the site.

Available in six languages, the site is being accessed in existing and emerging Rugby nations. After the United Kingdom, website users in Argentina and Brazil were among the highest visitors, along with those in the USA, Colombia and Japan, highlighting the growth of the Game.

The site was launched in October 2007 to educate, aid and support players, coaches, match officials and Unions on the importance of best-possible preparation for training and playing, in order for Rugby to be played and enjoyed while reducing the risk of serious injury in the Game.



By the end of December 2012, the site had seen 1,605,522 visits from 1,036,496 unique users. In yet another example of how technology is embraced by the global Rugby community, the statistics also showed that more than 150,000 users had accessed the IRB sites via iPhone and iPad devices.

There was also encouraging news for another IRB online resource, [www.irbrugbyready.com](http://www.irbrugbyready.com), with the site having seen more than 891,000 visits by almost 530,000 users by the end of 2012.

Since then, *Rugby Ready* has established a strong profile as a leading global education resource for the Game's stakeholders in the areas of match preparation, technique, injury prevention, management and discipline.

*Rugby Ready* will undergo an update in 2013 along with the Laws iPhone and iPad resource, while an anti-corruption resource and match observation online programme are also planned. The online resources will also continue to be translated into more languages to meet demand.





The IRB has a portfolio of interactive education websites that includes injury prevention at [www.irbrugbyready.com](http://www.irbrugbyready.com), anti-doping education at [www.keeprugbyclean.com](http://www.keeprugbyclean.com) and the Laws of the Game at [www.irblaws.com](http://www.irblaws.com). With medical education a key objective in 2013, we will continue to collaborate with Unions to ensure that [www.irbplayerwelfare.com](http://www.irbplayerwelfare.com) is the destination for all best-practice information.

## IRB and Wheelchair Rugby

**T**he IRB enjoys a close working relationship with the International Wheelchair Rugby Federation (IWRF), having signed a memorandum of understanding in 2010 to work together on matters of mutual interest. The way the sport captured hearts and minds at the London 2012 Paralympic Games was inspiring.

Wheelchair Rugby is a mixed team sport for male and female quadriplegic athletes and is played on a standard basketball court. It combines elements of Rugby, basketball and handball as players compete in teams of four to carry the ball across the opposing team's goal line.

Played in four quarters of eight minutes each, the team with the most points at

the end is declared the winner. Contact between wheelchairs is permitted. In fact, it is an integral part of the sport as players use their chairs to block and hold opponents.

Since the agreement was sealed in 2010, the IRB and IWRF have shared resources and information in respect to player welfare, created communications alliances and exchanged training and education resources.

In 2012, the IRB assisted with the development of the IWRF's official website, [www.iwrf.com](http://www.iwrf.com), which is the platform to reach out to new fans and players and deliver all the latest news, resources and information on the hugely popular sport.



# KEEP RUGBY CLEAN

Rugby's strong record on anti-doping continued in 2012 with another record testing programme and the extension of resources designed to raise awareness and understanding among players, coaches, physicians and administrators at all levels of the Game. The new IRB Anti-Doping Handbook is now available, while a new e-learning programme will be rolled out in 2013. For more details, visit [www.keeperugbyclean.com](http://www.keeperugbyclean.com)

9 languages in which the new IRB Anti-Doping Handbook is available:

- English
- French
- Spanish
- Italian
- Georgian
- Japanese
- Romanian
- Russian
- Portuguese



## 2012 IRB testing programme

■ In competition ■ Out of competition



<sup>1</sup> Includes 85 blood tests <sup>2</sup> Includes 18 blood tests <sup>3</sup> Includes 103 blood tests

## Developments in Anti-Doping

2012 was a busy year with Sam Warburton and David Pocock, captains of Wales and Australia, joining the IRB *Keep Rugby Clean* programme as Ambassadors, while South Africa Sevens star Cecil Afrika attended *Keep Rugby Clean Day* at the IRB Junior World Championship in June.

IRB Anti-Doping Manager Tim Ricketts attended the Wheelchair Rugby competition at the London 2012 Paralympic Games as part of a partnership with the International Wheelchair Rugby Federation to help them obtain compliance with the World Anti-Doping Code.

The foundations for the regionalisation of anti-doping were also made within the CONSUR region with an Anti-Doping Judicial Panel set up to oversee any potential violations in South America. This will be followed by the implementation of testing and education programmes with the aim of CONSUR – and other regions in the future – becoming self-sufficient in the management of their own programmes.

The IRB's Anti-Doping Advisory Committee (ADAC) also met once in 2012 in Dublin with a review of the first draft of the 2015 World Anti-Doping Code and a number of operations enhancements to the IRB's Anti-Doping Regulations among the topics discussed.

Argentina star Felipe Contepomi, one of four new members appointed to the ADAC in 2012, also attended his first WADA Athlete Committee meeting in Tokyo, Japan, in March.



