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INTERNATIONAL

RUGBY

BOARD



YEAR IN REVIEW

2013



RUGBY WORLD CUP SEVENS 2013

CHAMPIONS



# 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 lifelong 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





**Bernard Lapasset**  
Chairman,  
International Rugby Board

# The future is bright

Chers amis,

There is no doubt that 2013 was another stellar year for Rugby and the IRB, with global participation hitting an all-time high of 6.6 million, the Game breaking new frontiers, Rugby World Cup 2015 on track to break records and the road to Rio 2016 gathering momentum.

In less than two years, the world's top players, passionately supported by more than 400,000 fans, will gather in England for what promises to be the biggest and best Rugby World Cup to date. Our pinnacle competition continues to go from strength to strength and planning and preparation is on track. I have no doubt that England 2015 will set new standards on and off the pitch.

Of course, Rugby World Cup is much more than a global stage to showcase our sport. It is also the financial engine that drives the global development of Rugby in existing and emerging nations.

The commercial success of previous Rugby World Cups enabled the IRB to invest £150 million in Rugby between 2009 and 2012 and will bankroll a further injection of £180 million between 2013 and 2016. All so more men, women and children can participate in Rugby and enjoy its character-building values, while creating a more competitive, sustainable and attractive Game at international level.

If 2012 and 2013 are anything to go by then we are on track. An unprecedented competition schedule for Tier Two nations, involving a blend of IRB World Ranking matches against similar opposition and opportunities against the world's top nations, and the strengthening of IRB-funded competitions, has been compelling.

It was also another record-breaking year for Rugby Sevens. We are now well into the Rio 2016 Olympic Games cycle and Rugby World Cup Sevens 2013 continued to demonstrate that the shortened version of the Game is flourishing and even more competitive than ever, reaching out to new fans, broadcasters and commercial partners along the way, while growing the Rugby market in Russia.

We are in good shape as we head towards Rio. The inaugural IRB Women's Sevens World Series

demonstrated the depth and competitiveness of Women's Rugby, one of the fastest-growing team sports in the world. The HSBC Sevens World Series was no less enthralling.

Our unions are telling us that the benefits of Olympic inclusion are broad and significant. With three years to go until Rugby Sevens makes its debut on the world's greatest sporting stage, I have no doubt that our men's and women's tournaments will be captivating, competitive and ultimately a success.

Off the field, the IRB continues to invest heavily in making tomorrow sustainable today, through comprehensive training and education programmes such as Rugby Ready and the Get Into Rugby mass participation programme which is being introduced to more than 40 countries to ensure that children have the opportunity to 'Try, Play and Stay' in Rugby.

The programme is also a key element of the IRB's IMPACT Beyond initiative aimed at ensuring our unions are able to fully benefit from our marquee events being hosted in their region, such as Rugby World Cup, Women's Rugby World Cup and the IRB Junior World Championship.

Player welfare continues to be our priority at all levels of the Game and I'm pleased to say that, driven by the IRB Medical Commission, Rugby is implementing leading medical, player welfare and research strategies to protect and support our players.

So, as we look ahead to 2014 and a mouth-watering Women's Rugby World Cup in France, an expanded IRB Women's Sevens World Series, continuing Rugby World Cup preparations and continued participation growth, I am confident that the building blocks have been laid to ensure that we are well on our way to ensuring our mission of making Rugby a truly global sport is realised.



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





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Successful inaugural event in Dublin



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from 2013

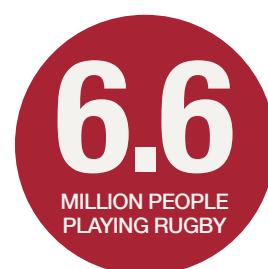
## RECORD NUMBERS

In 2013, a record 34 countries benefited from whole or part-subsidised fixtures in the June and November windows, including the IRB International Rugby Series.

# IN THE NEWS

# Rugby growth exceeds target figure

For the first time there are now more than 6.6 million people playing the Game, according to the latest figures provided by Unions to the International Rugby Board



“Get Into Rugby alone is giving hundreds of thousands of people right across the globe the chance to try, play and stay in Rugby”

In its latest strategic plan, which was launched in 2010, it had been the stated aim of the IRB to grow participation numbers to six million by the year 2020.

Well, that objective will now have to be recalibrated. The remarkable success of the IRB's ground-breaking Get Into Rugby (GIR) mass participation programme, together with projects like Rookie Rugby in the USA, Regional Association mass participation programmes and individual Union initiatives, have all helped to deliver success ahead of schedule.

“We have been delighted with the way in which Get Into Rugby has captured the imagination of people all over the world,” said IRB Chairman Bernard Lapasset.

“It has always been our feeling that the Game itself is its own best advocate because it is a sport that offers so much to those who play it. It's just a matter of giving people the opportunity.

“Get Into Rugby alone is giving hundreds of thousands of people right across the globe the chance to try, play and stay in Rugby.”

The programme was launched in 2012 with Brazil, Belgium, China, Colombia, Czech Republic, Germany, Mexico, Poland, Romania, Trinidad & Tobago, Tunisia and Zimbabwe being the first countries involved.

Since then the programme has expanded to many other Member Unions. As

word has spread about GIR, more and more Unions have sought inclusion. The Regional Associations are now also running their own regional mass participation programmes.

### Learning the sport's values

“The IRB's vision is ‘Rugby – a sport for all, true to its values’ and Get Into Rugby fits very well as a practical manifestation of that ideal,” said Lapasset.

“New players learn the Laws of the Game and how it is played but they also find out about the sport's values, namely integrity, respect, solidarity, passion and discipline, which inspire millions of people to play our Game.”

Of course, growth is not simply down to GIR. The ongoing success of Rugby World Cup as the tournament that inspires young people to take up the Game is also a major factor. And the emergence of Rugby Sevens as a viable and popular sport in its own right is also a significant part of the success story.

The inclusion of Rugby into the programme for the Rio 2016 Olympic Games has been instrumental in raising public awareness about the Game while also bringing more funding to many of our Member Unions through national sports councils and National Olympic Committees.

Whatever the reasons behind it, Rugby's future is looking exceedingly bright.

**MORE ON GET INTO RUGBY: P44-45**

**GET INTO RUGBY**

More than 100,000 boys and girls have been introduced to the Game in 2013 through the IRB's mass participation programme Get Into Rugby.

**KEEP RUGBY CLEAN**

USA Sevens flyer Carlin Isles was unveiled at the HSBC Sevens World Series round in Dubai in December 2013 as the latest IRB Keep Rugby Clean Ambassador.

**LEADING RUGBY**

The IRB launched the Leading Rugby programme in 2013 to support Unions with training to grow the Game in their respective countries.

# More women than ever playing the Game

## 1.5 million female participants around the world

More women and girls are currently playing Rugby than ever before. Female players now make up 20 per cent of the world's playing population, with approximately 1.5 million players globally.

Many have been introduced to the sport via the IRB's mass participation programme Get Into Rugby, which gathered momentum in 2013 and has now been rolled out in more than 50 countries.

In Germany alone, 12,000 people signed up during the first three months. Rugby been included in the PE curriculum and will be delivered in every primary school in Tonga, while in Mexico so far 1,200 new women players have found the sport.

In some countries girls make up 50 per cent of the new influx through the Get Into Rugby programme, with an overall average of 30 per cent. These figures are expected to grow even more in 2014.

### EXCITING TIMES FOR WOMEN'S RUGBY: P52-53



## LAW TRIALS CONTINUE

### Rugby is an ever evolving sport and the Laws of the Game must keep pace with how it is being played

A number of important Law amendments are currently being trialled with the intention of improving Rugby for players and spectators alike at all levels.

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, bind, set", was introduced at the start of the 2013/14 seasons in each hemisphere and forms one part of the IRB's ongoing commitment to improving the scrum phase of the Game.

It replaces the "crouch, touch, set" sequence that had been trialled previously.

The main aim of the new sequence is to promote player welfare by reducing the force of the "hit". It is also hoped that it will assist with stabilising the scrum platform, which has long been an issue at the elite level.

The trial of five other proposed Law amendments continues through this season, while the television match official protocol trial has been extended. All the details of these trials, along with the Laws themselves, can be found at [www.irblaws.com](http://www.irblaws.com).

As always, they will be subject to extensive evaluation and consultation to allow the IRB Rugby Committee to make an informed recommendation to IRB Council in due course.

## RECORD INVESTMENT IN THE GAME

### Firm foundations for prosperity

In 2013, with participation at an all-time high of more than six million players, the IRB announced a further round of record investment in the Game for the period 2013 to 2016 to drive forward standards on and off the pitch.

A core investment of approximately £184m across four years (or £46m per annum) eclipses the previous cycle's £150m by 23 per cent and is made possible by the commercial and financial success and brand strength of Rugby World Cup.

Within this investment, the IRB continues its commitment to increasing competitiveness of the elite international Game via the third phase of its Strategic Investment Programme, which sees a renewed £44m investment over four years.

### Continued growth

Investment highlights in year one include: increased funding for player welfare programmes, including anti-corruption module Keep Rugby Onside; new development programmes IRB Leading Rugby and IRB IMPACT Beyond; the continued success of mass participation programme Get Into Rugby; expansion of the IRB Women's Sevens World Series; increased major market funding for Brazil; and a record 34 countries benefiting from subsidised men's Fifteens (cross-region) international fixtures.

IRB Chairman Bernard Lapasset said: "Rugby continues to grow across every continent despite the challenging global economic climate and the IRB is committed to ensuring that the sport, through its two disciplines of Fifteens and Sevens, has the foundations from which to further prosper and reach out to new markets and participants, while keeping our base strong."



# Dominant year for New Zealand



Now in their 12th year, the IRB Awards continue to personify Rugby's character-building values



[www.irb.com/history/awards](http://www.irb.com/history/awards)

#IRBAwards



The Awards acknowledge and commemorate the successes of those involved in Rugby at the highest level, as well as recognising the dedication shown by those who work on a voluntary basis, away from the spotlight, at grassroots level.

Following an extraordinary year at the heart of the All Blacks, number 8 Kieran Read was named IRB Player of the Year. Read is the third New Zealander to win the prestigious Award following in the footsteps of teammates Dan Carter (2005 and 2012) and Richie McCaw (2006, 2009 and 2010).

Read edged out Eben Etzebeth (South Africa), Leigh Halfpenny (Wales), Sergio Parisse (Italy) and Ben Smith (New Zealand) in a closely-fought contest during a year of spectacular performances on the international stage.

The accolade completed an inevitable haul for New Zealand after their record of 14 wins from 14 Tests in 2013, with the All

Blacks being named IRB Team of the Year for the seventh time, Steve Hansen IRB Coach of the Year for a second successive time and Beauden Barrett's spectacular score against France in June determined as the IRPA Try of the Year.

#### Sevens successes

New Zealand's dominance began earlier in the year, when their men once again proved to be the most consistent side on the HSBC Sevens World Series and their women claimed the inaugural IRB Women's Sevens World Series title. Both went on to enjoy Rugby World Cup Sevens glory in Russia.

Tim Mikkelsen was irrefutably New Zealand's most influential performer and was named IRB Sevens Player of the Year in association with HSBC following the culmination of the tournament in Moscow, while Kayla McAlister saw off the challenge of Canada's Jen Kish and the Netherlands' Kelly van Harskamp to become the first

**TOP OF THE WORLD**

New Zealand celebrated four years at the summit of the IRB World Rankings on 16 November 2013. This is easily the longest reign of any nation – an incredible achievement.

**IRB PLAYER OF THE YEAR:**

Kieran Read (New Zealand)

**IRB TEAM OF THE YEAR:**

New Zealand

**IRB COACH OF THE YEAR:**

Steve Hansen (New Zealand)

**IRB SEVENS PLAYER OF THE YEAR IN ASSOCIATION WITH HSBC:**

Tim Mikkelson (New Zealand)

**IRB WOMEN'S SEVENS PLAYER OF THE YEAR:**

Kayla McAlister (New Zealand)

**IRB JUNIOR PLAYER OF THE YEAR:**

Sam Davies (Wales)

**IRB REFEREE AWARD FOR DISTINGUISHED SERVICE:**

Michel Lamoulie

**VERNON PUGH AWARD FOR DISTINGUISHED SERVICE:**

Ian McIntosh

**IRB DEVELOPMENT AWARD:**

Robin Timmins

**IRB SPECIAL DEVELOPMENT AWARD:**

Ange Guimera

**SPIRIT OF RUGBY AWARD:**

Yoshiharu Yamaguchi

**IRPA TRY OF THE YEAR:**

Beauden Barrett

(New Zealand v France)

**IRB HALL OF FAME INDUCTEES:**

Gavin Hastings, Ronnie Dawson, Bleddyn Williams and Dr Jack Matthews, Dr David Bedell-Sivright, Robert Seddon and 1888 British team, John Thornett, George Gregan, Mark Ella, Ken Catchpole, David Campese, Thomas Lawton Snr

**SOCIAL MEDIA**

Facebook likes shot past the two million mark and Twitter followers went above 275,000. The IRB also had its most successful year on YouTube and launched new Instagram, SoundCloud and Vine accounts.

**CLEAN SWEEP**

For the first time in history, one country holds all four World Cups at the same time with the double success from RWC Sevens adding to the Fifteens crowns held by the All Blacks and Black Ferns.



**OPPOSITE, TOP:** The All Blacks prepare for action in traditional style **CLOCKWISE FROM TOP LEFT:** Kayla McAlister, Tim Mikkelson, Sam Davies, Ian McIntosh (left) with Oregan Hoskins and IRB Hall of Fame inductees Ronnie Dawson, Mark Ella, Gavin Hastings and George Gregan **BELOW LEFT:** Kieran Read



player to be named IRB Women's Sevens Player of the Year.

At the IRB Junior World Championship in France, Welsh fly half Sam Davies was named the IRB Junior Player of the Year after guiding his team to the final, while former French referee Michel Lamoulie received the Referee Award for Distinguished Service.

The IRB also acknowledged four individuals who have changed the face of Rugby in their countries during a star-studded gathering at the inaugural IRB World Rugby Conference and Exhibition in Dublin.

Ange Guimera, a pioneer of Brazilian, Uruguayan and Ivory Coast Rugby, was posthumously honoured with the IRB Special Development Award, while former Japan international Yoshiharu Yamaguchi was the recipient of the Spirit of Rugby Award.

In recognition of decades of service to the Game, Australia's first female referee,

Robin Timmins, was presented with the IRB Development Award and former Springbok coach Ian McIntosh received the Vernon Pugh Award for Distinguished Service following over half a century of service to the sport in South Africa.

**Legends inducted**

Eleven legends of the Game were inducted into the IRB Hall of Fame at the IRB World Rugby Conference and Exhibition. The British & Irish Lions and Australia themed ceremony attracted a number of notable guests as the global Rugby community came together to celebrate past glories.

Split equally between the northern and southern hemispheres, the inductees were: Thomas Lawton Snr, John Thornett, Ken Catchpole, Mark Ella, David Campese and George Gregan from Australia, along with Robert Seddon and the 1888 British team, David Bedell-Sivright, Bleddyn Williams and Jack Matthews, Ronnie Dawson and Gavin Hastings.



# A truly global affair

The inaugural IRB World Rugby Conference and Exhibition took place in Dublin from November 17-20



**WORLD  
RUGBY**  
CONFERENCE AND EXHIBITION

Built around the IRB General Assembly and IRB Medical Commission Conference, more than 600 delegates and 30 exhibitors representing 120 countries were in attendance.

The Conference included five plenary sessions, from *Optimising Olympic Participation* to *Developing a Performance Culture*, which ran alongside a number of workshops, a breakfast session with Lord Sebastian Coe and a glittering Awards evening.

First up was the *Winning Bids and Delivering Outstanding Rugby Events* session. The panel featured Debbie Jevans, the former Director of Sport for London 2012 who is now Chief Executive of England Rugby 2015. She discussed how Rugby is working together to deliver its best Rugby World Cup yet and a lasting legacy for the sport.

*Optimising Olympic Participation* following Rugby Sevens' inclusion in the 2016 Olympic Games was another important theme. IRB Chief Executive Brett Gosper

sat on the panel with Patrick Hickey, President of the European Olympic Committees. They spoke of the need to harness the expected growth of the Game that Olympic participation will bring.

Running concurrently was the anti-doping workshop, headed by Rob Koehler, the World Anti-Doping Agency's Director of Education and Project Development. He was joined by Felipe Contepomi, the recently retired Argentina star who is an IRB *Keep Rugby Clean* Ambassador and member of the IRB's Anti-Doping Advisory Committee.

This was followed by an insightful session entitled *Sport and the Digital Environment*, chaired by IRB Head of Commercial, Broadcast and Marketing Murray Barnett. The commercial business of Rugby and its relationship with the online community, as well as how brands and sponsors are generating interest as sports fans change the way they consume live events, were all key topics of discussion.

**600**  
delegates  
**30**  
exhibitors  
**120**  
countries  
represented



**DIGITAL REVOLUTION**

248,940: the number of live stream views during the three days of Rugby World Cup Sevens 2013 in Moscow, Russia.

**#RECOGNISEANDREMOVE**

Use your head. Download the IRB's concussion education poster from [www.irbplayerwelfare.com](http://www.irbplayerwelfare.com)  
#recogniseandremove #playerwelfare

**RWC 2019**

Japan Rugby 2019, the organising committee for RWC 2019, have launched the venue selection process for the first tournament in Asia.

The highlight of the evening at the Aviva Stadium was the official handover of the Webb Ellis Cup by RWC 2011 winning captain Richie McCaw to IRB Chairman Bernard Lapasset. This was followed by the presentation of four IRB Awards and 11 inductions into the IRB Hall of Fame.

Growing the Game and developing a high performance culture were the main subjects on day two. Proceedings kicked off with the eagerly-awaited breakfast session with British Olympic Association Chairman Lord Coe.

Answering questions from Will Greenwood, Coe (pictured opposite) spoke of the virtues of Sevens, the all-round athleticism of its participants as well as its ability to bring more young people into sport and add value to the Olympic



Movement. He also shared his thoughts on how RWC 2015 can raise the bar in its own right, and engage the general public at large with the sport.

Rugby's most-capped player George Gregan led the day's opening plenary session, *Developing a Performance Culture*, accompanied by other former captains Agustin Pichot, Keith Wood and RWC 2003 winner Will Greenwood. They provided insight into elite performance, drawing on their experiences to offer a unique snapshot of what it takes to build a winning culture.