WADA Regional Director for Africa Rodney Swigelaar with IRB Anti-Doping Officer Ilaria Baudo, *Keep Rugby Clean* Ambassador Cecil Afrika and IRB Anti-Doping Manager Tim Ricketts on *Keep Rugby Clean Day* at JWC 2012



Felipe Contepomi (left) and the other members of the WADA Athlete Committee at their meeting in Tokyo



## IRB Anti-Doping cases in 2012

Member Region	Substance/Violation	Sanction
CONSUR x 2	Methylhexanamine (MHA)	12 months
FIRA-AER x 2	Carphedon	2 years
FIRA-AER (Physiotherapist)	Administration	Lifetime ban (second offence)
CONSUR	Nandrolone	2 years
FORU	Cannabis	5 months
ARFU	Methylhexanamine (MHA)	6 months
NACRA	Furosemide	2 years
CAR	Stanozolol	2 years
FORU	Refusal	Ongoing
CAR x 2	Nandrolone	Ongoing
CAR	Trafficking	Ongoing
FIRA-AER	Cocaine	Ongoing
FORU	Methylhexanamine (MHA)	Ongoing
CAR	Cannabis	Ongoing
FIRA-AER	Stanozolol	Ongoing
FIRA-AER x 3	Tampering	Ongoing

## Global number of rugby tests and Anti-Doping rule violations



**40%** increase in traffic to the trilingual *Keep Rugby Clean* website to well over 30,000 hits in 2012

# Referees on road to RWC 2015

The road to Rugby World Cup 2015 is long and winding. Players must avoid injury and loss of form, and coaches must instil a winning habit in their teams while also developing talent along the way

**M**atch officials also need a plan so that they, too, are at the peak of their powers when Rugby's showpiece tournament kicks off in England. The stakes will be high with the teams and supporters demanding high standards from referees.

The IRB has a plan in place to make sure the world's very best referees, assistant referees and television match officials are the ones out there making the big decisions as the action unfolds at England 2015.

With four main international windows in the Rugby calendar (RBS 6 Nations, June internationals, The Rugby Championship and November internationals), the Match Official Selection Committee now meets four times a year with a comprehensive programme of performance review and coaching in place.

The IRB works closely with referee managers from the major Member Unions as well as the two big cross-border domestic competitions, Super Rugby and European Rugby Cup, to ensure a joined-up approach is taken in the area of referee development.

Chairman of the selection committee and IRB Council Member for Scotland John Jeffrey said: "The IRB is committed to ensuring that the platform is in place to promote the very best

refereeing standards at the elite level of the Game. Our priority is the continued promotion of consistency and performance and our strategic goal is to deliver the best available panel for Rugby World Cup 2015 while at the same time applying

**“The platform is in place to promote the very best refereeing standards at the elite level”**

the best-for-best principle in the selection of referees for each international window.

"There will be consistent movement in and out of the panel based on form to reward the top performers and those making the step up as we build towards RWC 2015 in England. In short, this means that referees are selected on merit, in form and closer to the matches being played. All Member Unions are committed to this process, which is essential for its success."

The IRB Match Official Selection Committee, chaired by John Jeffrey, comprises former elite referees Lyndon Bray (SANZAR), Tappe Henning (SANZAR), Donal Courtney (European Rugby Cup) and Clayton Thomas (6 Nations) and IRB High Performance Match Officials Manager Joël Jutge.







# Financial report

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# Financing the global Game

The IRB continued its commitment to global development and growth during 2012 thanks to the ongoing commercial success of its flagship Rugby World Cup

The IRB maintained its distribution of high performance funding in 2012 via its £44 million, four-year global Strategic Investment Programme, the catalyst for an 18 per cent increase in global participation since Rugby World Cup 2007, which has seen participation levels hit an all-time high of 5.5 million.

The programme played a major part in the IRB's total investment of £148m between 2009 and 2012, which also includes development and administration grants to Member Unions, tournament grants, major market funding, training and education and player welfare initiatives, in order that more men, women and children can engage with a sport that has the objective of becoming truly global.

In 2012, the IRB also announced an enhanced financial model that will see it invest an additional £50m in the global Game from 2013 to 2016, addressing the issue of reduced revenues for participating Unions during a Rugby World Cup year. This new financial model also includes increased investment across Tier Two Unions and below as well as IRB Regional Associations, through development, tournaments (especially with regard to Rugby Sevens) and strategic initiatives. All of this is possible thanks to the phenomenal commercial success of Rugby World Cup, which is now firmly established as one of the world's top three major sports events.

RWC 2003 generated a surplus of £64.3m for the IRB while RWC 2007 recorded a surplus of £122.4m, reflecting the continued growth and popularity of the tournament. Delivered within a smaller market, RWC 2011 exceeded all expectations with a surplus of £92m, further enhancing the global prestige of the Rugby World Cup brand.

## Investing in the Game's future growth

The Rugby World Cup 2007 net surplus successfully underwrote

### RWC Tournament Financials

(all figures in GBP)

	1995 South Africa	1999 Wales	2003 Australia	2007 France	2011 New Zealand
	£m	£m	£m	£m	£m
<b>Host Union Financials:</b>					
<b>Ticketing Revenues</b>	<b>15.1</b>	<b>55.0</b>	<b>80.5</b>	<b>147.0</b>	<b>131.0</b>
Tournament Costs	(10.6)	(25.0)	(62.3)	(133.0)	(146.0)
<b>Host Union Surplus</b>	<b>4.5</b>	<b>30.0</b>	<b>18.2</b>	<b>14.0</b>	<b>(15.0)</b>
<b>RWC Ltd. Financials:</b>					
Broadcasting Income	18.8	44.0	60.0	82.0	93.0
Sponsorship Income	7.7	18.0	16.0	28.0	29.0
Other Commercial Income	3.8	8.0	5.8	36.0	20.0
Tournament Fees	0.0	0.0	13.3	55.6	55.6
<b>Total RWCL Revenues</b>	<b>30.3</b>	<b>70.0</b>	<b>95.1</b>	<b>201.6</b>	<b>197.6</b>
RWCL Costs*	(12.7)	(23.0)	(30.8)	(79.2)	(106.0)
<b>RWCL Surplus**</b>	<b>17.6</b>	<b>47.0</b>	<b>64.3</b>	<b>122.4</b>	<b>91.6</b>

\* Includes the costs of participation fees, qualifying, commissions and other costs

\*\* 1987 surplus was £10 million, 1991 surplus was £4.1 million

	1987 New Zealand	1991 England	1995 South Africa	1999 Wales	2003 Australia	2007 France	2011 New Zealand
<b>Participating Unions</b>	16	31	52	69	82	94	92
<b>Total ticket sales</b>	600,000	1,000,000	1,100,000	1,700,000	1,900,000	2,200,000	1,350,000
<b>Pool match ticket sales</b>	270,000	649,000	617,000	1,000,000	1,450,000	1,650,000	983,000
<b>Television reach [territories]</b>	17	103	124	209	193	200	207
<b>Television reach [audience]</b>	230 million	1.4 billion	2.3 billion	3.1 billion	3.4 billion	4.2 billion	3.94 billion

major funding initiatives in the years that followed, including the IRB's annual Member Union and Regional Association Development and Administration Grants programme, a suite of regional and international tournaments and the Strategic Investment Programme that, in the years between RWC tournaments, supports specific projects within targeted Unions, and additional tournaments for targeted Unions, to increase the competitiveness of the elite international Game. The Rugby World Cup 2011 net surplus will continue to underwrite these

development, tournament and strategic funding initiatives in the coming years, while also adhering to new strategic priorities of Rugby Sevens (for men and women) and Women's Rugby (Fifteens and Sevens).

On top of Rugby World Cup income, the IRB has dipped into its reserves in recent years to smooth investment levels and help fund the first two phases of the Strategic Investment Programme, which is its largest single funding initiative. It should be noted that the IRB only holds in its reserves what is necessary under



best practice principles for corporate governance, in order to meet its annual expenditure in the event of a Rugby World Cup tournament not taking place due to some unforeseen circumstances.

## Annual investment

Rugby World Cup surplus revenues are expended in four-year funding cycles. As noted above the most recent cycle from 2009-2012 totalled £148m, or approximately £37m annually.

Principally, the investment was focused on four main areas:

1. Development Grants of £6.8m per annum, to full IRB Member Unions (£5.9m) and Regional Associations (£0.9m) for development of the Game within their territories. All grants are based upon detailed reviews and recommendations of Member Unions by IRB Management, Regional Development Managers in the respective regions and the relevant Regional Associations.
2. Tournament Grants of £5.7m per annum, to Regional Associations (£3.1m) and expended centrally on IRB tournaments (£2.6m), to run regional and international tournaments for men and women, at senior and age-grade level, in Fifteens and Sevens rugby. These include the IRB Junior World Championship, IRB Junior World Rugby Trophy, HSBC Sevens World Series and the IRB Women's Sevens World Series.
3. Strategic Initiatives Grants of £10.9m per annum, to Member Unions and expended centrally, on Union high performance programmes and Union management (£8.2m) and high performance international tournaments (£2.7m). This funding is aimed specifically at increasing the competitiveness of elite international senior men's Fifteens Rugby, which underpins the Rugby World Cup.
4. Operations Costs of £13.6m per annum, for the day-to-day running of the IRB and the development of the global Game:
  - a. Delivery of major training and education programmes around the world (such as IRB Rugby Ready) for players, coaches, match officials and trainers, including specific modules on strength & conditioning, player welfare, anti-doping and Laws of the Game

- b. Costs associated with the appointment and training of match officials and judicial officers for international matches
- c. Promotion of the Game globally via broadcasting, internet, social media and electronic publications
- d. Governance and administration of the IRB and its subsidiary companies, including hosting of the IRB General Assembly, Council, Board and Committee meetings and hosting of international conferences on the Game
- e. Costs associated with staffing in Dublin and around the world, including a 20-strong team of Regional General Managers, Regional Development Managers and Regional Training Coordinators

On top of this there are one-off costs in some years, such as the hosting of Rugby World Cup Sevens 2009 in Dubai for men and women and Women's Rugby World Cup 2010 in England, tournaments for which the investment was approximately £1m per event.