In the final session, the IRB's mission and key objective of the IRB World Rugby Conference and Exhibition – to 'Grow the Global Rugby Family' – was central to discussion on *Growing Participation*. Led by IRB Vice Chairman Oregan Hoskins (pictured above), discussions explored growing interest in Rugby and how the sport is looking to capitalise in the coming years.

**PANEL MEMBERS****WINNING BIDS AND DELIVERING OUTSTANDING RUGBY EVENTS**

Debbie Jevans (England Rugby 2015 Chief Executive), Mike Lee (VERO Communications Chairman), Kit McConnell (IRB Head of Rugby World Cup), Leo Varadkar TD (Irish Minister for Tourism, Transport and Sport), Shoichi Midoro (Japan Rugby Football Union Head of Communications).

**OPTIMISING OLYMPIC PARTICIPATION**

Toshio Tsurunaga (Head of NOC Games Services, NOC Relations Department at IOC), Brett Gosper (IRB Chief Executive), Beatriz Muhlbauer (Brazil women's player), Mike Chu (Rugby Canada General Manager of Operations and High Performance), Patrick Hickey (President of the European Olympic Committees).

**SPORT AND THE DIGITAL ENVIRONMENT**

Murray Barnett (IRB Head of Commercial, Broadcast and Marketing), Tomos Grace (Strategic Partner Development Manager, Sport EMEA, at YouTube), Hugo Sharman (deltatre media Director North and Special Events (UK)), Fiona Taag (DHL Global Sponsorship Manager).

**DEVELOPING A PERFORMANCE CULTURE**

George Gregan (former Australia captain), Agustin Pichot (IRB Council Member for Argentina, Chairman of IRB Sevens Strategy Group and former Argentina captain), Keith Wood (former Ireland captain), Will Greenwood (RWC 2003 winner with England), Warren Deutrom (Cricket Ireland Chief Executive).

**GROWING PARTICIPATION**

Oregan Hoskins (IRB Vice Chairman and South African Rugby Union President), Morgan Buckley (IRB General Manager for Development), Amanda Bennett (England Under 20 Women's head coach and Governance Consultant), Erin Kennedy (USA Rugby, Youth Development Manager).

**ANTI-DOPING WORKSHOP**

Ilaria Baudo (IRB Anti-Doping Manager – Testing and Education), Rob Koehler (World Anti-Doping Agency's Director of Education and Project Development), Felipe Contepomi (former Argentina player and IRB Anti-Doping Advisory Committee member).

**INTEGRITY WORKSHOP**

Susan Ahern (IRB Head of Legal & Legislative Affairs), Jack Anderson (Editor in Chief, International Sports Law Journal, Director of Education, School of Law, Queen's University, Belfast), Pâquerette Girard-Zappelli (IOC Ethics Commission Secretary), Paul Scotney (Sports Integrity Services Director).

**UTILISING SOCIAL MEDIA WORKSHOP**

Tom Chick (IRB Social and Digital Media Coordinator), Alison Donnelly (London Wasps Head of Communications), Chris Hurst (BBC Social Media Editor), Gregg Oldfield (Engage Sports Media Chief Executive).



# Sevens stars shine on the road to Rio 2016

Some of the players attracting attention as Rugby Sevens prepares to make its debut on the world's greatest sporting stage



**CLOCKWISE FROM TOP LEFT:** Tom Mitchell (England), Gillies Kaka (New Zealand), Portia Woodman and IRB Women's Sevens Player of the Year Kayla McAlister (New Zealand)







**CLOCKWISE FROM TOP LEFT:**  
Baizat Khamidova (Russia),  
Carlin Isles (USA), Kyle  
Brown (South Africa),  
Tiana Penitani (Australia),  
Kelly van Harskamp  
(Netherlands), Jen Kish  
(Canada)







# Rugby World Cup 2015



## RUGBY WORLD CUP 2015 WORLDWIDE PARTNERS



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# England set to welcome the world

With less than two years to go, event organisers are confident that Rugby World Cup 2015 will set new standards of excellence on and off the field



**A**mbitions are high as owners Rugby World Cup Limited, organisers England Rugby 2015 and host union the Rugby Football Union set out in partnership to engage a nation from the north east to the south west, deliver new participants in England and Europe, ensure the most competitive tournament to date and cement Rugby World Cup as a must-see experience and one of the world's largest and most commercially attractive major sporting events.

Preparation is on track and the building blocks for a successful event are in place. In May 2013, after much anticipation and a detailed process, the 13 match venues and match schedule were unveiled to the world, revealing a truly nationwide package that would ensure England 2015 will be the most accessible tournament to date.

More than 75 per cent of the population in England will live within 30 minutes' drive of a RWC 2015 venue, while large capacity venues and a ticketing programme starting at just £7 means that fans in the UK and around the world will have great access to the world's third-largest sports event.

The match schedule, with its parity of Tier One and Tier Two rest days, has been designed to optimise competitiveness throughout the event, delivering a chance of yet more upsets and perhaps a new team making the quarter-finals.

With more than 400,000 overseas visitors anticipated to visit the British Isles during the seven-week festival, the tourism, trade and profile benefits are projected to be up to £2 billion.

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

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

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





“More than 75 per cent of the population in England will live within 30 minutes’ drive of a RWC 2015 venue”

#### Commercial success

RWC 2015 is set to be the most commercially successful tournament to date, delivering significant revenues for the IRB to reinvest in the Game. Heineken, Société Générale, LandRover, DHL and Emirates have been confirmed as Worldwide Partners and, with interest high, the commercial programme looks set to be locked down in record time.

The tournament’s IMPACT Beyond programme will also ensure that Rugby World Cup 2015 does not just leave a lasting legacy of interest and participation, but will deliver the building blocks to ensure that participation can be sustained and retained.

Underpinning it all will be the IRB’s Get Into Rugby programme that will see more than one million children across 40 European nations engaged in Tag Rugby programmes.

To receive news and updates on RWC 2015, visit [www.rugbyworldcup.com](http://www.rugbyworldcup.com) and Join the Front Row.

## THE NUMBERS GAME

**7** The cost (£) of the cheapest child ticket for RWC 2015

**13**

Number of venues to be used for RWC 2015

**44**  
Duration of RWC 2015 in days

**48** Number of matches to be played at RWC 2015

**10,000+**

Interviews to be conducted to recruit the 6,000 volunteers needed for RWC 2015

**2.3m**

Number of tickets to go on sale for RWC 2015



# Engaging a nation



May 2, 2013 was the day when fans from around the world were truly able to start planning their Rugby World Cup 2015 adventure

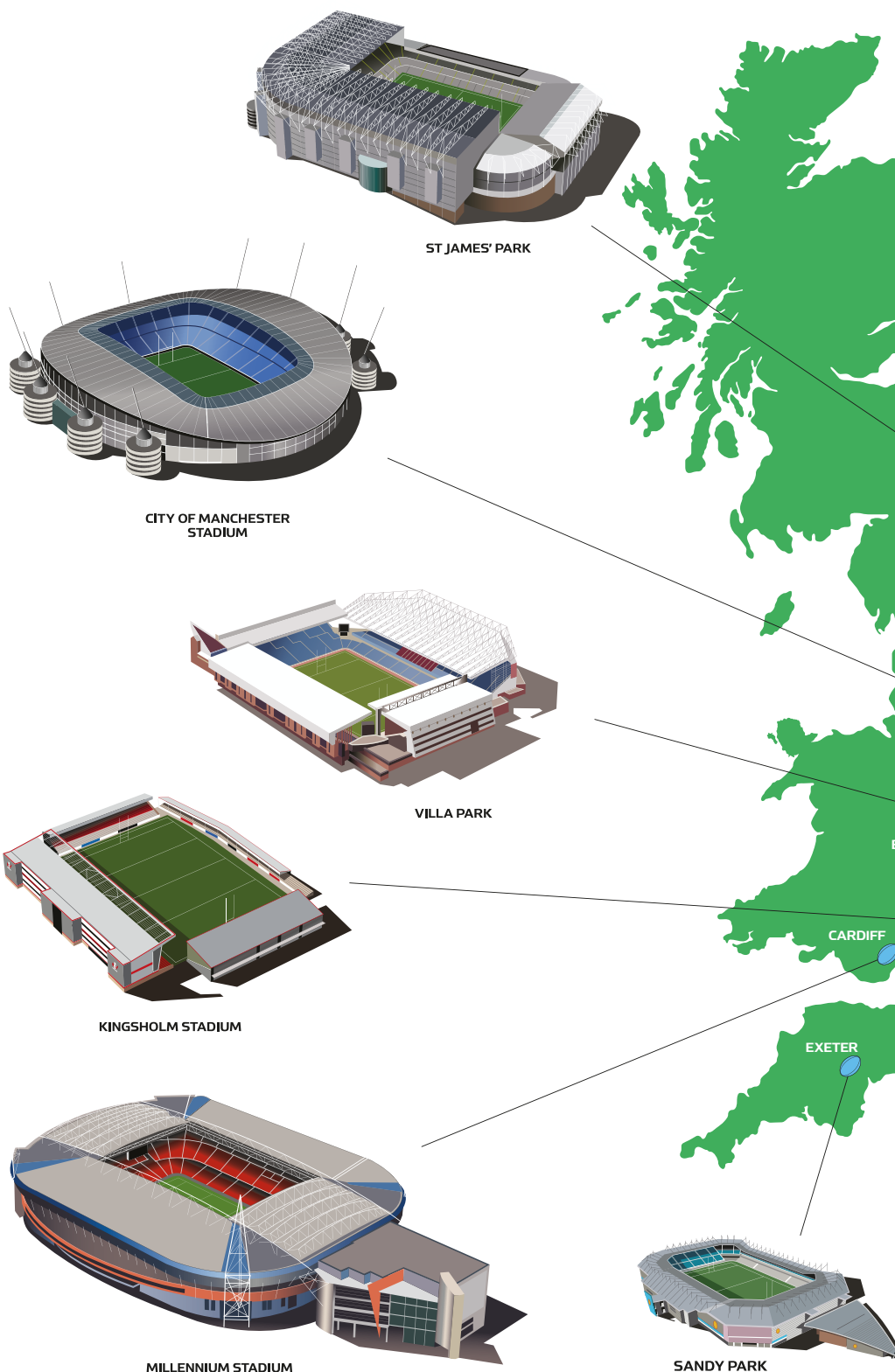
England Rugby 2015 and Rugby World Cup Limited announced the 13 venues in 11 cities that will host the 48 matches of the showpiece event.

Ten cities in England – London, Manchester, Newcastle, Leeds, Leicester, Birmingham, Gloucester, Milton Keynes, Brighton and Exeter – and the Welsh capital Cardiff were selected as RWC 2015 host cities after a rigorous selection process based on a number of criteria.

London is represented by three venues in Twickenham, Wembley and the Olympic Stadium. Twickenham has the honour of hosting the opening match between England and the Oceania 1 qualifier on September 18 and the RWC 2015 Final on October 31, while the Olympic Stadium will be the venue for the Bronze Final.

Twenty-five matches will be played in dedicated Rugby venues, seven in multi-event stadia and 16 in football venues. This blend of stadia will provide a variety of RWC match-day experiences and more than two million opportunities for fans to engage with one of the world's most recognisable major sporting events.

"Rugby World Cup is about opportunity," said RWCL Chairman Bernard Lapasset. "It is the opportunity to engage new fans the length and breadth of the country and to grow Rugby around the world in order that more men, women and children may experience the sport and its character-building values."



25

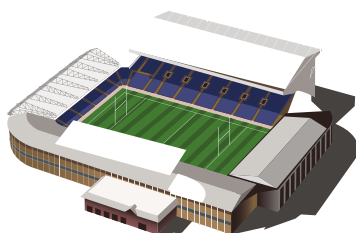
MATCHES IN  
DEDICATED RUGBY  
VENUES

7

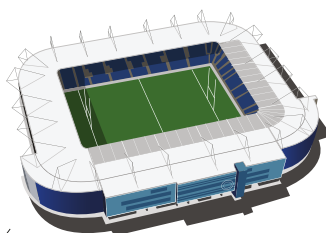
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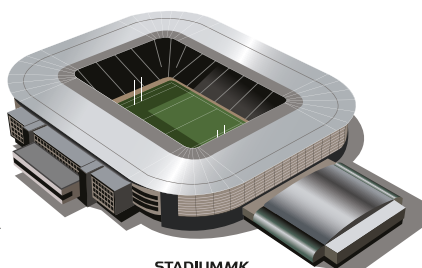
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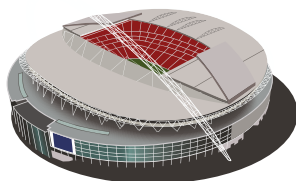
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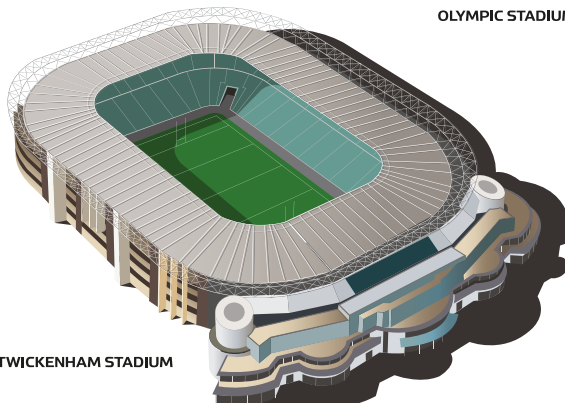
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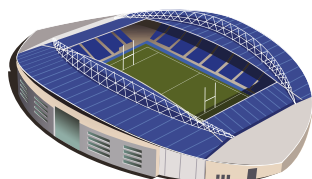
WEMBLEY STADIUM



OLYMPIC STADIUM



TWICKENHAM STADIUM



BRIGHTON COMMUNITY  
STADIUM



## THE NUMBERS GAME

3

Number of RWC  
2015 venues to  
have staged a  
Rugby World Cup  
match before



Twickenham



Kingsholm



Millennium  
Stadium



Fewest venues  
used in a single  
Rugby World Cup,  
in South Africa in 1995

19

Most venues used in  
a single Rugby World  
Cup, hosted by England,  
Scotland, Wales, Ireland  
and France in 1991

90,000

Capacity of Wembley  
Stadium, the biggest RWC  
2015 venue

603,246

Total capacity  
of the 13 RWC  
2015 venues before any  
adjustments following renovation



# The road to Rugby World Cup 2015

Canada became the first nation to emerge from the global qualification process and book their place at RWC 2015 in August, leaving seven places to be filled



By the end of 2013, 82 nations had been involved in more than 150 qualifying matches. The dream has ended for many, but there will be more joy and heartbreak to come before we learn the Africa 1, Americas 2, Asia 1, Europe 1, Europe 2 and Oceania 1 qualifiers and Repêchage winner. Follow it all at [www.rugbyworldcup.com](http://www.rugbyworldcup.com)

## AFRICA (CAR)

Kenya were crowned Africa Cup Division 1A winners in July after beating favourites Zimbabwe 29-17 in the final and will qualify for a first Rugby World Cup if they can defend their title in 2014. Standing in their way will be hosts Madagascar, Zimbabwe and Namibia, who ensured they will be in the mix for a fifth successive RWC appearance by beating Tunisia to win Division 1B in June. The Africa 1 qualifier will join defending champions New Zealand, Argentina, Tonga and the Europe 1 qualifier in Pool C at RWC 2015.



## AMERICAS (NACRA/CONSUR)

Canada took their place as the Americas 1 qualifier alongside France, Ireland and Italy in Pool D after a 40-20 aggregate victory over neighbours USA in August. The USA Eagles never recovered from a 27-9 loss in the first leg on home soil, losing the second 13-11 a week later. They must now beat Uruguay over two legs in March 2014 to secure the Americas 2 berth and avoid the Répechage. Uruguay had earlier kept alive their hopes of a first RWC appearance since 2003 by beating Brazil and Chile in the South American Championship.



## ASIA (ARFU)

RWC 2019 hosts Japan will be overwhelming favourites to claim the Asia 1 berth by winning the Asian 5 Nations in May 2014 to remain the continent's only side to grace the RWC stage. They scored 316 points and conceded just eight in their 2013 campaign and standing between them and a place in Pool B at RWC 2015 will be Korea, Hong

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Kong, the Philippines and Sri Lanka. The latter earned promotion back to the top tier as Division 1 winners, beating Chinese Taipei, Thailand and Kazakhstan in front of their Rugby-loving president Mahinda Rajapaksa.

#### EUROPE (FIRA-AER)

Georgia and Romania lead the race to secure the Europe 1 and 2 berths at RWC 2015 after going through the first half of the European Nations Cup 2014 unbeaten, each winning four and drawing their encounter in Bucharest. Hoping to capitalise on any slip up by the top two are Russia, who currently occupy the third position that would keep them in the hunt for the Repêchage. Thirty-one nations have been involved in the European process and in 2013/14 only

matches in the top two tiers double as RWC 2015 qualifiers, with the winners of Division 1B to face the Netherlands for the right to challenge for that Repêchage spot.



#### OCEANIA (FORU)

Papua New Guinea was the venue as the last regional qualification process kicked off in July 2013 with the hosts taking on Cook Islands, Solomon Islands and Tahiti in the Oceania Cup. The Cook Islands won a thrilling final against the hosts 37-31 in front of a crowd of more than 7,000 in Port Moresby. Their reward is a one-off match with Fiji on June 28 to determine the Oceania 1 qualifier who will join hosts England, Australia, Wales and the Repêchage winner in Pool A at RWC 2015.