## IRB Strategic Investment Programme

There are two principal objectives behind the Strategic Investment Programme: to maintain the base and improve standards at the Tier One level (the 10 competing Unions of the Six Nations and The Rugby Championship); and to improve the standards at the Tier Two and Tier Three levels (the other 10 RWC qualifying Unions plus those close to qualifying) in order to try and bring them through to the Tier One level.

The first injection of funds via this programme equated to £30m for the 2005-2008 period following RWC 2003. The second funding phase followed RWC 2007 and was increased to £44m for the 2009-2012 period. This included £13.7m for Tier Two Unions, £10.7m for Tier Two and Three tournaments, £11.8m for Tier One Unions and £4.5m for Tier Three Unions. The third phase will commence in 2013 and is currently being finalised following the completion of RWC 2011.

Major highlights of the first two phases of the programme included:

- The establishment of High Performance Academies in Fiji, Samoa, Tonga, Japan, USA, Canada, Argentina, Romania and Georgia.
- The establishment of new strategic tournaments such as the IRB Pacific Nations Cup and Nations Cup for

Test teams, the IRB Pacific Rugby Cup and IRB Americas Rugby Championship for 'A' teams, plus the expansion of the November Test window to include the IRB International Rugby Series, that all provide added competition for the participating Unions and thus provide new player pathways.

- The construction of a High Performance Centre in Samoa and the installation of artificial playing pitches in Georgia.
- Increased funding to Argentina to assist in their preparations for joining The Rugby Championship in 2012.
- Funding assistance to Namibia, Russia, Portugal, Spain and Uruguay.
- The introduction of targeted funding for Unions in major economic markets such as Brazil, Mexico, India and China.
- Consultancy and mentoring made available to Unions in coaching, strength & conditioning, management and finance.

## Significant investment driving competitiveness

To make lasting change, the IRB understands that you need good people, commitment, infrastructure and competitions. This programme makes a real difference for the targeted Unions by increasing their competitiveness and by providing ongoing consultancy, administration and management support for the programme.

The rewards of the investments have been evident in the past two years: in July 2011, Samoa defeated Australia away from home; then at Rugby World Cup 2011, Tonga defeated France and the second tier Unions showed huge improvement from previous tournaments with the average margins reducing to lowest-ever levels (25 points). In November 2012, Samoa defeated Wales and Tonga defeated Scotland, both away from home. The former resulted in Samoa achieving their highest ever IRB World Ranking of seventh, which enabled an unprecedented band two seeding for the RWC 2015 Pool Allocation Draw.

This return on investment is after just eight years of the programme and the IRB is hopeful that there will be further improvements in competitiveness at RWC 2015 in England and RWC 2019 in Japan, the first Rugby World Cup to be hosted in Asia.



## General information

### Council Members as at 31 December 2011

<b>B Lapasset</b>	Independent Chairman
<b>W Beaumont</b>	(England) Vice Chairman
<b>J Spencer</b>	(England)
<b>W Nolan</b>	(Scotland)
<b>J Jeffrey</b>	(Scotland)
<b>P Boyle</b>	(Ireland)
<b>P Whelan</b>	(Ireland)
<b>D Pickering</b>	(Wales)
<b>G Davies</b>	(Wales)
<b>P McGrath</b>	(Australia)
<b>J O'Neill</b>	(Australia)
<b>G Mourie</b>	(New Zealand)
<b>S Tew</b>	(New Zealand)
<b>O Hoskins</b>	(South Africa)
<b>J Roux</b>	(South Africa)
<b>P Camou</b>	(France)
<b>J Laurans</b>	(France)
<b>P Carreras</b>	(Argentina)
<b>C Le Fevre</b>	(Canada)
<b>G Dondi</b>	(Italy)
<b>T Yabe</b>	(Japan)
<b>R Martins</b>	(FIRA-AER)
<b>K Tokumasu</b>	(ARFU)
<b>A Bougja</b>	(CAR)
<b>H Schuster</b>	(FORU)
<b>R Paganini</b>	(CONSUR)
<b>B Latham</b>	(NACRA)

### Interim Chief Executive Officer

**R Brophy**

### 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 1

## 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 97 Member Unions and 20 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

**R Brophy**, Interim CEO

15 May 2012



## Independent auditors' report to the Council of the International Rugby Board

We have audited the consolidated financial statements for the year ended 31 December 2011 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 2011 and of the consolidated profit and cash flows for the year then ended.