## THE NUMBERS GAME

# 1

Canada were the first nation to emerge from the process to qualify as Americas 1 in August

# 7

Remaining qualifiers to be identified in 2014

# 31

Teams involved in the European qualification process, the most of any Regional Association

# 82

Number of nations to have taken part in the RWC 2015 qualifying process so far, with only Fiji to come in 2014

# 203

Total number of matches scheduled to be part of the RWC 2015 qualification process





# MATCH SCHEDULE

## POOL A

AUSTRALIA

ENGLAND

WALES

OCEANIA 1

PLAY-OFF WINNER

Fri Sep 18 - Twickenham Stadium

England v Oceania 1

Sun Sep 20 - Millennium Stadium

Wales v Play-Off Winner

Wed Sep 23 - Millennium Stadium

Australia v Oceania 1

Sat Sep 26 - Twickenham Stadium

England v Wales

Sun Sep 27 - Villa Park

Australia v Play-Off Winner

Thu Oct 1 - Millennium Stadium

Wales v Oceania 1

Sat Oct 3 - Twickenham Stadium

England v Australia

Tue Oct 6 - Stadium MK

Oceania 1 v Play-Off Winner

Sat Oct 10 - Twickenham Stadium

Australia v Wales

Sat Oct 10 - Manchester City Stadium

England v Play-Off Winner

## POOL B

SOUTH AFRICA

SAMOA

SCOTLAND

ASIA 1

AMERICAS 2

Sat Sep 19 - Brighton Community Stadium

South Africa v Asia 1

Sun Sep 20 - Brighton Community Stadium

Samoa v Americas 2

Wed Sep 23 - Kingsholm Stadium

Scotland v Asia 1

Sat Sep 26 - Villa Park

South Africa v Samoa

Sun Sep 27 - Elland Road

Scotland v Americas 2

Sat Oct 3 - Stadium MK

Samoa v Asia 1

Sat Oct 3 - St James' Park

South Africa v Scotland

Wed Oct 7 - Olympic Stadium

South Africa v Americas 2

Sat Oct 10 - St James' Park

Samoa v Scotland

Sun Oct 11 - Kingsholm Stadium

Americas 2 v Asia 1

## POOL C

NEW ZEALAND

ARGENTINA

TONGA

EUROPE 1

AFRICA 1

Sat Sep 19 - Kingsholm Stadium

Tonga v Europe 1

Sun Sep 20 - Wembley Stadium

New Zealand v Argentina

Thu Sep 24 - Olympic Stadium

New Zealand v Africa 1

Fri Sep 25 - Kingsholm Stadium

Argentina v Europe 1

Tue Sep 29 - Sandy Park

Tonga v Africa 1

Fri Oct 2 - Millennium Stadium

New Zealand v Europe 1

Sun Oct 4 - Leicester City Stadium

Argentina v Tonga

Wed Oct 7 - Sandy Park

Africa 1 v Europe 1

Fri Oct 9 - St James' Park

New Zealand v Tonga

Sun Oct 11 - Leicester City Stadium

Argentina v Africa 1

## POOL D

FRANCE

IRELAND

ITALY

CANADA

EUROPE 2

Sat Sep 19 - Millennium Stadium

Ireland v Canada

Sat Sep 19 - Twickenham Stadium

France v Italy

Wed Sep 23 - Olympic Stadium

France v Europe 2

Sat Sep 26 - Elland Road

Italy v Canada

Sun Sep 27 - Wembley Stadium

Ireland v Europe 2

Thu Oct 1 - Stadium MK

France v Canada

Sun Oct 4 - Olympic Stadium

Ireland v Italy

Tue Oct 6 - Leicester City Stadium

Canada v Europe 2

Sun Oct 11 - Sandy Park

Italy v Europe 2

Sun Oct 11 - Millennium Stadium

France v Ireland

## QF1

SAT OCT 17  
MILLENNIUM STADIUM

WINNER POOL C

RUNNER-UP POOL D

## QF2

SAT OCT 17  
TWICKENHAM STADIUM

WINNER POOL B

RUNNER-UP POOL A

## QF3

SUN OCT 18  
MILLENNIUM STADIUM

WINNER POOL D

RUNNER-UP POOL C

## QF4

SUN OCT 18  
TWICKENHAM STADIUM

WINNER POOL A

RUNNER-UP POOL B

## SF1

SAT OCT 24  
TWICKENHAM STADIUM

WINNER QF1

WINNER QF2

## BRONZE FINAL

FRI OCT 30  
OLYMPIC STADIUM

RUNNER-UP SF1

RUNNER-UP SF2

## SF2

SUN OCT 25  
TWICKENHAM STADIUM

WINNER QF3

WINNER QF4

## FINAL

SAT OCT 31  
TWICKENHAM STADIUM

WINNER SF1

WINNER SF2

England  
2015™

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# RWC 2019 receives Olympic boost

On September 7, 2013, the International Olympic Committee voted for Tokyo to become the host city for the Games of the 32nd Olympiad in 2020



It was a memorable day for Japan and, in particular, for the great city which will become the first in Asia to host the Olympic Games on two separate occasions, having previously staged the event in 1964.

It was particularly satisfying for Rugby fans to see Tokyo being entrusted with the hosting rights given that in 2019 the sport's showpiece event will take place in the Land of the Rising Sun.

IRB Chairman Bernard Lapasset said: "It is great news that Tokyo will host the Olympic Games just one year after the Rugby World Cup. It demonstrates the enormous level of commitment that the Japanese people and their government have for staging top-level sporting events.

"Having hosted previous Olympics (Summer and Winter) as well as the FIFA World Cup and many other major sporting events, Japan has shown itself time and again to be a great place to follow your team, whatever the sporting code."

Preparation for Japan's hosting of Rugby World Cup 2019 continues to gather pace with key planning meetings having taken place in Tokyo during 2013, which have laid the foundations for a successful event.

With less than six years to go until the tournament breaks new ground by being the first Rugby World Cup to be hosted in Asia, great progress has already been made since Japan was awarded staging rights in 2009.

Full cross-party government support has been achieved, the Japan Rugby 2019 organising body established with key appointments made and a nationwide awareness campaign is set to be launched to engage the people of Japan with Rugby.

In 2014, further progress will be made on the venue selection process as well as key promotional and logistical elements so that the momentum can continue towards 2019.

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







# World in Union

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# France ready for pinnacle of Women's Game



Photo: FFR/I.PICAREL

Women's Rugby World Cup 2014 in France is set to raise the bar on a record-breaking event four years ago in England



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**T**welve teams will converge on the French capital for the August 1-17 showpiece with New Zealand seeking to win a fifth successive title.

Hosts France, England, Canada, USA, Australia and 2013 Grand Slam winners Ireland will also have their own dreams of World Cup glory.

No team, though, will risk underestimating an opponent. Just one slip-up by the fancied teams is enough to potentially end their hopes of a semi-final place with only the pool winners guaranteed to remain in the hunt for the title.

The pool stages have certainly thrown up some mouth-watering matches with New Zealand, who now hold the World Cups in

both Sevens and Fifteens, drawn in Pool B with Ireland, Kazakhstan and USA – the last being the only side to beat them in WRWC history.

Former champions and 2010 runners-up England will face a familiar foe in Canada in Pool A with Samoa and Spain completing the quartet on their return to the World Cup stage, having missed out four years ago.

Pool C will be equally competitive with France, who are always a different prospect in front of their own fans than on the road, paired with 2010 bronze medallists Australia, South Africa and Wales.

"To play in a World Cup in France is the dream for any player in our squad – to



## POOL A

ENGLAND

CANADA

SPAIN

SAMOA

## POOL B

NEW ZEALAND

USA

IRELAND

KAZAKHSTAN

## POOL C

AUSTRALIA

FRANCE

WALES

SOUTH AFRICA

# FRANCE 2014

have the opportunity to play in front of our family and friends is like having a 16th player on the pitch," insisted France captain Marie-Alice Yahé (pictured).

"Looking at those familiar faces will make the players rise to the big occasion, get up quicker from a tackle and never give up. It brings feelings and emotions multiplied by 10 on the pitch and in the individual performances."

The top six teams from the 2010 edition – New Zealand, England, Australia, France, USA and Canada – all qualified automatically with the other six places to be filled by a global qualification process.

Ireland and Wales were the first to qualify, as the best two sides outside of England and France across the 2012 and 2013

**“Just one slip-up by the fancied teams is enough to potentially end their hopes of a semi-final place”**

Women's Six Nations. Ireland were convincing qualifiers after their Grand Slam success in 2013, while a tense 16-15 victory over Italy proved the key result for Wales.

Italy and Scotland had another chance to qualify through a six-team tournament in Madrid in April 2013, but it was Spain and Samoa who secured the two places on offer. This means that, for the first time in World Cup history, Scotland will not be involved in the showpiece event of the Women's Game.

Samoa were something of a surprise package in that qualifier, but under the guidance of Samoan legend Peter 'Fats' Fatialofa they bounced back from a heavy loss to Italy to beat Sweden and the Netherlands to finish behind Spain in the standings. Fatialofa sadly passed away in November at the age of 54, but the Samoa team will be determined to perform well at France 2014 in his memory.

The final two places were secured in contrasting fashion. Kazakhstan held on for a 25-23 win over Japan in the final Asian qualifier – the Japanese ruing a late missed conversion that would have tied the scores – while South Africa overwhelmed Uganda 63-3 in the first ever qualifier in the African region.





# Double delight for New Zealand

Impressive victories for both men's and women's teams in the first major IRB tournament ever to be staged in Russia



Twenty-four men's and 16 women's international teams arrived in late June for Rugby World Cup Sevens 2013 and many of them had no idea what to expect.

For the European sides Moscow held no surprises, but the rest of the world arrived into totally uncharted territory. The searing hot weather was more akin to Dubai as the teams set about their final preparations and the facilities afforded to them by the Luzhniki Stadium were world-class.

#### **All Blacks Sevens take the men's competition**

New Zealand, only recently crowned HSBC Sevens World Series champions, were far from convincing in recording pool wins over Canada, Georgia and USA.

Their stiffest opposition was expected to come from South Africa, who had beaten them in three Cup finals on the Series and

## RUSSIA 2013

scorched to three pool wins, scoring 105 unanswered points. But their challenge came unstuck with a 12-10 loss to Fiji, who progressed to the Cup semi-finals with New Zealand, England and Kenya.

As those knockout games loomed, the complexion of the tournament changed as Mother Nature had her say. The skies overhead darkened, ominous black clouds gathering above, and then the heavens opened (pictured above).

With New Zealand leading Fiji 12-0 in the first semi-final, the teams were ordered from the field amid concerns for their safety as a fierce electrical storm struck, halting play for over an hour. When they re-emerged it was to a quagmire, but New Zealand adapted best to win 17-0 and set up a final against England, who overcame the irrepressible Kenyans 12-5.

By the time the final kicked off, the waterlogged pitch and driving rain had put an end to any hope of the kind of running, skill-fuelled Rugby Sevens that millions now come to expect. Instead the final was remarkable in its one-sidedness.

With New Zealand's veterans pulling the strings alongside relative newcomer Gillies Kaka, who was later named Player of the Tournament, they soaked up any pressure England tried to exert and triumphed 33-0 to match the All Blacks and claim their own World Cup title.

Fiji beat Kenya to third place and special mention goes to Plate winners Canada, who lost only one of their six matches, against New Zealand, but the Melrose Cup was back in the hands of the All Blacks Sevens for the first time since 2001.

#### **New Zealand's women overcome Canada – and the elements**

While New Zealand arrived as maiden IRB Women's Sevens World Series champions and overwhelming favourites to claim the second Women's Rugby World Cup Sevens title, there were notable challengers – and one of the principal dark horses was the host nation.

Russia had impressed in the Series and are already building a formidable programme, spurred on by the prospect of Olympic medals when Sevens makes its debut in Rio in 2016.

Canada were also at full strength, while England, USA and Australia had shown themselves capable of matching the best. Even Spain and Six Nations champions Ireland were afforded an outside chance.

On the opening day New Zealand looked hugely impressive, scoring three easy wins and 97 points for the concession of a single try. But their feats were outdone when Russia responded to their impassioned support to beat England 17-15 in the final match of the day to qualify for the last eight.

By beating England, Russia avoided New Zealand in the Cup quarter-finals but still fell 15-12 to an experienced Canadian side, who then beat Spain 10-0 to reach the final. In the other half New Zealand accounted for England 24-7 and then USA 19-10 to line up against Canada, although not before a fierce electrical storm stopped play for over an hour.



With conditions now resembling a quagmire, the final was compelling in terms of both its standard and its competitiveness as both sides set out to play a laudable brand of running rugby.

The brilliant Portia Woodman, who was later named Player of the Tournament after scoring 12 tries, set New Zealand on their way early on, but Canada fought back to trail by five with as many minutes to go.

However, Woodman's pace and power allowed her to strike again and Kayla McAlister, who was named the inaugural IRB Women's Sevens Player of the Year, put the icing on the cake with a late try.

Canada were deserving runners-up and the USA edged Spain for third, but the night and indeed the season belonged to New Zealand's 'sisters' who raised the cup aloft and celebrated a unique day of achievement with their male counterparts.

“The skies overhead darkened, ominous black clouds gathering above, and then the heavens opened”







# New Zealand rewarded for consistency

Triumph for the All Blacks Sevens in a hugely competitive Series



Five different winners in as many tournaments at the start of the 2012/13 HSBC Sevens World Series showed how competitive the sport now is. For New Zealand consistency was key to an 11th title, the All Blacks Sevens never finishing lower than third across the nine rounds.

The Series began again on Australia's sun-kissed Gold Coast in October, where Fiji defended their title with a 32-14 victory over New Zealand. A month later New Zealand reached another final in Dubai, but once again hit a Pacific Island roadblock in the shape of Samoa, who triumphed 26-15.

From Dubai the teams travelled to Port Elizabeth and this time New Zealand managed to claim that first silverware of the season, beating the hosts 12-5 and then surprise finalists France 47-12 to claim a fourth Cup in succession on South African soil.

After misfiring badly in the first three rounds, England hit form in 2013 in Wellington. They stunned the hosts in pool play, as did Kenya in the semi-finals, but the exciting Africans came up just short of their first ever Series win, Sam Edgerley scoring England's sudden death winner to rescue their season.

## Fiji inspired by super-sub

Cecil Afrika then returned from injury to inspire South Africa to a rare 40-12 win against New Zealand in Las Vegas, but the sequence of different winners would end there despite a gallant Welsh effort in Hong Kong. The Welsh led the Cup final 19-0 at half-time only for super-sub Osea Kolinisau to inspire Fiji to an unlikely 26-19 win with his hat-trick.

But if Fiji had clawed back some of New Zealand's Series lead in Hong Kong, the All Blacks Sevens did their title aspirations no harm a week later by reaching the final in Tokyo. They led 12-0 too, but again South Africa had their number and ran out 24-19 winners.

The Blitzbokke also won the penultimate round in Glasgow, getting the better of New Zealand again with a 28-21 win in the final. Even then, South Africa were powerless to prevent New Zealand from claiming another Series title. They arrived in London looking to rubber-stamp that success, which they did emphatically, beating Australia 47-12 in the final.

In London's nerve-jangling core team qualifier, Spain, Portugal and Scotland all re-booked that same status for 2013/14.

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# New Zealand women shine

The first IRB Women's Sevens World Series was a landmark event in the Women's Game



When New Zealand captain Huriana Manuel held aloft the Series trophy in Amsterdam in May, she brought the curtain down on an extraordinary season.

Six months earlier the first global season-long competition kicked off in Dubai, providing players with the opportunity to hone their skills and the chance to introduce the Game to new fans and territories and ensure development for years to come.

New Zealand had been absent from the Sevens scene the previous year but quickly announced themselves as the team to beat, storming to success in Dubai and following that with victories in China and Amsterdam to claim the inaugural title.

Houston was the solitary blip with New Zealand suffering their only defeats to England (twice) and Australia. England emerged victorious, beating hosts USA 29-12 in the final.

#### Match of the season

Canada also impressed on the Series and played their part in what commentators labelled the match of the season in losing an enthralling final to New Zealand in Amsterdam.

Sharni Williams led from the front as Australia built solid foundations, reaping the benefits with victory in the opening round of the 2013/14 Series in Dubai, while Ireland impressed in Guangzhou and Russia got stronger with every tournament.

Four nations were represented in the nominations for the first IRB Women's Sevens Player of the Year – New Zealand, Canada, the Netherlands and England. The award was ultimately claimed by Kayla McAlister, who was at the heart of New Zealand's success.

**“New Zealand quickly announced themselves as the team to beat”**

“The quality of Rugby on display throughout the Series was magnificent,” said IRB Head of Competitions and Performance Mark Egan. “We’ve already seen how much this exposure to quality competition has aided the players.

“I expect the competition will be even tougher in the coming seasons, as those teams who benefited from the 2012/13 Series raise the skill levels and intensity in the run-up to the Olympics in Rio.”

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# IRB tournaments review



## IRB INTERNATIONAL RUGBY SERIES

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

### WHEN:

November 2-23

### 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 IRB International Rugby Series was intended to increase competitiveness ahead of Rugby World Cup 2015 in England.

### THOSE INVOLVED:

Brazil, Canada, Chile, Fiji, Georgia, Japan, Portugal, Spain, Romania, Russia, Samoa, Tonga, Uruguay and USA were in action across Europe and South America.

### UPSETS APLENTY:

Georgia claimed the biggest scalp of all by beating Samoa 16-15 in Tbilisi courtesy of a last-gasp penalty. Two weeks early the Lelos had been celebrating another win over a higher ranked opponent, 19-15 over Canada. Romania also claimed two scalps in November, beating Tonga 19-18 and Canada 21-20 with Florin Vlaicu kicking the decisive late penalties each time.

### RECORD NUMBERS:

In 2013, a record 34 countries benefited from whole or part-subsidised fixtures in the June and November windows, including the IRB International Rugby Series.

### THEY SAID:

"The November fixtures are playing a massive role in the development of Unions who have been identified by the IRB as part of a major Strategic Investment Programme."

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



### WINNER:

Fiji

### RUNNER-UP:

Canada



## IRB PACIFIC NATIONS CUP 2013

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

### WHEN:

May 25-June 23

### WHERE:

Japan, Canada, Fiji and USA

### FINAL STANDINGS:

1 Fiji; 2 Canada; 3 Tonga; 4 Japan; 5 USA

### LEADING POINTS SCORER:

James Pritchard, Canada (31 points)

### CENTENARY CELEBRATIONS:

With defending champions Samoa on a sabbatical from the tournament in 2013, Fiji seized their opportunity to give the celebrations to mark the Fiji Rugby Union's centenary an extra boost.

### SMALL MARGINS:

Three teams went into the final day with a chance of lifting the silverware, but Fiji's 34-21 win over Tonga in Tokyo ensured they finished top of the standings ahead of Canada and their fellow Pacific Islanders.

### EXPANDED FIELD:

Canada and USA were involved in the Pacific Nations Cup for the first time, underscoring the IRB's long-term commitment to boosting the Tier Two competition schedule and competitiveness of the Game.

### WELCOME BACK:

Sireli Bobo took just 33 seconds to announce his return to the international stage after a three-year absence by scoring a try in Fiji's encounter with Japan in Lautoka.

### THEY SAID:

"It's a touching achievement as it's been a big year for Fiji Rugby."

**Akapusi Qera**, Fiji captain

**WINNER:**

Romania

**RUNNER-UP:**

Emerging Italy



## IRB NATIONS CUP 2013

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

**WHEN:**

June 8-16

**WHERE:**

Bucharest, Romania

**FINAL STANDINGS:**

1 Romania; 2 Emerging Italy; 3 Argentina Jaguars; 4 Russia

**LEADING POINTS SCORER:**

Florin Vlaicu, Romania (51 points)

**REPEAT PERFORMANCE:**

The title decider pitted Romania against Emerging Italy for the second year in a row. With Catalin Fercu and Florin Vlaicu to the fore, Romania successfully defended their title after a 26-13 victory.

**SPECIAL GUESTS:**

Some of the most famous names in Romanian sport were in attendance, including gymnast Nadia Comaneci, tennis star Ion Tiriac, Olympic Committee chairman Octavian Morariu and the Minister for Sport and Youth Nicolae Banicioiu.

**STEPPING STONE:**

The tournament plays a significant high performance role for the participating nations and in the development of Rugby in the host nation. It also provided Romania and Russia with an opportunity to gain a psychological edge before the final push for RWC 2015 qualification in Europe in 2014.

**THEY SAID:**

"Our objective is to discover more talented players capable of playing at international level and so far we have been fairly successful this year." **Lynn Howells**, Romania coach

**WINNER:**

SA President's XV

**RUNNER-UP:**

Emerging Ireland



## IRB TBILISI CUP 2013

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

**WHEN:**

June 7-16

**WHERE:**

Tbilisi, Georgia

**FINAL STANDINGS:**

1 SA President's XV; 2 Emerging Ireland; 3 Georgia; 4 Uruguay

**LEADING POINTS SCORER:**

Ian Keatley, Emerging Ireland (40 points)

**FIRST EDITION:**

A new addition to the portfolio of IRB tournaments, the Tbilisi Cup mirrors the format of the established Nations Cup in Romania. In 2013 it provided hosts Georgia and Uruguay with important competition in their bid to qualify for RWC 2015.

**HOME PRIDE:**

Inspired by playing in their nation's capital, Georgia made both the SA President's XV and Emerging Ireland work hard for their victories, losing each match by only five points.

**LEGACY VISIT:**

Players from three teams visited the Avchala Juvenile Penitentiary to meet and interact with inmates as part of a re-socialisation programme organised by the Georgian Ministry of Sport. Many of the inmates are Rugby players and were excited by the chance to play a game of touch Rugby with the teams and ask questions about life as a professional Rugby player.

**THEY SAID:**

"The tournament has been an excellent developmental tool for our players and will be fantastic for their progression as players."

**Jimmy Stonehouse**, SA President's XV coach





**WINNER:**  
England

**RUNNER-UP:**  
Wales



## IRB JUNIOR WORLD CHAMPIONSHIP 2013

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

### WHEN:

June 5-23

### WHERE:

La Roche-sur-Yon, Nantes and Vannes, France

### FINAL STANDINGS:

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

### LEADING POINTS SCORER:

Patricio Fernández, Argentina (82 points)

### NORTHERN PRIDE:

The final was an all-northern hemisphere affair for the first time with England storming back in the second half to beat Wales 23-15 and become only the third side to be crowned champions after New Zealand and South Africa.

### HISTORY MAKERS:

For the first time in JWC history, New Zealand failed to reach the final after losing for the first time to England at age grade level in the semi-finals.

### STARS OF THE FUTURE:

Captain Ardie Savea was a lone shining light for New Zealand and toured Europe as an "apprentice All Black" in November, while full backs Jordan Williams (Wales), Cheslin Kolbe (South Africa) and Jack Nowell (England) were electrifying in attack.

### NERVES OF STEEL:

Wales fly half Sam Davies for putting a cross-field kick into the corner for Ashley Evans to score in the 79th minute of their semi-final against South Africa and then landing the touchline conversion to snatch an 18-17 win.

### BEST GAME:

South Africa v New Zealand. No-one expected an 11-try thriller when the Baby Blacks cruised into a 21-0 lead after 20 minutes of the third place play-off. But 2012 champions South Africa battled back to tie the scores and finally hit the front in the 52nd minute. Two more tries followed and despite a late try for New Zealand, the Junior Springboks triumphed 41-34.

### THEY SAID:

"Amazing, I have never felt anything like it before, an awesome feeling and very humbling. The support we had and the way the guys played was just fantastic. We had to pull together and it was all about the heart and putting in 150 per cent." **Jack Clifford**, England captain



**WINNER:**  
Italy

**RUNNER-UP:**  
Canada



## IRB JUNIOR WORLD RUGBY TROPHY 2013

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

### WHEN:

May 28-June 9

### WHERE:

Temuco, Chile

### FINAL STANDINGS:

1 Italy; 2 Canada; 3 Chile; 4 Japan; 5 Tonga; 6 Portugal; 7 Uruguay; 8 Namibia

### LEADING POINTS SCORER:

Shane O'Leary, Canada (45 points)

### BEST GAME:

A few contenders, but the third place play-off saw the lead change hands nine times. Japan thought they had snatched it with Joji Sato's try a minute from time, only to see Francisco Urroz first send a perfectly weighted kick into the corner for Jan Hasenlechner to score and then kick the conversion to secure a 38-35 win for hosts Chile.

### TRY-SCORING MACHINE:

Japanese wing Kai Ishii was unstoppable in the pool stages, scoring eight tries – four of them against Uruguay. There was to be no fourth final in a row for Japan, though, and they had to settle for fourth overall.

### STARS OF THE FUTURE:

Italy centre Michele Campagnaro and Canada prop Djustice Sears-Duru made a swift transition to the Test arena, making their debuts just five months after the JWRT final. They weren't alone, with Portugal's Bruno Medeiros and Chile pair Nikola Bursic and Ramón Ayarza also making their Test debuts in November.

### THEY SAID:

"I have no words to describe this moment. We are overjoyed that we have taken Italy back to the JWC. The way the public supported this tournament was incredible and it certainly pushed us to play our best Rugby." **Angelo Espósito**, Italy captain



**WINNER:**  
Argentina Jaguars

**RUNNER-UP:**  
USA Select



## IRB AMERICAS RUGBY CHAMPIONSHIP 2013

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

**WHEN:**  
October 11-19

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

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

**LEADING POINTS SCORER:**  
Patricio Fernández, Argentina Jaguars (25 points)

**TITLE DOMINANCE:**  
The Argentina Jaguars remain the only team to have been crowned IRB Americas Rugby Championship winners after securing their fourth title with a round to spare in British Columbia.

**AREA OF GROWTH:**  
Rugby in North America is enjoying unprecedented interest and growth, boosted by Olympic Games inclusion and IRB support.

**STEPPING STONE:**  
An important element in player development, the ARC provides locally-based players in Canada, USA, Argentina and Uruguay with a step up from domestic competition. Many of the players involved went on to play for their country's national side in the November internationals.

**THEY SAID:**  
"We are a young team and some guys will have grown a lot from the experience of playing in the Americas Rugby Championship."  
**Martín García Veiga**, Argentina Jaguars



**WINNER:**  
Fiji Warriors

**RUNNER-UP:**  
Samoa A



## IRB PACIFIC RUGBY CUP 2013

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

**WHEN:**  
March 1-April 7

**WHERE:**  
Australia and New Zealand

**FINAL STANDINGS:**  
1 Fiji Warriors; 2. Samoa A; 3 Junior Japan; 4 Tonga A

**EARLY FINISH:**  
The Pacific Series of the competition, scheduled for October, was cancelled by the International Rugby Board to enable Fiji, Samoa and Tonga to maximise preparations for their November Tests in Europe.

**FIVE IN A ROW:**  
Fiji Warriors sat atop the standings after the Australian and New Zealand legs and were therefore crowned champions for the fifth year in succession.

**NEW ADDITION:**  
Junior Japan joined the competition and while they didn't win a match, they were involved in some high-scoring affairs, not least the 73-43 loss to the Hurricanes Development XV.

**RISING STAR:**  
Kenki Fukuoka announced himself on the international stage with his performances for Junior Japan and was drafted straight into the Brave Blossoms' set-up by Eddie Jones. He ended the year with nine Test caps and seven tries to his name.

**THEY SAID:**  
"These are exciting times for Pacific Island Rugby with Samoa and Tonga enjoying strong performances in the Test arena and the IRB Pacific Rugby Cup will continue to play a pivotal role in the high performance process for these Unions."  
**William Glenwright**, Regional General Manager for Oceania



# Analysing trends to build a better Game

The IRB's Game Analysis Unit has a significant role to ensure that Rugby is attractive and enjoyable to play and watch and is increasingly involved in shaping player welfare policies

“Game analysis plays an important role in reviewing critical areas of the Game such as the tackle and scrum”

Rugby is an ever evolving sport in an increasingly congested global entertainment marketplace. While the sport grows and reaches out to new players and fans around the world it must stay true to its values and the fundamental core facets of the Game.

Game analysis plays an important role in reviewing critical areas of the Game such as the tackle and scrum, assessing match official performance and assisting the IRB Rugby Committee so they make informed decisions based on relevant and detailed statistical analysis.

## SAFER, MORE STABLE SCRUM AHEAD OF RUGBY WORLD CUP 2015

In May 2013 the IRB Council approved a global trial of the “crouch, bind, set” scrum engagement sequence after an extensive, three-year study into scrum forces.

For many observers it was assumed that the trial was introduced to address the increasing number of collapses and resets that have blighted the elite Game.

However, the primary driving force was enhancing player welfare by reducing impact on engagement by 25 per cent.

It was also hoped that the new engagement process would have a positive effect on scrum outcomes, and so far the results have been encouraging:

- The Rugby Championship 2013 saw a minimal change in the rate of collapses and resets
- In the Heineken Cup there was a small reduction in the number of sanctions
- In the Aviva Premiership and RaboDirect PRO12 there were fewer collapses

Beneficial changes to game aesthetics were expected to be gradual. For example, in the November Tests, while a major reduction in collapses was not consistent throughout the period, there was a progressive decrease in penalties and free-kicks indicating that ball out was significantly increasing and showing an overall improvement of around 40 per cent between week one and two.



31

PERCENTAGE OF GAME  
TIME BALL WAS IN PLAY  
DURING RWC 1991

38

PERCENTAGE OF GAME  
TIME BALL WAS IN PLAY  
DURING RWC 1999

44

PERCENTAGE OF GAME  
TIME BALL WAS IN PLAY  
DURING RWC 2011

Such outcomes will be measured quantitatively. They will also be assessed qualitatively and so far the reaction from Unions and coaches has been positive. Scrums are looking more cohesive, the quality of the ball has improved in line with consistent buy-in to be positive from coaches, players and referees.

The aim is greater safety allied to re-establishing the scrum as a core and positive element of the modern Game.

#### PROMOTING PLAYER WELFARE BEST PRACTICE

Game analysis has also been at the heart of the IRB's drive to further enhance player welfare in the critical area of concussion.

The IRB unit monitors footage of all recorded head injuries in Test and top elite competitions to review pitch-side care procedure and provide feedback to medics via their Unions to ensure clear and consistent application of the IRB's protocols.

“The aim is greater safety allied to re-establishing the scrum as a core and positive element of the modern Game”

## CONTINUITY OF PLAY

It is unlikely that any other global sport has seen anything like the increase in continuity of play that Rugby has experienced

This can be illustrated by comparing the number of stoppages in three memorable matches played in the early 1970s – Scotland v Wales in 1971, the Barbarians v New Zealand in 1973 and Llanelli v New Zealand in 1973 – with the three Test matches played on the British & Irish Lions tour of Australia in 2013:

- In the 1970s, there were 146 stoppages per match compared with just 68 in the 2013 Lions Test series
- The 1970 matches contained an average of more than 100 set pieces compared with 35 in the 2013 series

A major consequence of this is more ball in play time. The recent three British & Irish Lions Tests, for example, produced more than 35 minutes ball in play time or 30 per cent more than in the three matches played in the 1970s.

Ball in play	Duration	%
RWC 1991	24 mins 28 secs	31
RWC 1995	26 mins 43 secs	33
RWC 1999	30 mins 43 secs	38
RWC 2003	33 mins 34 secs	42
RWC 2007	35 mins 12 secs	44
RWC 2011	35 mins 25 secs	44

Often, this 35 minute figure is exceeded. The 2011 Six Nations, for example, reached an average of almost 40 minutes per match, while the France v Wales match in 2013 contained over 80 per cent more ball in play time than the corresponding match in 1983.

Reasons for stoppages	1971-1973 Three selected matches (average per match)	2013 B&I Lions Three Test matches (average per match)
Lineouts	63	22
Scrums	40	13
Penalties/free kicks	27	21
Other	16	12
<b>TOTAL STOPPAGES</b>	<b>146</b>	<b>68</b>





# Growing the Game

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# 119 COUNTRIES

## MAPPING THE GLOBAL

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

Union (entry year)	Players
Bahamas (1994)	335
Barbados (1994)	252
Bermuda (1992)	714
British Virgin Islands (2001)	Associate member
Canada (1987)	129,131
Cayman (1997)	12,401
Guyana (1995)	442
Jamaica (1996)	1,267
Mexico (2006)	7,099
St Lucia (1996)	Associate member
St. V & the Grenadines (2001)	192
Trinidad & Tobago (1992)	1,190
USA (1987)	1,402,962
<b>Total players: 1,555,985</b>	

**Total players:**  
3,110,238

Union (entry year)	Players
Andorra (1991)	3,104
Armenia (2004)	Associate member
Austria (1992)	1,320
Azerbaijan (2004)	Associate member
Belgium (1988)	15,616
Bosnia & Herzegovina (1996)	979
Bulgaria (1992)	1,815
Croatia (1992)	2,431
Czech Republic (1988)	11,610
Denmark (1988)	3,253
England (1890)	2,028,348
Finland (2001)	2,701
France (1978)	359,022
Georgia (1992)	6,708
Germany (1988)	12,922
Greece (2009)	1,210
Hungary (1991)	3,053
Ireland (1886)	177,604
Israel (1988)	4,905
Italy (1987)	77,858
Latvia (1991)	1,366
Lithuania (1992)	2,129
Luxembourg (1991)	2,099
Malta (2000)	19,352
Moldova (1994)	3,263
Monaco (1998)	991
Netherlands (1988)	26,629
Norway (1993)	2,280
Poland (1988)	14,380
Portugal (1988)	41,497
Romania (1987)	12,810
Russia (1990)	28,542
Scotland (1886)	104,141
Serbia (1988)	3,086
Slovenia (1996)	387
Spain (1988)	51,123
Sweden (1988)	7,309
Switzerland (1988)	4,365
Ukraine (1992)	3,915
Wales (1886)	66,114



Union (entry year)	Players
Argentina (1987)	127,214
Brazil (1995)	16,128
Chile (1991)	18,686
Colombia (1999)	10,277
Paraguay (1989)	2,879
Peru (1999)	1,668
Uruguay (1989)	8,554
Venezuela (1998)	2,108
<b>Total players: 187,514</b>	



**Total players:**  
607,238

# 6.6m PLAYERS

## POPULARITY OF RUGBY

**Registered 2.36 million**  
**Non Registered 4.3 million**  
 (Female players 1.5 million)



### Union (entry year)

Brunei (2013)	Associate member
Cambodia (2004)	Associate member
China (1997)	3,260
Chinese Taipei (1988)	6,395
Guam (1998)	1,088
Hong Kong (1988)	21,585
India (1999)	23,927
Indonesia (2008)	670
Iran (2010)	Associate member
Japan (1987)	119,598
Kazakhstan (1997)	4,070
Korea (1988)	5,090
Kyrgyzstan (2004)	Associate member
Laos (2004)	Associate member
Malaysia (1988)	75,400
Mongolia (2004)	Associate member
Pakistan (2004)	7,215
Philippines (2004)	2,295
Singapore (1989)	12,430
Sri Lanka (1989)	58,480
Thailand (1989)	12,450
United Arab Emirates (2012)	6,316
Uzbekistan (2004)	Associate member

**Total players: 360,269**

### Union (entry year)

Botswana (1994)	9,255
Burundi (2004)	Associate member
Cameroon (1999)	6,150
Ghana (2004)	Associate member
Ivory Coast (1988)	2,718
Kenya (1990)	29,707
Madagascar (1998)	31,278
Mali (2004)	Associate member
Mauritania (2003)	Associate member
Mauritius (2004)	779
Morocco (1988)	4,899
Namibia (1990)	9,317
Nigeria (2001)	800
Rwanda (2004)	Associate member
Senegal (1999)	5,016
South Africa (1949)	387,009
Swaziland (1998)	26,639
Tanzania (2004)	Associate member
Togo (2004)	Associate member
Tunisia (1988)	21,923
Uganda (1997)	26,410
Zambia (1995)	12,210
Zimbabwe (1987)	33,128

### FEDERATION OF OCEANIA RUGBY UNIONS

#### Union (entry year)

American Samoa (2005)	3,220
Australia (1949)	482,897
Cook Islands (1995)	2,054
Fiji (1987)	156,140
New Zealand (1949)	149,978
Niue Islands (1999)	450
Papua New Guinea (1993)	19,192
Samoa (1988)	38,240
Solomon Islands (1999)	10,101
Tahiti (1994)	1,971
Tonga (1987)	7,577
Vanuatu (1999)	1,715

**Total players: 873,535**





# IRB inspires the world to Get Into Rugby

The IRB's exciting new development programme is already being delivered in more than 50 Unions and reaching nearly 200,000 participants



In partnership with the Regional Associations and Member Unions, Get Into Rugby (GIR) is growing the Game across the world while focusing on Rugby's values of integrity, respect, solidarity, passion and discipline.

This free-to-access programme is designed to assist Unions to grow their player base. The GIR website provides coaches and teachers with the resources and information to introduce children to the Game and encourage them to try, play and stay in Rugby.

Since its launch in 2012, the programme has been an instant success. So far, there have been nearly 200,000 participants in the programme with roughly one-third of them being female. GIR is being delivered in around 1,000 locations in more than 50 Unions.