### PricewaterhouseCoopers

Chartered Accountants and Registered Auditors

Dublin

30 May 2012





## Consolidated Income Statement Year Ended 31 December 2011

	Notes	2011 Stg£	2010 Stg£
Revenue	5	218,677,179	1,383,872
Tournament related expenses		(29,303,479)	(7,956,521)
Grant related expenses	6	(47,520,686)	(27,300,737)
Administration expenses	7	(28,932,150)	(16,013,701)
Other income	8	3,551,390	2,617,181
Other gains/(losses) - net	9	(44,744)	(46,965)
<b>Profit/(loss) before income tax</b>		116,427,510	(47,316,871)
Income tax expense	11	(31,714)	(34,867)
<b>Profit/(loss) for the year</b>		116,395,796	(47,351,738)

The notes on pages 69-78 are an integral part of these consolidated financial statements.

**B Lapasset**, Chairman

**R Brophy**, Interim CEO

## Consolidated Statement of Comprehensive Income Year Ended 31 December 2011

	2011 Stg£	2010 Stg£
Profit/(loss) for the year	116,395,796	(47,351,738)
Fair value (loss)/gain on available for sale financial assets	(2,343,922)	1,753,162
<b>Total comprehensive income/(loss) for the year</b>	114,051,874	(45,598,576)

## Consolidated Statement of Changes in Equity Year Ended 31 December 2011

	Total equity Stg£
<b>Balance at 31 December 2009</b>	85,587,537
Total comprehensive loss for the year	(45,598,576)
<b>Balance at 31 December 2010</b>	39,988,961
Total comprehensive income for the year	114,051,874
<b>Balance at 31 December 2011</b>	154,040,835

The notes on pages 69-78 are an integral part of these consolidated financial statements.

**B Lapasset**, Chairman

**R Brophy**, Interim CEO



## Consolidated Group Balance Sheet As at 31 December 2011

	Notes	2011 Stg£	2010 Stg£
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	12	313,180	306,667
Intangible assets	13	77,002	77,002
Deferred expenditure	14	-	6,415,189
Available for sale financial assets	15	83,732,077	79,875,500
		84,122,259	86,674,358
<b>Current assets</b>			
Trade and other receivables	16	67,767,784	15,325,400
Current income tax		7,182	2,029
Deposits	17	8,068,871	11,480,636
Cash and cash equivalents	17	29,313,223	30,277,109
		105,157,060	57,085,174
<b>Total assets</b>		189,279,319	143,759,532
<b>Equity</b>			
<b>Capital and reserves</b>			
Retained earnings	20	154,040,835	39,988,961
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Deferred revenue	18	1,283,439	94,094,179
<b>Current liabilities</b>			
Trade and other payables	19	33,955,045	9,676,392
<b>Total liabilities</b>		35,238,484	103,770,571
<b>Total equity and liabilities</b>		189,279,319	143,759,532

The notes on pages 69-78 are an integral part of these consolidated financial statements.

**B Lapasset**, Chairman

**R Brophy**, Interim CEO





## Consolidated Cash Flow Statement Year Ended 31 December 2011

	Notes	2011 Stg£	2010 Stg£
<b>Cash flows from operating activities</b>			
Cash generated from operations	21	36,215,863	12,547,353
Income tax paid		(36,867)	(35,485)
Grant Payments		(36,748,215)	(28,840,092)
Net cash used in operating activities		(569,219)	(16,328,224)
<b>Cash flows from investing activities</b>			
Purchases of property, plant and equipment		(192,852)	(50,859)
Purchase of available for sale financial assets		(32,604,414)	(26,993,922)
Proceeds on disposal of available for sale financial assets		26,671,085	29,952,293
Interest received		3,551,390	2,617,181
Net cash generated from investing activities		(2,574,791)	5,524,693
<b>Cash flows from financing activities</b>			
Decrease/(increase) in deposits		3,411,765	(2,268,810)
Net cash generated from financing activities		3,411,765	(2,268,810)
<b>Net increase/(decrease) in cash and cash equivalents</b>		267,755	(13,072,341)
Exchange loss on cash and cash equivalents		(1,231,641)	(320,909)
Cash and cash equivalents at beginning of the year		30,277,109	43,670,359
<b>Cash and cash equivalents at end of the year</b>		29,313,223	30,277,109

*The notes on pages 69-78 are an integral part of these consolidated financial statements.*

**B Lapasset**, Chairman

**R Brophy**, Interim 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 97 Member Unions and 20 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 15 May 2012.

### 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 2012 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 2011:

- IFRIC 19 Extinguishing financial liabilities with equity instruments
- IFRS 1 (Amended) First time adoption of IFRS ~ Limited exemption from comparative IFRS 7 disclosures first-time adopter
- IAS 24 (Revised) Related party disclosures
- Improvements to IFRSs (May 2010)
  - IFRS 1 First-time Adoption of International Financial Reporting Standards (effective 1 January 2011)
  - IFRS 3 Business Combinations (effective 1 July 2010)
  - IFRS 7 Financial Instruments: Disclosures (effective 1 January 2011)
  - IAS 27 Consolidated and Separate Financial Statements (effective 1 January 2011)
  - IAS 34 Interim Financial Reporting (effective 1 January 2011)
  - IFRIC 13 Customer Loyalty Programmes (effective 1 January 2011)

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)



## Notes to the Consolidated Financial Statements (*continued*)

- 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 27 (Revision) Separate financial statements (effective 1 January 2013)
- IAS 28 (Revision) Associates and joint ventures (effective 1 January 2013)

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.