One such Union is Namibia where GIR has been instrumental in the Game's recent growth there. With just 6,800 registered players, it has already made a big difference by getting a Rugby ball into the hands of more than 4,000 additional children in the past year.

"The programme is well set-out and easy to implement," said former Namibia hooker Henry Kemp, the Namibian Rugby Union's development manager. "Most schools in Namibia have never seen Rugby and it used to be called a 'white man's sport'. But we've been able to reach thousands of children through the programme, mostly in rural areas, and they have been taught the basic skills as well as the IRB values. Most of our

**“Since its launch in 2012, the programme has been an instant success”**

population is in the northern regions so we've targeted those areas specifically. In Katima I was overwhelmed when 1,200 children came from one school in mid-October. It's about 1,250km away from Windhoek and these are deprived areas. But if we want to dramatically change our player numbers – the IRB has

[www.irbgetintorugby.com](http://www.irbgetintorugby.com)  
[www.facebook.com/getintorugby](https://www.facebook.com/getintorugby)  
 #IRBGetIntoRugby



set us a goal of 20,000 players – then we must target these regions because that's where half of our talent is."

#### Step by step expansion

Another example of the GIR success story has been in Georgia where the Union's technical director and chairman of the development committee, George Tchumburidze, has noticed a big difference.

"We started working and preparing for this programme during the summer of 2013 and then in the beginning of October were able to launch it. We chose three schools in Tbilisi and soon, two more schools came on board and it has really taken off.

"We are expanding this project step by step. Currently we have 120 of the first and second grade school children involved and we are planning to triple that number by the end of October 2014.

"In January 2014 we started this programme in two other cities. Nearly 200 children are enrolled into GIR there as well and Rugby is becoming the leading sport among young people. It has been a great

success and the only problem we have now is keeping up with demand."

#### Olympic inspiration

Meanwhile in Brazil no fewer than 10,000 new players have been introduced to the Game since April 2013, nearly half of them female. With more than 16,000 people already playing Rugby there, this latest numbers bump will come as a significant boost to the sport and will help to spark an interest in locals and inspire them to follow Rugby Sevens at the Olympic Games in 2016.

"I didn't know Rugby," said 12-year-old Marcelly Cristini. "It is a different sport; I had never seen anything quite like it. I still have a lot to learn but we already know how to play and it's guaranteed fun!"

PE teacher Lucia Imbrosio, who has been implementing GIR in the schools of Rio de Janeiro, said: "It was love at first sight. The children really identify with the sport. It makes them happy. And then because they see other children playing, the other kids get curious and want to participate as well."

50+

UNIONS AND AROUND

1,000

LOCATIONS ARE DELIVERING  
GET INTO RUGBY

“It was love at first sight. The children really identify with the sport. It makes them happy”





# Around the regions in 2013

A quick tour around the IRB's six Regional Associations featuring their highlights of 2013

“Sevens is proving to be a real development area for up-and-coming teams”

## GAME INVESTMENTS BY REGION IN 2013

Region	Total (£m)
Asia	2.44
Africa	1.99
North America	3.16
South America	1.71
Europe	6.84
Oceania	4.18
IRB (non-region specific)	10.85
<b>Total</b>	<b>31.16</b>



### New foundations laid in Africa

In a world of headline-grabbing tournaments and exciting development programmes, the highlight of 2013 as far as the Game in Africa was concerned came via a perhaps more prosaic but still crucial avenue.

A brand-new workforce, dedicated to African Rugby, took over in the Confédération Africaine de Rugby (CAR) with the appointment of an operations manager and three regional development officers. This will bring a level of professionalism, organisation and efficiency to CAR, the like of which has never before been seen.

2013 also saw the emergence of Madagascar to threaten the established continental order of Namibia, Zimbabwe and Kenya. The island nation still retains a chance of qualification for Rugby World Cup 2015, something that would shake African Rugby to its core and bring ecstasy to the 'Makis' fans, 40,000 of whom regularly attend home matches in the country's capital, Antananarivo.



### Huge potential in Asia

In Asia, Rugby Sevens has been an area of huge growth with the shorter format of the Game capturing the imagination of established and emerging Unions alike.

The HSBC Sevens World Series has three stops in the region, while the HSBC Asian Rugby Sevens Series event in Thailand is now hugely popular with 28 international teams (16 men's and 12 women's).

The Philippines also shook up the accepted world order by qualifying for RWC Sevens 2013 in Moscow and for the first time the Asia-Pacific Women's Sevens Cup final was an all-Asia affair as China beat Japan 29-10.

In men's Fifteens, Japan, Korea and Hong Kong continue to impress as they finished the year in the top 25 of the IRB World Rankings. Japan was again victorious in the HSBC Asian 5 Nations while Hong Kong ended the year with an historic 2-0 series win over Belgium. In Division 1 of A5N, Sri Lanka were back to winning ways and will return to the top flight in 2014.



#### A taste of what is to come

With Rugby Sevens' debut appearance in the Olympic Games just two years away, the Game in South America is busy making preparations for that momentous occasion in Rio de Janeiro.

To that end, one of the highlights for 2013 was the successful staging of the World Games in Cali, Colombia, in which Sevens played a significant role.

The event showed the good work the Union in Colombia has been doing to grow and promote Rugby. In the final, South Africa took gold by beating Argentina in a close-fought match in front of a big crowd of enthusiastic locals. And in a positive result for the Game in the Americas, Canada beat France to take third place.

The World Games allowed the Confederación Sudamericana de Rugby (CONSUR) to see how a good Sevens tournament could be run as part of a wider multisport event, paving the way for Rio to deliver on the biggest stage of all in 2016.



#### Positive impact on the Game

The region was extremely busy in 2013 with a range of men's and women's tournaments at all levels, including age grade from Under 17 up to Under 21.

From Georgia, who took the European Nations Cup Division 1A title, down to Turkey, who were victorious in Division 3, there was a huge amount of exciting Rugby played across the continent with Luxembourg (Division 2D), Cyprus (Division 2C), Israel (Division 2B), Netherlands (Division 2A) and Germany (Division 1B) all winning their respective groups. A Women's Rugby World Cup 2014 qualifier was also held in Madrid in April with Spain joining Ireland and Wales as Europe's qualifiers.

Many of the FIRA-AER 48 Member Unions have been focusing on the Get Into Rugby programme. This initiative was also boosted by the involvement of 17 Unions in the RWC 2015 Unity project, which officially launches in January 2014. In conjunction with FIRA-AER, IRB and the Rugby Football Union, the scheme is looking to create a positive impact on the Game in Europe through cooperation activities across Unions.

“In Asia, Rugby Sevens has been an area of huge growth, capturing the imagination of established and emerging Unions alike”

**BELOW:** France hosted the IRB Junior World Championship in June 2013 with England and Wales contesting the first all-northern hemisphere final







#### Game continues to flourish

It was a year to remember for Rugby in the North America and Caribbean region with USA and Canada again leading the way. The two powerhouses of North American Rugby went head to head over two legs, with the Canucks becoming the first qualifier for Rugby World Cup 2015. The record crowds who turned up in Charleston and Toronto showed how the Game continues to grow in popularity.

NACRA has followed up its Leading Rugby workshop with a comprehensive programme that will deliver IRB Get Into Rugby throughout the Caribbean, including the new territories of Antigua and Barbuda, St Kitts and Nevis, US Virgin Islands, Haiti and the Dominican Republic.

The International Olympic Committee is building a full-size, Rugby-compliant artificial pitch in Haiti while, in what will be a landmark occasion, NACRA's Executive Committee has been invited to meet the President of the Dominican Republic's National Olympic Committee. These are all very good signs for the future of Rugby in the Caribbean.

“The International Olympic Committee is building a full-size, Rugby-compliant artificial pitch in Haiti”



#### The year of New Zealand

What a year it was for New Zealand Rugby. For the first time in history, the All Blacks enjoyed a 100 per cent record, winning all 14 of their Tests in 2013. New Zealand teams had already showed that they also dominate in men's and women's Sevens, winning their respective World Series titles and then enjoying double success at RWC Sevens 2013 in Russia. This means that New Zealand currently hold all four World Cups.

In July, the Cook Islands won the Oceania Cup in Papua New Guinea to set up a play-off with Fiji. The winner of this Test in June 2014 will claim the Oceania 1 spot at RWC 2015. At the Oceania Sevens, the Cook Islands then finished fourth behind Samoa, Fiji and Australia to qualify for the Commonwealth Games 2014 and the HSBC Sevens World Series core team qualification tournament in Hong Kong.

Meanwhile, a hugely important regional development workshop was held in Fiji to assist eight targeted Unions in restructuring their development programmes to provide more opportunities for boys and girls.



14 WINS FROM 14 TESTS  
FOR NEW ZEALAND IN 2013



# Building for the future

## IRB Strategic Investment Programmes

“ Being the first year of a new funding cycle, the initial focus in 2013 was to agree plans and budgets with our High Performance and Performance Unions. Then in September, the 10 High Performance Tier Two Unions met for an IRB-hosted conference to review programme outcomes, discuss strategies to optimise RWC 2015 preparation and lay the foundations for an appropriate competition model post-RWC 2015.

On the pitch, a revised tournaments programme saw Fiji win the expanded Pacific Nations Cup (including Canada and USA), Romania win the Nations Cup and South Africa President's XV win the new Tbilisi Cup. Fiji Warriors won the expanded Pacific Rugby Cup (including Junior Japan) while Argentina Jaguars won the America's Rugby Championship.

As the international competition programme underpins key High Performance strategies, in 2013 we also expanded the cross-regional November Test match programme to include 34 countries, resulting in an unprecedented number of games between our High Performance and Performance Unions.

In 2014, we will continue to work with 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. ”

**MARK EGAN, IRB HEAD OF COMPETITIONS AND PERFORMANCE**

## IRB Development Programmes

“ Rugby has grown from 2.6m players in 2007 to 6.6m in 2013. As Rugby expands, its core values must be respected and its quality raised. At the IRB, we are working with Regional Associations and Unions to develop and implement campaigns to promote the values of the Game and adherence to the Playing Charter, working to establish quality programmes and pathways with our Members, while also seeking to maximise the benefits of Rugby's inclusion in the Olympic Games. ”

**DAVID CARRIGY, IRB HEAD OF DEVELOPMENT AND INTERNATIONAL RELATIONS**

“ In 2013, to help achieve these objectives, we refined our approach to development through the services and programmes we offer. Our development suite now includes an enhanced IRB Get Into Rugby for participation (operational in 50 countries and over 1,000 locations with 150,000 new participants), IRB Leading Rugby for Union best practice, IRB IMPACT Beyond for event maximisation, plus Women's Rugby, new Union, sponsorship and Olympic initiatives.

These services and programmes complement our ongoing Member Union and Regional Association Grants programme, which bands Unions based on current and potential growth and performance, then targets investment and technical support programmes on seven key pillars of Rugby organisational development: governance, administration, participation, training and education, competitions, performance and Women's Rugby. ”

**MORGAN BUCKLEY, IRB GENERAL MANAGER DEVELOPMENT**

## STRATEGIC INVESTMENTS AND DEVELOPMENT PROGRAMMES 2013

Union Banding/ Investment Category	No. Unions	Strategic Investments (£m)	Development (£m)
High Performance Tier 1/2 Unions	10 + 10	6.06	2.57
Performance 1/2 Unions	4 + 7	0.31	1.06
Development 1/2/3 Unions	16 + 25 + 28	0.00	2.25
Major Market Unions	4	0.25	0.15
Regional Associations	6	0.00	1.33
High Performance Competitions	34	3.27	0.00
Programmes	n/a	0.41	0.27
Operations	n/a	0.35	0.10
<b>Total</b>		<b>10.65</b>	<b>7.72</b>

# NEW UNION FOCUS

## INDONESIA

The Persatuan Rugby Union Indonesia was granted IRB Full Member status in November, having been an Associate Member since 2008. The Union was formed four years earlier and joined the Asian Rugby Football Union at that time.

There are now 670 registered and non-registered players in Indonesia with at least 16 clubs scattered among 12 provinces.

Rugby was introduced into Indonesia by expatriates, but outside of the capital Jakarta the sport is now played by mostly Indonesians.

Indonesia play in Division III of the HSBC Asian 5 Nations and finished third in 2013, losing to Guam before beating China 37-13.

## BRUNEI

The Brunei Rugby Football Union became the IRB's 119th Member Union in November 2013 when its application for Associate Member status was approved by IRB Council.

A member of the Asian Rugby Football Union since 2004, there are more than 500 registered and non-registered players in Brunei.

Brunei play in Division V of the HSBC Asian 5 Nations, losing their two matches to hosts Cambodia in 2013.

The Game in the small, wealthy, city-state sultanate of Brunei is run by a model (small state) Union, which is following a long-term Rugby development programme and engaging with cross-border clubs in neighbouring Malaysian Borneo.



# IMPACT Beyond

This IRB programme aims to maximise major Rugby events to develop the Game and enable more people around the world to participate and enjoy the sport



“Rugby World Cup 2015 in England presents a major opportunity to develop the Game”

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

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

The key aims for both strands are:

#### Sport

- Increase participation
- Develop stronger Unions
- Promote age grade festivals and competition programme
- Develop the volunteer infrastructure
- Ensure the tournament develops the Game in the host Union

#### Business

- Develop Union communication tools
- Develop Union commercial capacity
- Develop regional broadcast strategies

The programme was initiated in 2013 and featured the IRB's Get Into Rugby

programme to grow participation in Chile around the successful IRB Junior World Rugby Trophy (pictured below).

In 2014, the IMPACT Beyond programme will be implemented around the Junior World Rugby Trophy in Hong Kong in April and the IRB Junior World Championship in New Zealand in June.

Meanwhile, in the lead up to Women's Rugby World Cup 2014 in France in August, each of the 12 participating Unions will develop their own IMPACT Beyond programme to develop Women's Rugby.

Rugby World Cup 2015 in England presents a major opportunity to develop the Game. A lot of work has been put in by the IRB, the Rugby Football Union, the FIRA-AER Regional Association and UK Sport to prepare for the Unity Project, which will be launched in January 2014. The aim of the Unity Project is to ensure that the legacy of RWC 2015 leads to the development of the Game across Europe.

Extensive planning has also been undertaken to launch the programme in Asia to boost the Game in the build up to RWC 2019, the first Rugby World Cup to take place in the region.



# Cream of the crop

2013 was a year in which IRB Junior World Championship graduates left their mark on the Test stage

“More than 420 players have graduated to Test Rugby after playing in a JWC or JWRT since the inaugural tournaments in 2008”



268

JWC GRADUATES BY  
THE END OF 2013

2,570

TEST CAPS

343

TRIES

3,213

POINTS

Eighty players joined the ranks of JWC graduates in 2013, but it was some of the old hands who ensured their names were written in the history books with record-breaking contributions.

Wales full back Leigh Halfpenny (pictured above) had a year to remember, collecting the Six Nations Player of the Year award in March before adding the Man of the Series after the British & Irish Lions success in Australia and a nomination for IRB Player of the Year. The 24-year-old was in scintillating form Down Under and scored a record 49 points in the three Tests.

His compatriot and fellow JWC 2008 participant Sam Warburton led the Lions to that first Series win since 1997, the touring party including a total of 15 graduates in its ranks. Eleven of them played in the Test matches with prop Alex Corbisiero the only one besides Halfpenny to get on the scoreboard.

Aaron Cruden, New Zealand's JWC 2009 winning captain and IRB Junior Player of the Year, held his nerve to slot a touchline conversion with time up on the clock to snatch a 24-22 victory over Ireland to give the All Blacks a perfect record of 14 wins from 14 Tests in 2013.

## Perfect year

Seventeen JWC graduates played their part in New Zealand's perfect year, nine of them having made their Test debuts in 2013. One of the newcomers was Ryan Crotty, who scored his first Test try to give Cruden his chance to create a piece of Rugby history.

2013 also saw the first JWC graduates reach a half century of Test caps with Will Genia having the honour of being the first, followed by New Zealand second row Sam Whitelock, Halfpenny (Wales & Lions) and Wallaby fly half Quade Cooper.

The total number of JWC graduates reached 268 by the end of 2013 and between them they have accumulated 2,570 Test caps, 343 tries and 3,213 points. JWC 2008 winner Sean Maitland was the first new graduate of 2013 with his bow for Scotland in the opening round of the Six Nations, while the last was Fijian Henry Senoli against Romania in November.

2013 also saw more than 30 Junior World Rugby Trophy graduates from 13 countries make their Test debuts, including Bruno Medeiros just months after Portugal made their debut in the Under 20 event.



# Exciting times for Women's Rugby



“With the World Cup on the horizon, the 2014 Six Nations promises to be ultra-competitive”

[www.rwcwomens.com](http://www.rwcwomens.com)  
[ws.w.s.irb.com](http://ws.w.s.irb.com)



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



@irbwomens



## “Talk of barriers and challenges has been replaced with creating opportunity”



### **Investment and growth happening around the world**

With the second IRB Women's Sevens World Series already exciting crowds around the globe, it is safe to say that the Road to Rio is well and truly underway. And with planning and preparations ramping up for Women's Rugby World Cup 2014 there is much to look forward to.

2013 saw high performance plans for women put into action, with National Olympic Committees and government agencies around the world now investing in the Game and seeing Women's Rugby as a major opportunity for growth. No doubt this hard work and investment will pay off in the coming years.

Women's Rugby World Cup 2014 in Paris, which takes place from August 1-17, is the pinnacle of the Women's Game. It will seek to build on the extraordinary success of the 2010 edition in England, which saw record crowds and some enthralling match-ups, including the final between the hosts and New Zealand.

### **Increasing competitiveness**

The Black Ferns will be looking for a fifth successive crown, but won't have it easy due to the increasing levels of competitiveness over the past four years. England will want to avoid more final heartbreak, while Canada, USA and France have been building exciting squads.

They will be joined at WRWC 2014 by Australia and six qualifiers: Six Nations champions Ireland, Wales, Spain, Samoa, South Africa and Kazakhstan. The Fédération Française de Rugby headquarters in Marcoussis will host the pool stages of the tournament, while the impressive Stade Jean Bouin will provide the setting for the semi-finals and final.

With the World Cup on the horizon, the 2014 Six Nations promises to be ultra-competitive with England eager to

regain their crown after a disappointing 2013 campaign, France hoping to build excitement and momentum and Ireland eager to prove their historic Grand Slam success was no one-off.