### 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.

**Rugby World Cup 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.

**RWC Tournaments Limited** - dormant company previously involved in the organisation of Rugby World Cup 1999.

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

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.

#### (b) 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.

### 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 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.



Notes to the Consolidated Financial Statements (*continued*)**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.
- 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 International Rugby Board 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. There were no forward contracts outstanding at the year end date or the previous year end date.

##### (b) 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 all amounts due under such rights are fully collectible.

##### (c) Interest rate risk

The IRB does not have any significant concentrations of interest rate risk.

##### (d) 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.



## Notes to the Consolidated Financial Statements (continued)

<b>5 Revenue</b>	<b>2011 Stg£</b>	<b>2010 Stg£</b>
Revenue is analysed as follows:		
Broadcasting	100,339,538	-
RWC 2011 tournament fee	55,600,000	-
Sponsorship	44,465,314	-
Merchandising and other income	18,272,327	1,383,872
	<b>218,677,179</b>	<b>1,383,872</b>

**6 Grant related expenses**

During 2011 the International Rugby Board incurred £47,520,686 of grant expenditure, which was distributed to tournaments and member unions. (2010: £27,300,737).

<b>7 Administration expenses by nature</b>	<b>2011 Stg£</b>	<b>2010 Stg£</b>
Depreciation and amortisation (notes 12 and 13)	186,339	166,748
Employee benefit expense (note 10)	6,590,412	6,242,781
Development expenses	4,561,379	3,736,022
Finance and administration expenses	2,501,467	2,322,680
Member services	1,199,732	1,393,452
Other expenses	1,978,560	1,968,679
Commercial expenses	11,914,261	183,339
Total administrative expenses	<b>28,932,150</b>	<b>16,013,701</b>

	<b>2011 Number</b>	<b>2010 Number</b>
Number of employees	68	66

	<b>2011 Stg£</b>	<b>2010 Stg£</b>
Finance and administration expenses include :		
Audit fee	20,998	20,930
Council member attendance fees	395,522	472,199

<b>8 Other income</b>	<b>2011 Stg£</b>	<b>2010 Stg£</b>
Income from financial assets	3,551,390	2,617,181

<b>9 Other gains/(losses) - net</b>	<b>2011 Stg£</b>	<b>2010 Stg£</b>
Gain arising on the disposal of available for sale financial assets	267,170	406,760
Foreign exchange loss	(311,914)	(453,725)
	<b>(44,744)</b>	<b>(46,965)</b>

<b>10 Employee benefit expense</b>	<b>2011 Stg£</b>	<b>2010 Stg£</b>
Wages and salaries	5,768,695	5,354,041
Social security costs	505,001	602,350
Pension costs - defined contribution plans	316,716	286,390
Total employment benefits expense	<b>6,590,412</b>	<b>6,242,781</b>

**11 Income tax expense**

	<b>2011 Stg£</b>	<b>2010 Stg£</b>
Income tax expense	31,714	34,867

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

**12 Property, plant and equipment****Furniture, fittings and equipment  
Stg£****Year ended 31 December 2010**

Opening net book amount	422,556
Additions	50,859
Depreciation charge (note 7)	(166,748)
Closing net book amount	306,667

**At 31 December 2010**

Cost	1,885,467
Accumulated depreciation	(1,578,800)
Net book amount	306,667

**Year ended 31 December 2011**

Opening net book amount	306,667
Additions	192,852
Depreciation charge (note 7)	(186,339)
Closing net book amount	313,180

**At 31 December 2011**

Cost	2,078,319
Accumulated depreciation	(1,765,139)
Net book amount	313,180

The depreciation expense has been charged entirely within "administration expenses".

**13 Intangible assets****Rugby World  
Cup logo  
Stg£****Year ended 31 December 2010**

Opening net book amount	77,002
Amortisation charge (note 7)	-
Closing net book amount	77,002

**At 31 December 2010**

Cost	77,002
Accumulated amortisation and impairment	-
Net book amount	77,002

**Year ended 31 December 2011**

Opening net book amount	77,002
Amortisation charge (note 7)	-
Closing net book amount	77,002





## Notes to the Consolidated Financial Statements (continued)

## At 31 December 2011

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

	2011 Stg£	2010 Stg£
Broadcasting	-	4,507,488
Sponsorship	-	1,720,342
Merchandising	-	187,359
	-	6,415,189
Beginning of the year	6,415,189	2,886,926
Deferred during the period	-	3,528,263
Released to expenditure	(6,415,189)	-
End of the year	-	6,415,189

## 15 Available for sale financial assets

	2011 Stg£	2010 Stg£
Beginning of the year	79,875,500	80,673,949
Additions	32,604,414	26,993,922
Disposals	(26,403,915)	(29,545,533)
Revaluation (deficit)/surplus	(2,343,922)	1,753,162
End of the year	83,732,077	79,875,500

There were no impairment provisions on available for sale financial assets in 2011 or 2010.