### **Landmark season for Sevens**

In the Sevens form of the Game, the 2012/13 season was a landmark one that saw the introduction of the IRB Women's Sevens World Series with rounds in Dubai, USA, China and the Netherlands. New Zealand were a dominant force, winning three rounds en route to the title, but the likes of Russia, Fiji and Ireland showed great potential.

The Series has been extended for 2013/14 with a round in Sao Paulo in February. Excitement is already growing in Brazil with the country also hosting Rugby Sevens' debut on the Olympic stage in Rio de Janeiro in 2016.

The skills and fitness levels have already made a significant improvement from the inaugural Series in 2012/13, which bodes well for the spectacle that Rio 2016 promises to be.

It is not only on the pitch that changes are being seen in Women's Rugby.

“At the recent IRB World Rugby Conference and Exhibition I had the privilege of discussing the development of women and girls in the Game with representatives from all over the world,” explained IRB Women's Development Manager Susan Carty.

“I left the Conference with a refreshed sense of enthusiasm for women and girls in Rugby. There is a real commitment to drive the Women's Game forward.

Talk of barriers and challenges has been replaced with creating opportunity. And most importantly girls are showing that, given the opportunity, they want to play Rugby.”



# Training and Education

## Another very active year for Training and Education within the IRB

In continuing to support our Member Unions to develop their workforce of coaches, match officials, strength and conditioners and medical staff, the IRB has created and rolled out a number of new face-to-face courses and online learning tools.

### Expanding the online portfolio

Within the online learning hub [www.irbpassport.com](http://www.irbpassport.com) there are now eight separate sub-sites, each with learning tools and self-tests which lead to certification:

Sub-site	Online learning available	Number of completions
<b>IRB Rugby Ready</b>	• Best practice in rugby safety for players, coaches and administrators	106,686
<b>IRB Coaching</b>	• Introduction to coaching • Key factor analysis • Functional role analysis • Match observation programme	Recently launched
<b>IRB Officiating</b>	• Match observation programme • Technical zone programme	Recently launched
<b>IRB Strength &amp; Conditioning</b>	• Strength & Conditioning online course	7,234
<b>IRB Laws</b>	• Laws of the Game exam • Crouch, bind, set training	54,173 1,901
<b>IRB Player Welfare</b>	• First Aid in Rugby module • Immediate Pitch-side Care modules • Concussion modules doctor/non-doctor • Match Day Medical Staff module	2,076 180 1,697/1,570 218
<b>IRB Keep Rugby Clean</b>	• Anti-Doping module	827
<b>IRB Keep Rugby Onside</b>	• Anti-corruption module	1,207

### Expanding the face-to-face portfolio

Although online provision and usage is growing fast, face-to-face learning opportunities are where the best learning and development takes place. The IRB has now expanded face-to-face provision to 18 courses across the four strands of training and education:

Strand	Product	Number of certifications
<b>Rugby Ready</b>	<i>Rugby Ready</i>	18,401
<b>Player Welfare</b>	• Level 1 First Aid in Rugby (L1FAIR) • Level 2 Immediate Care in Rugby (L2ICIR) • Level 3 Advanced Immediate Care in Rugby (L3ICIR)	94 6 16
<b>Coaching</b>	• Level 1 Fifteens • Level 2 Fifteens • Level 3 Fifteens • Level 1 Sevens • Level 2 Sevens	32,567 2,660 74 2,335 68
<b>Officiating</b>	• Level 1 Fifteens • Level 2 Fifteens • Level 3 Fifteens • Level 1 Sevens • Level 2 Sevens • Level 1 Coaching of Match Officials • Level 2 Coaching of Match Officials	14,077 870 52 369 30 657 68
<b>Strength &amp; Conditioning</b>	• Level 1 S&C • Level 2 S&C	1,503 71

In order to ensure that the content of our courses and resources remains up to speed with latest developments in the Game, they are reviewed and updated on a cyclical basis. Look out for the latest edition of IRB *Rugby Ready* to be launched in the first quarter of 2014.

### Delivery workforce

In order to deliver our face-to-face courses the IRB deploys a quality assured, trained global workforce. A total of 146 trainers and 1,326 educators are kept up to date through our strict compliance process. This workforce is deployed according to regional needs and as we look to grow the Game, so the need to grow this workforce increases.

### Talent Optimisation Programme

The annual Talent Optimisation Programme, delivered at Stellenbosch in South Africa, continues to successfully develop potential international coaches, match officials and strength and conditioners. In 2013, 49 candidates and IRB staff attended and benefited from the expertise of global experts across the strands.

“To deliver our face-to-face courses the IRB deploys a quality assured, trained global workforce”

# Turf talk

Over the last six years, 224 IRB Regulation 22 compliant artificial pitches have been installed in 29 countries

Of these 224 artificial pitches, 65 per cent have been produced and installed by the IRB Preferred Turf Producers.

This exponential growth in artificial pitches for use in Rugby has also coincided with a rise in the amount of dual use pitches for both Rugby and Football and a growing interest in the development of one standard which meets the needs of multiple sporting codes at community level.

The IRB has been working with other international federations in order to create a standard for artificial turf which yields the relevant performance and safety requirements. The One Turf standard has the potential to create opportunities for communities to obtain local and national government funding through proposals which involve multiple sports utilising the same facility.

A Memorandum of Understanding has also been signed between the IRB, the

International Hockey Federation (FIH) and Football's world governing body FIFA – who initiated the Quality Turf Concept – to encourage the sports to share research and developments related to artificial turf beneficial to all involved.

In addition to driving the One Turf concept, the IRB artificial turf scheme includes the Preferred Turf Producers and Accredited Test Institutes, details of which can be found at [www.irbplayerwelfare.com](http://www.irbplayerwelfare.com).

## Research corner

The IRB is committed to ensuring relevant areas of the Game are being addressed through research projects

Some of the current research projects the IRB is undertaking are:

**One Turf** The IRB, in association with Cardiff Met University, is undertaking continuing studies to ensure that the testing procedures involved in artificial turf provide the safest and best performance from these surfaces. This project aims to maximise the safety of artificial surfaces and also to promote the One Turf concept as a means of boosting mass participation in sport.

**Shimmer Technology** The IRB, in association with University College Dublin and the Irish Rugby Football Union, has funded research into a series of field trials using wearable sensor and global positioning system (GPS) technology (Shimmer) in order to gather data regarding the biomechanical impact of playing surfaces during Rugby Union specific activities.

**Rugby Goggles** The IRB has launched a Global Law Trial which allows players to wear Rugby Goggles (pictured right) that do not pose additional risk to the wearer and other players. The trial will allow people who need to wear corrective lenses to do

so safely while playing contact Rugby and to accommodate people with monocular vision or chronic eye conditions who wish to wear goggles while playing Rugby.

**Regulation 12 review** With the goal of maximising the inclusive nature of the Game, the IRB, in association with Auckland University of Technology, launched this study to establish whether there is potential for both hearing aids and prosthetics, which are safe for use by both the wearer and other players, to be used in Rugby.

**Rugby Health** This is a cohort study, in association with Auckland University of Technology in New Zealand, on the effects of Rugby on players' general health. The study aims to describe any differences between retired international/ national-level Rugby Union players to age-matched retired

community-level Rugby Union players and age-matched retired non-contact sporting players for neuropsychological health and general health.

**Studs** The IRB, in association with Sheffield Hallam University, is reviewing the current standard and suitability of studs to ensure that it is up-to-date and relevant to modern manufacturing practices.

**Pitch-side Suspected Concussion Assessment** The IRB, in conjunction with a panel of experts, is researching the PSCA process to ensure that it is the most appropriate tool for the assessment of potential concussions.







# Protecting Rugby's Values

## IN THIS SECTION

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# Player welfare top priority for IRB

The IRB continues to place player welfare as its number one priority as the Game enjoys unprecedented growth

This was the message which delegates attending the fifth annual IRB Medical Commission Conference in Dublin heard in November.

Chief Executive Brett Gosper reaffirmed the IRB's pledge in his opening address at the key forum, which ran alongside the inaugural IRB World Rugby Conference and Exhibition and the IRB General Assembly.

With the IRB continuing to invest heavily in player welfare and medical initiatives benefiting the Game at all levels globally, Rugby medics and specialist independent experts representing 29 nations discussed pitch-side care for players, concussion and the welfare of Sevens players.

The conference also focused on welfare initiatives that have been completed in the past year and future priorities.

## Specialist working groups

Delegates considered updates on the work of the specialist working groups in four key areas: immediate pitch-side care, medical science and research, Sevens strategies and concussion. Other areas discussed included anti-doping, team physician minimum standards and accreditation, scrum forces, player welfare education and cervical spine care.

With concussion management, education and research at the top of the IRB's medical priorities, delegates were told how the global trial of the Pitch-side Suspected Concussion Assessment (PSCA) triage protocol has seen the number of concussed players left on the field reduced from 56 per cent before the trial to 13 per cent currently.

The aim in 2014 will be to bring this number down further through a strong programme of education, review and

research. Representatives from all 118 Member Unions were educated on Rugby's concussion approach at the 11th IRB General Assembly earlier in the week. The IRB will also focus on the establishment of an independent concussion expert group to guide and advise on strategy in this complex and fast-evolving medical area.

"Each year the Medical Commission Conference grows in stature and sets the focus for what the IRB will prioritise from a medical and player welfare enhancement perspective," said IRB Chief Medical Officer Dr Martin Raftery.

"The 2013 Conference highlighted the really strong engagement across Unions and delegates and we were able to further our discussion and focus areas on many important topics.

"Player welfare is the number one priority for Rugby. The purpose of this conference is to find ways to ensure players are given the best opportunity to play the Game, safe in the knowledge that their mental and physical health is looked after by the Game's administrators."

Player welfare initiatives and strategies driven by the IRB Medical Commission and already benefiting the Game include:

- Age, gender and heat guidelines
- Minimum tournament medical facilities
- Three levels of pitch-side care courses
- Concussion protocols and education
- Match day medical staff education

Current specialist working groups are:

- Concussion
- Immediate pitch-side care – education
- Sevens
- Medical science and research

The conference concluded with the IRB delivering Level 2 and 3 training courses in immediate pitch-side care and a medical educator course. If you are involved in Rugby and want to know more, visit [www.irbplayerwelfare.com](http://www.irbplayerwelfare.com) for interactive modules on education, medical, equipment and anti-doping.





# Concussion

## Recognise & Remove

**Convulsive**  
**Headache**  
**Knocked out**  
**Nauseous**

**Unsteady**  
**Confused**  
**Dazed**  
**Dizzy**

**Any of these - get them off NOW**

[irbplayerwelfare.com/concussion](http://irbplayerwelfare.com/concussion)

## RECOGNISE AND REMOVE: CONCUSSION EDUCATION

The IRB has also reiterated its message to all members of the Rugby family to recognise the symptoms of concussion and immediately remove from playing or training any player displaying any symptoms of concussion or suspected concussion.

In 2013 the IRB launched its *Recognise and Remove* education campaign and is working with its national Member Unions to roll out awareness materials across the Game.

You can download the IRB's concussion education poster in 11 languages at [www.irbplayerwelfare.com](http://www.irbplayerwelfare.com)

### Tackling concussion

Rugby continues to prioritise driving and promoting best-practice concussion management, education, prevention and research through the concussion working group and the establishment of an independent advisory group comprising field experts.

Policies established in the last two years already benefiting the Game include Graduated Return to Play protocols (including conservative treatment of children), best-practice tackling technique promotion, establishment of standardised guidelines for pitch-side concussion assessment, including the PSCA in the elite Game with medical personnel trained in concussion, and the development of the comprehensive player welfare website – [www.irbplayerwelfare.com](http://www.irbplayerwelfare.com) – where all the key information can be found.



# Keep Rugby Clean

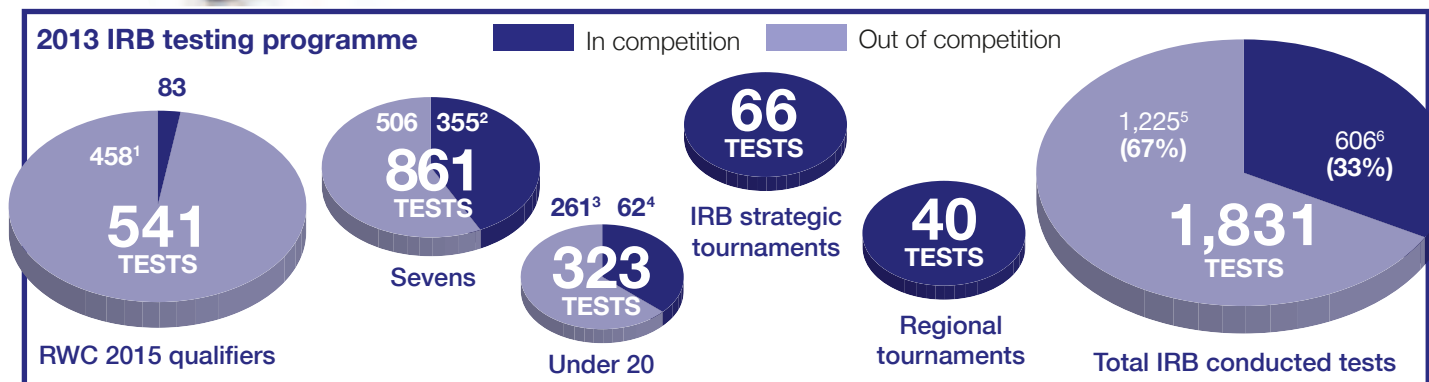
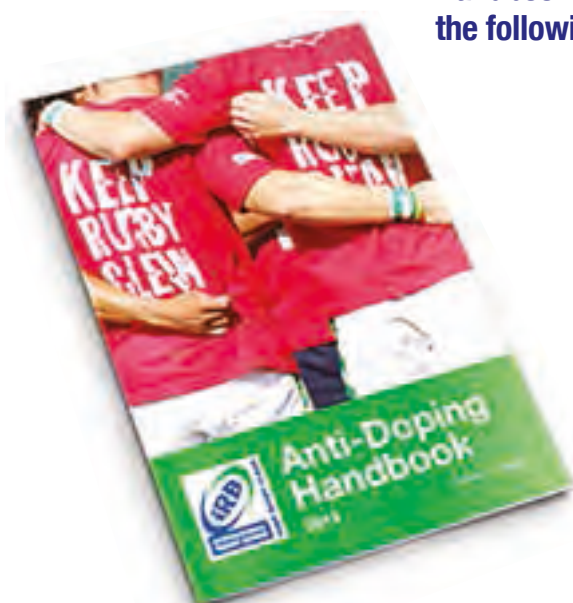
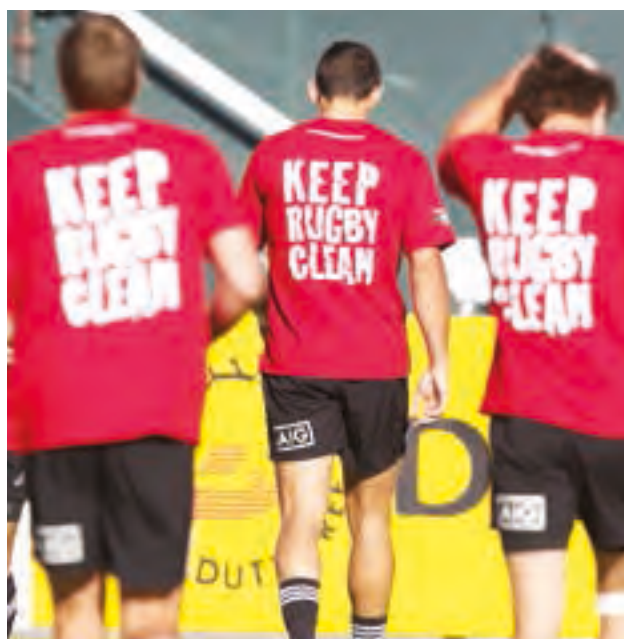
More than 1,800 tests produced the lowest number of Anti-Doping violations since 2005

2013 marked something of a changing of the guard with IRB Anti-Doping Manager Tim Ricketts taking up the role of Deputy Director of Standards and Harmonisation at the World Anti-Doping Agency (WADA).

The strong programme he started over a decade ago has continued to grow and culminated in another record year for the IRB with a total of 1,831 tests yielding only three Anti-Doping rule violations, the lowest number since 2005.

**The IRB Anti-Doping Handbook is available in the following languages:**

Chinese  
English  
French  
Georgian  
Italian  
Japanese  
Portuguese  
Romanian  
Russian  
Spanish



<sup>1</sup> Includes 70 blood tests <sup>2</sup> Includes 34 blood tests <sup>3</sup> Includes 3 blood tests <sup>4</sup> Includes 4 blood tests <sup>5</sup> Includes 73 blood tests <sup>6</sup> Includes 38 blood tests

## DEVELOPMENTS IN ANTI-DOPING

The IRB's blood testing programme continued to expand and was introduced successfully to Rugby World Cup Sevens 2013 in Moscow where 34 blood and 99 urine samples were collected.

2013 also saw the 2015 World Anti-Doping Code ratified in Johannesburg, introducing harsher sanctions for cheaters and two new Anti-Doping rule violations to better encompass the athlete entourage. The new Code also places particular emphasis on values-based education and prevention programmes with a focus on young people.

Education and awareness has always been a key component in the IRB's Anti-Doping programme. Continuing in that vein, the IRB launched its Anti-Doping e-learning programme in June, coinciding with *Keep Rugby Clean* Day at the IRB Junior World Championship 2013 in France. The e-learning

programme, along with all the other Anti-Doping resources, can be found at [www.keeperbyclean.com](http://www.keeperbyclean.com).

#### Compulsory requirement

Since October, the IRB Anti-Doping e-learning programme has become a compulsory requirement for all players and management participating in all IRB and regional tournaments. It is vital that Anti-Doping awareness and education is promoted at every level of the Game, not just by the IRB but also by Regional Associations, educators, coaches and support personnel.

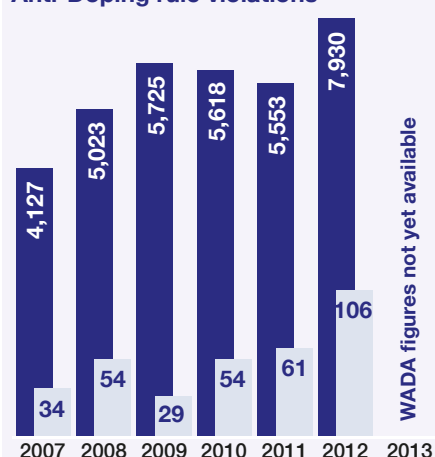
The IRB Anti-Doping staff have been working closely with the Regional Associations towards transferring Anti-Doping responsibilities onto them and a number of regional tournaments were identified as being a priority for testing and Anti-Doping education in 2014.