	2011 Stg£	2010 Stg£
Available for sale financial assets includes the following:		
Listed securities:		
- Equity securities - eurozone countries	3,125,442	1,958,832
- Equity securities - US	5,173,972	4,388,689
- Equity securities - UK	12,459,244	13,583,069
- Equity securities - other	2,882,325	10,265,556
	23,640,983	30,196,146
- Interest securities - eurozone countries	13,901,386	13,232,355
- Interest securities - US	13,220,132	5,364,552
- Interest securities - UK	23,518,973	22,985,094
- Interest securities - other	9,450,603	8,097,353
	60,091,094	49,679,354
	83,732,077	79,875,500

At 31 December 2011 retained earnings included a cumulative surplus of Stg£2,631,952 (2010 surplus of Stg£4,975,874) 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.

**16 Trade and other receivables**

	<b>2011 Stg£</b>	<b>2010 Stg£</b>
Trade receivables	11,143,864	13,303,481
RWC 2011 tournament fee	55,600,000	-
Less: provision for impairment of receivables	(266,753)	(163,215)
Trade receivables - net	66,477,111	13,140,266
Prepayments	1,290,673	2,185,134
	<b>67,767,784</b>	<b>15,325,400</b>

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 impairment 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**

	<b>2011 Stg£</b>	<b>2010 Stg£</b>
Cash at bank and in hand	7,018,519	9,712,365
Short-term bank deposits	22,294,704	20,564,744
	<b>29,313,223</b>	<b>30,277,109</b>

The effective interest rate on short-term bank deposits was 2.3% (2010: 1.9%); these deposits have an average maturity of 26 days (2010: 20 days).

The effective interest rate on deposits with maturity between 3 to 12 months was 2.6% (2010: 2.5%); these deposits have an average maturity of 55 days (2010: 52 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+ rating.

**18 Deferred revenue**

	<b>2011 Stg£</b>	<b>2010 Stg£</b>
Broadcasting	-	61,615,635
Sponsorship	1,283,439	30,290,613
Merchandising	-	2,187,931
	<b>1,283,439</b>	<b>94,094,179</b>
Beginning of the year	94,094,179	44,887,495
Deferred during the period	1,283,439	49,206,684
Released to income	(94,094,179)	-
End of the year	<b>1,283,439</b>	<b>94,094,179</b>

**19 Trade and other payables**

	<b>2011 Stg£</b>	<b>2010 Stg£</b>
Trade payables	24,443,667	6,209,208
Accrued expenses	2,420,727	3,467,184
Value added tax	7,090,651	-
	<b>33,955,045</b>	<b>9,676,392</b>

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.



## Notes to the Consolidated Financial Statements (continued)

## 21 Cash generated from operations

	2011 Stg£	2010 Stg£
Profit/(loss) for the period before taxation	116,427,510	(47,316,871)
Adjustments for:		
• Depreciation (Note 7)	186,339	166,748
• Loss on disposal of available for sale financial assets	(267,170)	(406,760)
• Interest income	(3,551,390)	(2,617,181)
• Grants	47,520,686	27,300,737
• Loss on foreign exchange	1,257,404	388,122
Changes in operating capital		
• Trade and other receivables	(52,318,379)	(12,089,971)
• Trade and other payables	13,356,414	1,444,108
• Deferred revenue	(92,810,740)	49,206,684
• Deferred expenses	6,415,189	(3,528,263)
Cash generated from operations	36,215,863	12,547,353

## 22 Commitments

The IRB has made commitments to provide a total of approximately £44m in Strategic Investment funding between 1 January 2009 and 31 December 2012.

The IRB has made commitments to its Member Unions to pay grants at a level of approximately Stg£6.7m over the next year.

IB Tournaments Limited, an entity wholly owned by the IRB, has entered into firm commitments to pay participation fees for the IRB Sevens of up to Stg£1,103,950 (US\$1,730,000) in 2012.

The IRB, through its wholly owned entity, Rugby World Cup Limited, has entered into a formal agreement with the RFU and JRFU awarding them the right to host the Rugby World Cup in England in 2015 and Japan in 2019 respectively.

The IRB, through its wholly owned entity, Rugby World Cup Limited, has entered into a formal agreement with the Rugby Union of Russia awarding them the right to host the Men's and Women's Rugby World Cup Sevens in Russia in 2013.

Rugby World Cup Limited has also 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:

	2011 Stg£	2010 Stg£
Not later than one year	295,126	297,926
Later than one and no later than five years	1,180,504	1,191,704
Later than five years	1,328,067	1,638,593
	2,803,697	3,128,223

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

## 23 Contingencies

The board is aware of certain contractual events at the end of the year. These events are not considered material to the accounts and do not require provision at this time.