The IRB hope that every region will be in a position to independently administer

their education and testing programmes by 2015. The Anti-Doping regionalisation project was fully supported by the IRB Regional Advisory Committee in November. The IRB will continue to assist the implementation of the testing programme across every region when required.

*Keep Rugby Clean* Day was also successfully debuted at the Dubai round of the 2013/14 HSBC Sevens World Series, where USA flyer Carlin Isles (pictured below) was unveiled as the newest *Keep Rugby Clean* Ambassador. "I am passionate about playing Rugby Sevens for my country on the world stage and feel blessed to have been given this opportunity," said Isles. "In international sport it is important for us as athletes to know that we are competing against other clean athletes, and it is reassuring for us to know that people are out there constantly making sure that is the case."

Global number of rugby tests and Anti-Doping rule violations



#### IRB Anti-Doping cases in 2013

Member Union	Substance/Violation	Sanction
Scotland	Methandienone and Stanozolol	2 years
Namibia x 2	Methylhexanamine	6 months

40%

INCREASE IN TRAFFIC TO  
THE TRILINGUAL KEEP  
RUGBY CLEAN WEBSITE  
(42,000 HITS IN 2013)



# Keep Rugby Onside

2013 was a watershed year for the IRB's comprehensive three-year integrity review which began in 2010

“Education is the responsibility of all stakeholders in the Game”

**You could be banned from Rugby or even go to jail, so:**

1. Never bet on Rugby and never ask anyone to bet for you
2. Never intentionally perform below your best
3. Never reveal confidential information
4. Report anything suspicious to [confidential@irb.com](mailto:confidential@irb.com)

**2,200+**

REGISTERED USERS OF THE KEEP RUGBY  
ONLINE WEBSITE

Following an extensive consultation with its Member Unions, other leading sporting bodies and gambling industry insiders, the IRB's new Regulation 6, dealing with anti-corruption and betting, came into force in January 2013.

On the back of its successful preventative anti-doping campaigns, the IRB implemented a comprehensive education programme called Keep Rugby Onside, underpinning the Regulation and safeguarding both the sport and individuals from the scourge of corruption.

In advance of the new Regulation, the IRB partnered with Six Nations (both contributing €20,000 to the education project), Regional Association FIRA-AER, the International Rugby Players' Association and five European Unions to obtain a €60,000 grant from the European Commission to fund the Keep Rugby Onside anti-corruption and betting programme.

With the European Commission, the IRB and Six Nations funding, the IRB designed, built and launched the multilingual Keep Rugby Onside interactive website [www.irbintegrity.com](http://www.irbintegrity.com). This has already achieved more than 14,000 visits (including approximately 10,700 unique visitors) from the Rugby family and more than 2,200 registered users.

This tool forms the centrepiece of the IRB's anti-corruption strategy. Completion of the interactive programme is compulsory for elite match officials and players and officials competing in IRB tournaments around the globe. Education is the responsibility of all stakeholders in the Game and Unions have been quick to roll the resource out to their elite teams and match officials.

To support the online offering, the IRB ran a series of in-person workshops for Union administrators, match officials and teams in a range of locations around the world during IRB and FIRA-AER events.

The IRB also engaged world-leading sports betting experts to operate a bet monitoring scheme. A number of Unions are undertaking similar initiatives, allowing the IRB and Unions an early warning of any suspicious betting which may require further investigation and disciplinary action.

Cooperation between the IRB and its Member Unions is key to the success of both the education programme and compliance and enforcement. The IRB and Unions continue to strengthen their relationships with police, governments and other sports in order to protect Rugby and ensure that any breaches are dealt with swiftly and firmly.



Regulation 6 ensures that such action can and will be taken rapidly by the IRB or its Unions with potential sanctions of up to life bans providing a strong deterrent to those considering involvement in corrupt activities.

2013 has indeed been a landmark year for the IRB and its Unions' mission to Keep Rugby Onside.

# Key developments in disciplinary

2013 marked the start of a ground-breaking IRB initiative to bring more female members of the Rugby family into the disciplinary system

The IRB, with the assistance of its Member Unions, identified experienced female former players, match officials and administrators for training as Citing Commissioners and senior lawyers and judges with experience in the Game to be trained by the IRB to sit as Judicial Officers.

The IRB convened training workshops at its headquarters in Dublin in February 2013 and at the Australian Rugby Union's offices in Sydney in December 2013 for female Citing Commissioners and Judicial Officers from the northern and southern hemispheres respectively.

The project has already proven hugely successful with Sheriff Kathrine Mackie of Scotland fast-tracked to appointment as a Judicial Officer at Rugby World Cup Sevens 2013. A number of her colleagues have also already worked at IRB international matches since the sessions with more scheduled for appointment in 2014.

Rugby World Cup Sevens was the showpiece event for the IRB during 2013 and proved to be a busy tournament on the disciplinary front, with all to play for in some 100 men's and women's matches over three days.



Judicial Officers Jeremy Summers (England) and Sheriff Mackie (Scotland) heard five cases for citings and red cards during the tournament with Appeal Officer Tim Gresson (New Zealand) being called upon to adjudicate on one appeal.

The IRB's work during 2013 was not limited solely to its focus on the burgeoning female game. Work has continued to support the establishment of regional Disciplinary Panels under the auspices of the IRB's Regional Associations.

Oceania's panel is up and running, driving discipline within that region, and other

regions have been compiling the leading Citing Commissioners and Judicial Officers from the domestic game within their Unions for additional training and then appointment at continental level.

Another judicial initiative during 2013 was the establishment by CONSUR and FIRA-AER of their own anti-doping judicial panels to hear cases in Spanish, Portuguese, English and French from regional and domestic competitions. The IRB held workshops in May in Buenos Aires and Santiago for the members of that new CONSUR panel.



**Top (Southern hemisphere workshop):** Back row: Deb Coulthard, Joanne Harrison, Tim Gresson **Middle row:** Susan Ahern, Sarah Fleming, Susan Styants, Treena Atoa, Róisín Annesley, Kim Evans, Shao-Ing Wang, Kim Boreham **Front row:** Farah Palmer, Mary Jane Crabtree, Helen Morgan, Dawn Isaac

**Left (Northern hemisphere workshop):** Back row: Tim Gresson, Clare Shryane, Samantha Hillas, Rachel Spearing, Jennifer Nicol, Jennifer Donovan, Moira Flahive, Jilly Holroyd, Helen Munroe, Barbara Dessertine, Adrienne Lucking, Elizabeth Riley, Susan Ahern **Front row:** Kathrine Mackie, Pamela Woodman, Rebecca Morgan, Yvonne Nolan, Rhian Williams



# The Spirit of Rugby

Rugby's values have helped bring the sport's unique spirit to life through a wide range of initiatives

In collaboration with its Member Unions, Regional Associations and wider network of partners, the IRB has been busy planning, implementing and delivering a range of projects around the world. These are designed not only to develop the Game but also to support those communities who may have limited resources and access to sport that can often be taken for granted elsewhere.

The IRB acknowledges it has a role to play as the world governing body for the Game, an international federation and active member of the Olympic Family. Helping to drive this responsibility are Rugby's character-building values of discipline, respect, integrity, passion and solidarity. These values have helped bring Rugby's unique spirit to life across a diverse array of initiatives and partnerships to benefit society and the environment in a sustainable manner.

The following pages offer a snapshot of activities that the IRB and its partners have been involved with in 2013. We look forward to building on the already strong foundations in 2014 and helping to bring the Spirit of Rugby to life in places where access to equipment, education, nutrition and even just the playing of sport for enjoyment, recreation or a healthy lifestyle is limited.

**“The IRB has a role to play as the world governing body for the Game, an international federation and active member of the Olympic Family”**



**TACKLE HUNGER**



In 2013, *Tackle Hunger* marked the 10th year of collaboration between the IRB and its official humanitarian partner, the United Nations World Food Programme (WFP).

WFP is the world's largest humanitarian agency fighting hunger worldwide. Over the last decade, the IRB has focused on delivering the *Tackle Hunger* partnership's triple objectives of:

- Raising awareness of WFP's important work in providing food assistance
- Drawing attention to the plight of the world's hungry
- Connecting the global Rugby community with the programme, both on and off the field

Activations in 2013 included a *Tackle Hunger* pitch-side presence at key tournaments, including Rugby World Cup Sevens in Moscow and the IRB Junior World Championship in France, web banners on IRB and tournament websites, press releases, Facebook posts and tweets across the different IRB social media channels.

In November 2013, WFP exhibited at the inaugural IRB World Rugby Conference and Exhibition in Dublin where an extension to the *Tackle Hunger* partnership was signed. The new agreement will deliver a comprehensive platform of activation and awareness to help tackle hunger worldwide in the run up to and throughout Rugby World Cup 2015 in England. It will also see an extended commitment to raise awareness and funds for WFP from promotions in the stadium to the armchair across IRB events and other key properties.

To find out more and to support the WFP's work, visit [www.irb.com/wfp](http://www.irb.com/wfp)



Peace and Sport

## SOS KIT AID

SOS Kit Aid recycles new, used and unwanted Rugby kit for the benefit of young people in Europe, Africa and further afield. Since 2001, the IRB has been working in partnership with SOS Kit Aid, which has grown from strength to strength. Over these 12 years, approximately £3.5m worth of recycled sports kit has been donated to more than 125,000 youngsters.

It now has the support of private organisations, national and international sporting bodies to help deliver its objectives of giving young people the opportunity to play and enjoy sport while also making use of kit that would otherwise become environmentally damaging waste. The programme has saved more than 500 tonnes of environmentally damaging CO2 emissions to date.

In 2013, 40 deliveries were made to 17 countries in Europe, Africa, Asia and Oceania. More are planned for 2014 to help make a positive and tangible impact on children's lives by giving them the chance to participate in sporting activities, promote social inclusion and protect the environment.

To find out more, please visit [www.lvsoskitaid.com](http://www.lvsoskitaid.com)



SOS Kit Aid



Peace and Sport



## PEACE AND SPORT

Peace and Sport and the IRB joined forces in 2009 to deliver sustainable peace-building education programmes through Rugby in those communities made vulnerable by extreme poverty, recent conflict or lack of social cohesion.

To achieve this, the IRB and Peace and Sport, in cooperation with a network of local agencies working on the ground, promote the practice of structured sport and sporting values to educate and help foster social stability, reconciliation and dialogue between communities.

In 2013, the IRB collaborated with Peace and Sport and the Fédération Ivoirienne de Rugby to deliver a schooling programme in the Ivory Coast in tandem with the IRB's Get Into Rugby programme for more than 200 boys and girls.

The IRB also contributed to a new *Adapted Sport Manual*, published by Peace and Sport, which aims to encourage the use of sport as a tool that can be adapted to and set up in a wide range of environments.

For more information on Peace and Sport projects, visit [www.peace-sport.org](http://www.peace-sport.org)



“Initiatives in place for the IRB Junior World Championship 2013 included free and environmentally friendly transport services”

## SOS KIT AID

£3.5m

WORTH OF RECYCLED SPORTS  
KIT DONATED TO

125,000+

YOUNGSTERS SINCE 2001

40

DELIVERIES TO

17

COUNTRIES ACROSS

4

CONTINENTS IN 2013



Sustainable events

## BUILDING SUSTAINABLE EVENTS

At the IRB Junior World Championship 2013 in France, a study was undertaken to look at what environmental and societal initiatives were in place which contributed to the overall sustainability of the event and provided a benefit to the participants, local community, host cities, Union and wider Rugby family.

Initiatives in place included free and environmentally friendly transport services, stadia located close to town centres and/or public transport networks, waste recycling facilities, smart lighting and watering systems at venues, the use of branded, reusable eco-cups at catering stands, cultural exchanges and Rugby-focused exhibitions and events, together with team engagement with local clubs, schools and communities, among others, to share Rugby and cultural experiences.

Further work will be undertaken in 2014 to develop a list of measures which any organiser can adopt to help develop the sustainability credentials (environmental, societal and financial) of their events.

The IRB also partnered with the International Olympic Committee, SportAccord and AISTS (Académie Internationale des Sciences et Techniques du Sport) to develop a Sport Sustainability e-learning module to assist event organisers with implementing sustainability actions. For more information, visit [www.sport-sustainability.com](http://www.sport-sustainability.com)



Haiti Olympic Youth Development Centre

“The OYDC will contribute to the rebuilding of local communities in Haiti”

## OLYMPIC YOUTH DEVELOPMENT CENTRE – HAITI

Following the devastating earthquake in 2010, the Olympic Movement committed itself to providing aid to rebuild Haiti's sporting infrastructure as part of the nation's reconstruction process.

In 2011, the IRB, in partnership with SOS Kit Aid and Peace and Sport, contributed to a delivery of Rugby equipment including clothing and balls to enable those children affected by the destruction to enjoy playing sport and benefit from some return to normality while their homes, schools and lives were being rebuilt.

The IOC, meanwhile, was advancing its plans to build the world's second Olympic Youth Development Centre (OYDC) in the Haitian capital Port-au-Prince, the first being in Zambia. The OYDC combines sport, education and health and will contribute to the rebuilding of local communities, promote social values and give Haiti's citizens a glimpse of a better future after the earthquake.

With the official opening scheduled for 2014, the OYDC will incorporate several purpose-built sports facilities, including an IRB-approved artificial turf playing surface for Rugby and multi-sport use, an athletics track, basketball, volleyball, tennis and handball courts as well as indoor amenities such as a gymnasium and an administration and training building.

The IRB, in collaboration with its Regional Association NACRA, has been proud to support the IOC in developing the OYDC. Visits have already taken place to help train local volunteers in the basics of Rugby and lay the foundations for a Get Into Rugby programme and further kit deliveries in 2014.

# Referees on a Rugby World Cup 2015 countdown

**The world's top match officials are making their claim for places in the IRB-selected squad**

Just as for players, Rugby World Cup is the highlight of a referee's career and the culmination of years of hard work, dedication and passion for the Game.

2014, therefore, promises to be an important year for the whistle-blowers and flag-wavers with every decision monitored and assessed closely as they strive for the consistent excellence that will earn them a coveted place in the match officials' team for England 2015.

The International Rugby Board 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.

With four main international windows in the Rugby calendar (Six Nations, June internationals, Rugby Championship and November internationals), the Match Official Selection Committee 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 Heineken Cup, to ensure a joined-up approach is taken in the area of referee development.

The IRB Match Official Selection Committee, chaired by former Scotland and Lions flanker John Jeffrey, comprises former elite referees Lyndon Bray (SANZAR), Andrew Cole (SANZAR), Donal Courtney (European Rugby Cup) and Clayton Thomas (Six Nations), as well as IRB High Performance Match Officials Manager Joël Jutge.

**“Rugby World Cup is the highlight of a referee's career and the culmination of years of hard work, dedication and passion for the Game”**







# Financial report

## IN THIS SECTION

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- 72** Financial report and accounts
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# Financing the global Game

The IRB reaffirmed its commitment to growing the global Game in 2013 by announcing a record investment programme for its new four-year funding cycle

**T**hanks to the ongoing commercial success of its flagship Rugby World Cup, funding invested and utilised by the IRB in 2013 (excluding RWC 2015 related expenditure) was forecast at £46m. With this core investment anticipated to remain at the same level throughout the new four-year (2013-2016) cycle, total investment for the period of approximately £184m is forecast, eclipsing the previous cycle's £150m by 23 per cent.

## Rugby World Cup drives investment

Sitting at the top of the playing, coaching and officiating pathway, RWC is the commercial and financial vehicle that drives the IRB's investment in the global Game; over 90 per cent of the IRB's revenues are derived from RWC. The phenomenal success of recent editions of the quadrennial tournament, now firmly established as one of the world's top three major sports events, has enabled investment in the Game at all levels, from grassroots participation to elite high performance.

Delivered within the relatively small market of New Zealand, RWC 2011 exceeded expectations with a surplus of £92m, further enhancing the global prestige of the RWC brand and reflecting the continued growth and popularity of the event. This followed on from the record surplus of £122m achieved from France 2007 and £64m from Australia 2003.

On top of RWC income, the IRB has dipped into reserves in recent years to smooth investment levels and help fund the first three phases of the Strategic Investment (High Performance) Programme, while a prudent cost reduction/reallocation effort during the 2009-2012 cycle has also generated greater cost efficiency. It should be noted that the IRB only holds in reserves what is necessary under best practice principles, in order to meet its annual expenditure in the event of a RWC not taking place due to unforeseen circumstances.

## 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 £1.0 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

## “With the Olympic Games in Rio de Janeiro a catalyst for development, Women’s Rugby and Rugby Sevens are a new investment focus for the IRB”

### Investing in the Game’s future

Each edition of RWC provides the impetus for the IRB’s next developmental funding cycle, which begins one year after the tournament’s conclusion. In its new four-year funding cycle, the IRB’s core investment is clearly aligned to strategic goals from the IRB Strategic Plan 2010-2020.

Currently top priority among these strategic goals is driving player welfare best practice, which the IRB does through investment in player-focused education, medical, equipment and anti-doping programmes. Aligned with this are overarching training and education programmes for players, coaches, match officials and trainers, including specific modules on strength & conditioning, Laws of the Game and anti-corruption.

The IRB’s mission is to grow the global Rugby family. In order to increase the playing population of 6.6m players, the IRB’s development services and programmes now include specific modules: Get Into Rugby (participation), Leading Rugby (Union best practice), IMPACT Beyond (event maximisation), new Union development, commercial and sponsorship, Women’s Rugby and the Olympics. These complement the Member Union and Regional Association Grants programme, which focuses on seven pillars of Rugby organisational development: governance, administration, participation, training and education, competitions, performance and Women’s Rugby.

With the Olympic Games in Rio de Janeiro a catalyst for development, Women’s Rugby and Rugby Sevens are a new investment focus for the IRB. The IRB Women’s Sevens World Series, which began its second season in 2013, now consists of five rounds across four continents, while funding initiatives to enhance the Women’s Game, increased funding for Sevens tournaments and performance and event assistance to the 2016 host Brazil, all form part of the IRB’s strategy to optimise Olympic participation.