# Meet the team in 2013



## Chairman's Office

**Bernard Lapasset**  
*Chairman*

## Chief Executive's Office

**Brett Gosper**  
*Chief Executive Officer*

**Myra McGlynn**  
*CEO/Chairman's Office  
Manager & HR Manager*

## Commercial Department

**Huw Morgan**  
*Commercial Director*

**Avan Lee**  
*Commercial Manager*

## Communications Department

**Dominic Rumbles**  
*Head of Communications*

**Karen Bond**  
*Web & Publications Editor*

**Tom Chick**  
*Social & Digital Media  
Coordinator*

**Tecwyn Davies**  
*RWC Assistant Web Project  
Manager*

**James Fitzgerald**  
*Media Manager*

**Bree Hassanein**  
*Communications Events  
& Operations Coordinator*

**Lynda Jones**  
*Brand Coordinator*

**Dominic Kelly**  
*Digital Operations Manager*

**Seb Lauzier**  
*Web & Broadcaster Editor*

**Eoin McHugh**  
*Tournament Communications  
Manager*

## Competitions & Performance

**Mark Egan**  
*Head of Competitions  
& Performance*

**Philippe Bourdarias**  
*Tournaments Manager*

**Beth Coalter**  
*Tournament Operations  
Manager*

**Peter Horne**  
*High Performance Manager  
(Oceania)*

**Alison Hughes**  
*Tournaments Project Coordinator*

**Joël Jutge**  
*High Performance Match  
Officials Manager*

**Paddy O'Brien**  
*High Performance Sevens  
Referee Manager*

**Tracy O'Callaghan**  
*Referee & Tournaments  
Administrator*

## Development & International Relations

**David Carrigy**  
*Head of Development  
& International Relations*

**Michael Arpaillange**  
*Regional Development  
Manager (Europe)*

**Jean-Luc Barthes**  
*Regional Development  
Manager (Africa)*

**Morgan Buckley**  
*General Manager Development*

**Susan Carty**  
*Women's Development Manager*

**Bruce Cook**  
*Rugby Services Manager  
(Oceania)*

**Gilles Fabre**  
*Translation Coordinator*

**Jarrad Gallagher**  
*Regional General Manager  
(Asia)*

**Will Glenwright**  
*Regional General Manager  
(Oceania)*

**Tom Jones**  
*Regional General Manager  
(North America & Caribbean)*

**Douglas Langley**  
*Regional Development  
Manager (Europe)*

**Colum Lavery**  
*Member Services Manager*

**Jaime McKeown**  
*External Relations Project  
Officer*

**Amy Monaghan**  
*Office Administrator*

**Anne O'Callaghan**  
*Development & International  
Relations Administrator*

**Declan O'Dwyer**  
*Development & International  
Relations Coordinator*

**Santiago Ramallo**  
*Regional Development  
Manager (South America)*

## Finance Department

**Robert Brophy**  
*Head of Finance*

**John Corbett**  
*Information Technology  
Manager*

**Ronan Donagher**  
*Information Technology Officer*

**Lynn Donohoe**  
*Accounts Receivable/Finance  
Administrator*

**Margaret Downey**  
*Accounts Payable/Payroll  
Officer*

**Chris McCarthy**  
*Management Accountant*

**Paul Pringle**  
*Financial Accountant*

**Susan Spellman**  
*Finance Manager*

## Legal Department

**Susan Ahern**  
*Head of Legal Affairs*

**Barbara Clancy**  
*Legal Counsel*

**Joyce Hayes**  
*PA to the Head of Legal Affairs*

**Caroline Nolan**  
*PA to the Legal Department*

**Julie O'Mahony**  
*Senior Legal Counsel*

**Ben Rutherford**  
*Legal Counsel*

## Rugby World Cup

**Kit McConnell**  
*Head of Rugby World Cup*

**Nicola Alesbrook**  
*RWC Tournament Manager*

**Enda Connolly**  
*RWC Team Services Manager*

**Linda Hoey**  
*RWC Host Union Services  
Manager*

**Richard Newsome**  
*RWC Tournament Services  
Manager*

**Nic Rodgers**  
*RWC Coordinator*

## Technical Services

**Steve Griffiths**  
*Head of Technical Services*

**Ilaria Baudo**  
*Anti-Doping Officer*

**Ross Blake**  
*Anti-Doping Administrator*

**Mark Harrington**  
*Training & Medical Manager*

**David Ho**  
*Anti-Doping Officer*

**Rhys Jones**  
*Game Analyst*

**Dr Martin Raftery**  
*Chief Medical Officer*

**Tim Ricketts**  
*Anti-Doping Manager*

**Leanne Walsh**  
*Technical Services Coordinator*

**Jennifer Wilson**  
*Technical Services  
Administrator*

## Travel

**Alan Athey**  
*Travel Manager*



## RUGBY'S VALUES

### 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

### solidarity

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

### 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



**International Rugby Board**  
Huguenot House  
35-38 St. Stephen's Green  
Dublin 2  
Ireland

**Tel:** +353-1-240-9200  
**Fax:** +353-1-240-9201  
**Email:** [irb@irb.com](mailto:irb@irb.com)

**Web:** [www.irb.com](http://www.irb.com)