In the new funding cycle, the IRB continues to invest in a suite of regional and international tournaments and maintains its distribution of high performance funding via a renewed £44m, four-year Strategic Investment Programme. In the year between RWC tournaments, the programme supports high performance projects and competitions for targeted Unions, to increase the sustainability and competitiveness of elite international senior men’s Fiftens Rugby, underpinning Rugby World Cup.

There are two principal objectives behind the Strategic Investment Programme: to maintain the base and improve standards at Tier One level (the 10 Unions of the Six Nations and The Rugby Championship); and to improve standards at Tier Two level (the other 10 RWC qualified Unions) and for those who are close to qualifying in order to try and bring them through to the Tier One level. The investment includes funding for academy and national team programmes, facilities investment, consultancy and high performance tournaments.

### Annual investment

The IRB’s annual investment of £47m is focused on two main areas – the Game and Operations:

1. Game investments = £31.1m (for the development of the global Game):
  - a. Development Programmes of £7.7m; including Grants of £6.0m to 100 Member Unions and £1.3m to six Regional Associations.
  - b. Tournament Programmes of £12.8m; including Grants of £4.0m to Regional Associations, to run regional Fiftens and Sevens, men’s and women’s, senior and age-grade tournaments, plus funds for centrally managed tournaments including the IRB Junior World Championship, IRB Junior World Rugby Trophy, HSBC Sevens World Series and IRB Women’s Sevens World Series.
  - c. Strategic Investment Programmes of £10.6m; including High Performance

Grants of £6.7m to 25 Member Unions and £3.2m in centrally managed funds for high performance tournaments including the IRB Pacific Nations Cup, IRB Nations Cup, IRB Tbilisi Cup, IRB Pacific Rugby Cup and IRB Americas Rugby Championship.

2. Operations costs = £15.8m (to support the development of the global Game and for day-to-day running of the IRB):
  - a. Delivery of major global training and education programmes
  - b. Appointments and training of match officials and judicial officers for international matches
  - c. Promotion of the Game globally via broadcasting, internet, social media and publications
  - d. Governance and administration of the IRB and its subsidiary companies
  - e. Staffing costs in Dublin and abroad, including a 20-strong team of Regional Managers

### Underpinning competitiveness

To make lasting change, the IRB understands that you need good people, commitment, infrastructure and competitions. As competition drives on-field competitiveness, the IRB is investing funds via the Strategic Investment Programme to help Unions arrange more and more senior men’s Fiftens cross-region international fixtures. In 2013, a record 34 countries benefited from whole or part-subsidised fixtures in the June and November windows, including the IRB International Rugby Series. This significant investment makes a real difference for targeted Unions; the rewards have been evident in recent years, with more victories by Tier Two Unions over Tier One Unions and a reduction in average losing margins.

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



## GENERAL INFORMATION

### Council Members as at 31 December 2012

<b>B Lapasset</b>	Independent Chairman
<b>O Hoskins</b>	(South Africa) Vice Chairman
<b>J Spencer</b>	(England)
<b>W Beaumont</b>	(England)
<b>M Dodson</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>M Hawker</b>	(Australia)
<b>B Pulver</b>	(Australia)
<b>G Mourie</b>	(New Zealand)
<b>S Tew</b>	(New Zealand)
<b>J Roux</b>	(South Africa)
<b>P Camou</b>	(France)
<b>J Laurans</b>	(France)
<b>A Pichot</b>	(Argentina)
<b>C Le Fevre</b>	(Canada)
<b>G Dondi</b>	(Italy)
<b>T Yabe</b>	(Japan)
<b>O Morariu</b>	(FIRA-AER)
<b>K Tokumasu</b>	(ARFU)
<b>A Bougja</b>	(CAR)
<b>H Schuster</b>	(FORU)
<b>C Barbieri</b>	(CONSUR)
<b>B Latham</b>	(NACRA)

### Chief Executive Officer

**B Gosper**

### 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 100 Member Unions and 17 Associate Member Unions. The IRB Council has a current representation of 25 voting members, a Vice Chairman and an Independent Chairman. It is comprised of representatives of Unions and Associations appointed as set out in the IRB Bye-Laws and acts in accordance with the powers conferred upon it by the IRB Bye-Laws.

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

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

The Council is responsible for maintaining records which disclose with reasonable accuracy the financial position of the association and its subsidiaries and to enable the Council to ensure that the financial statements have been properly prepared. The Council is also responsible for safeguarding the assets of the association and its subsidiaries and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**B Lapasset**, Chairman

**B Gosper**, CEO

9 May 2013





## INDEPENDENT AUDITORS' REPORT TO THE COUNCIL OF THE INTERNATIONAL RUGBY BOARD

We have audited the consolidated financial statements for the year ended 31 December 2012 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 2012 and of the consolidated loss and cash flows for the year then ended.

### PricewaterhouseCoopers

Chartered Accountants and Registered Auditors  
Dublin

20 May 2013



**CONSOLIDATED INCOME STATEMENT YEAR ENDED 31 DECEMBER 2012**

	Notes	2012 Stg£	2011 Stg£
Revenue	5	7,833,686	218,677,179
Tournament related expenses		(8,847,033)	(41,203,465)
Grant related expenses	6	(22,833,163)	(47,520,686)
Administration expenses	7	(16,875,908)	(17,032,164)
Other income	8	3,493,498	3,551,390
Other gains/(losses) - net	9	1,785,447	(44,744)
<b>(Loss)/profit before income tax</b>		<b>(35,443,473)</b>	<b>116,427,510</b>
Income tax expense	11	(46,909)	(31,714)
<b>(Loss)/profit for the year</b>		<b>(35,490,382)</b>	<b>116,395,796</b>

The notes on pages 77-86 are an integral part of these consolidated financial statements.

**B Lapasset**, Chairman

**B Gosper**, CEO

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME YEAR ENDED 31 DECEMBER 2012**

	2012 Stg£	2011 Stg£
(Loss)/profit for the year	(35,490,382)	116,395,796
Fair value gain/(loss) on available-for-sale financial assets	(1,502,154)	(2,343,922)
<b>Total comprehensive (loss)/income for the year</b>	<b>(33,988,228)</b>	<b>114,051,874</b>

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY YEAR ENDED 31 DECEMBER 2012**

	Total equity Stg£
<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
Total comprehensive (loss) for the year	(33,988,228)
<b>Balance at 31 December 2012</b>	120,052,607

The notes on pages 77-86 are an integral part of these consolidated financial statements.

**B Lapasset**, Chairman

**B Gosper**, CEO







## CONSOLIDATED GROUP BALANCE SHEET AS AT 31 DECEMBER 2012

	Notes	2012 Stg£	2011 Stg£
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	12	221,269	313,180
Intangible assets	13	77,002	77,002
Deferred expenditure	14	709,140	-
Available for sale financial assets	15	86,806,337	83,732,077
		87,813,748	84,122,259
<b>Current assets</b>			
Trade and other receivables	16	3,139,803	67,767,784
Current income tax		-	7,182
Deposits	17	5,323,234	8,068,871
Cash and cash equivalents	17	45,594,499	29,313,223
		52,057,536	105,157,060
<b>Total assets</b>		139,871,284	189,279,319
<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	13,301,230	1,283,439
<b>Current liabilities</b>			
Trade and other payables	19	6,517,447	33,955,045
<b>Total liabilities</b>		19,818,677	35,238,484
<b>Total equity and liabilities</b>		139,871,284	189,279,319

The notes on pages 77-86 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	2012 Stg£	2011 Stg£
<b>Cash flows from operating activities</b>			
Cash generated from operations	21	43,083,524	36,215,863
Income tax paid		(30,697)	(36,867)
Grant Payments		(35,027,046)	(36,748,215)
Net cash used in operating activities		8,025,781	(569,219)
<b>Cash flows from investing activities</b>			
Purchases of property, plant and equipment		(98,398)	(192,852)
Purchase of available-for-sale financial assets		(27,783,145)	(32,604,414)
Proceeds on disposal of available-for-sale financial assets		27,648,812	26,671,085
Interest received		3,493,498	3,551,390
Net cash generated from/(utilised by) investing activities		3,260,767	(2,574,791)
<b>Cash flows from financing activities</b>			
Decrease in deposits		2,745,638	3,411,765
Net cash generated from financing activities		2,745,638	3,411,765
<b>Net increase/(decrease) in cash and cash equivalents</b>		14,032,186	267,755
Exchange loss on cash and cash equivalents		249,090	(1,231,641)
Cash and cash equivalents at beginning of the year		29,313,223	30,277,109
<b>Cash and cash equivalents at end of the year</b>		43,594,499	29,313,223

The notes on pages 77-86 are an integral part of these consolidated financial statements.

**B Lapasset**, Chairman

**B Gosper**, CEO





## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 1 General information

The International Rugby Board (IRB) is the world governing and law making body of Rugby Union. It is made up of 100 Member Unions and 17 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 8 May 2013.

### 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 2012:

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

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

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

- IAS 32 (Amended) Financial instruments: Presentation, on classification of rights issues (effective 1 February 2011)
- IFRS 7 (Amendment) Financial instruments: Disclosures, on derecognition (effective 1 July 2011)
- IFRS 7 (Amendment) Disclosure – Transfer of financial assets (effective 1 July 2011, subject to EU endorsement)
- IFRS 1 (Amendment) First time adoption, on fixed dates and hyperinflation (effective 1 July 2011)
- IAS 12 (Amendment) Income taxes, on deferred tax (effective 1 January 2012)
- IAS 19 (Amendment) Employee benefits (effective 1 January 2013)
- IFRS 9 Financial instruments (effective 1 January 2013)
- IFRS 10 Consolidated financial statements (effective 1 January 2013)
- IFRS 11 Joint arrangements (effective 1 January 2013)
- IFRS 12 Disclosures of interests in other entities (effective 1 January 2013)
- IFRS 13 Fair value measurement (effective 1 January 2013)
- IAS 19 (Amendment) Financial Instruments (effective 15 January 2013)
- IAS 1 (Amendment) Presentation of items of other comprehensive income (effective for financial periods beginning on or after 1 July 2012).

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

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

**IRB Strategic Developments Limited** - the company is engaged in the application for the Dot Rugby Domain name.

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

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

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

**C Foreign currency translation***(a) Functional and presentation currency*

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

*(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.

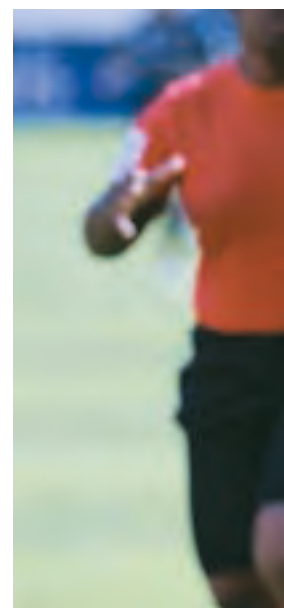
Changes in the fair value of monetary securities denominated in foreign currency classified as available for sale are analysed between translation differences resulting from changes in the amortised cost of the security, and other changes in the carrying amount of the security. Translation differences 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 IRB management under policies approved by the Council of the International Rugby Board. The Council provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity.

#### (a) Foreign exchange risk

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

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

## 5 Revenue

	2012 Stg£	2011 Stg£
Revenue is analysed as follows:		
Broadcasting	581,215	100,339,538
RWC 2011 tournament fee	-	55,600,000
Sponsorship	4,567,129	44,465,314
Merchandising and other income	2,685,342	18,272,327
	7,833,686	218,677,179

## 6 Grant related expenses

During 2012 the International Rugby Board incurred £22,833,163 of grant expenditure, which was distributed to tournaments and member unions (2011: £47,520,686).

## 7 Administration expenses by nature

	2012 Stg£	2011 Stg£
Depreciation (note 12)	190,309	186,339
Employee benefit expense (note 10)	6,953,230	6,590,412
Development expenses	5,317,030	4,561,379
Finance and administration expenses	1,004,090	2,515,742
Member services	1,311,896	1,199,732
Other expenses	2,099,353	1,978,560
Total administrative expenses	16,875,908	17,032,164

	2012 Number	2011 Number
Number of employees	68	68

	2012 Stg£	2011 Stg£
Finance and administration expenses include :		
Audit fee	21,250	20,998
Council member attendance fees	388,463	395,522

## 8 Other income

	2012 Stg£	2011 Stg£
Income from financial assets	3,493,498	3,551,390

## 9 Other gains/(losses) - net

	2012 Stg£	2011 Stg£
Gain arising on the disposal of available for sale financial assets	1,437,773	267,170
Foreign exchange loss	347,674	(311,914)
	1,785,447	(44,744)

## 10 Employee benefit expense

	2012 Stg£	2011 Stg£
Wages and salaries	6,018,126	5,768,695
Social security costs	630,485	505,001
Pension costs - defined contribution plans	304,619	316,716
Total employment benefits expense	6,953,230	6,590,412





**11 Income tax expense**

	2012 Stg£	2011 Stg£
Income tax expense	46,909	31,714

Under Irish tax law the International Rugby Board is largely exempt from paying tax. A minimal taxation expense was incurred in the current financial period. This expense arose within the following entities:

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

**12 Property, plant and equipment**

**Furniture, fittings  
and equipment  
Stg£**

**Year ended 31 December 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

**Year ended 31 December 2012**

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

**At 31 December 2012**

Cost	2,078,319
Accumulated depreciation	(1,765,139)
Net book amount	221,269

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

**13 Intangible assets**

**Rugby World Cup logo  
Stg£**

**Year ended 31 December 2011**

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

**At 31 December 2011**

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

**Year ended 31 December 2012**

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

**At 31 December 2012**

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

## Notes to the Consolidated Financial Statements (continued)

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

	2012 Stg£	2011 Stg£
Broadcasting	315,840	-
Sponsorship	251,250	-
Merchandising	142,050	-
	709,140	-
Beginning of the year	-	6,415,189
Deferred during the period	709,140	-
Released to expenditure	-	(6,415,189)
End of the year	709,140	-

### 15 Available for sale financial assets

	2012 Stg£	2011 Stg£
Beginning of the year	83,732,077	79,875,500
Additions	27,783,145	32,604,414
Disposals	(26,211,039)	(26,403,915)
Revaluation (deficit)/surplus	1,502,154	(2,343,922)
End of the year	86,806,337	83,732,077

There were no impairment provisions on available for sale financial assets in 2012 or 2011.

	2012 Stg£	2011 Stg£
Available for sale financial assets includes the following:		
Listed securities:		
- Equity securities - eurozone countries	1,921,864	3,125,442
- Equity securities - US	2,307,144	5,173,972
- Equity securities - UK	7,924,695	12,459,244
- Equity securities - other	4,502,408	2,882,325
	16,656,111	23,640,983
- Interest securities - eurozone countries	13,769,900	13,901,386
- Interest securities - US	11,364,511	13,220,132
- Interest securities - UK	29,545,335	23,518,973
- Interest securities - other	15,470,480	9,450,603
	70,150,226	60,091,094
	86,806,337	83,732,077

At 31 December 2012 retained earnings included a cumulative surplus of Stg£3,656,422 (2011 surplus of Stg£2,154,268) 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>2012 Stg£</b>	<b>2011 Stg£</b>
Trade receivables	1,582,283	11,143,864
RWC 2011 tournament fee	-	55,600,000
Less: provision for impairment of receivables	(254,294)	(266,753)
Trade receivables - net	1,327,989	66,477,111
Prepayments	1,811,814	1,290,673
	<b>3,139,803</b>	<b>67,767,784</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>2012 Stg£</b>	<b>2011 Stg£</b>
Cash at bank and in hand	3,285,351	7,018,519
Short-term bank deposits	40,309,148	22,294,704
	<b>43,594,499</b>	<b>29,313,223</b>

The effective interest rate on short-term bank deposits was 1.2% (2011: 2.3%); these deposits have an average maturity of 35 days (2011: 26 days).

The effective interest rate on deposits with maturity between 3 to 12 months was 1.3% (2011: 2.6%); these deposits have an average maturity of 81 days (2011: 55 days).

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

**18 Deferred revenue**

	<b>2012 Stg£</b>	<b>2011 Stg£</b>
Broadcasting	5,397,662	-
Sponsorship	5,527,500	1,283,439
Merchandising	2,376,068	-
	<b>13,301,230</b>	<b>1,283,439</b>
Beginning of the year	1,283,439	94,094,179
Deferred during the period	13,301,230	1,283,439
Released to income	(1,283,439)	(94,094,179)
End of the year	<b>13,301,230</b>	<b>1,283,439</b>

**19 Trade and other payables**

	<b>2012 Stg£</b>	<b>2011 Stg£</b>
Trade payables	948,854	24,443,667
Accrued expenses	5,559,562	2,420,727
Value added tax	-	7,090,651
Corporation tax payable	9,031	-
	<b>6,517,447</b>	<b>33,955,045</b>

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



**Notes to the Consolidated Financial Statements (continued)****20 Retained earnings**

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

**21 Cash generated from operations**

	<b>2012 Stg£</b>	<b>2011 Stg£</b>
(Loss)/profit for the period before taxation	(35,443,473)	116,427,510
Adjustments for:		
• Depreciation (Note 7)	190,309	186,339
• Loss on disposal of available for sale financial assets	(1,437,773)	(267,170)
• Interest income	(3,493,498)	(3,551,390)
• Grants	18,339,328	47,520,686
• Loss on foreign exchange	(268,759)	1,257,404
Changes in operating capital		
• Trade and other receivables	64,495,275	(52,318,379)
• Trade and other payables	(10,606,536)	13,356,414
• Deferred revenue	12,017,791	(92,810,740)
• Deferred expenses	(709,140)	6,415,189
Cash generated from operations	43,083,524	36,215,863

**22 Commitments**

The IRB has made commitments to provide a total of approximately £10.5m in Strategic Investment funding over the next year.

The IRB has made commitments to its Member Unions to pay grants at a level of approximately Stg£7.3m over the next year.

IB Tournaments Limited, an entity wholly owned by the IRB, has entered into firm commitments to pay participation fees Stg£1,385,333 (US\$2,078,000) and Host Union Tournament marketing fees (Stg£1,000,000) for the IRB Sevens in 2013.

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

	<b>2012 Stg£</b>	<b>2011 Stg£</b>
Not later than one year	292,375	295,126
Later than one and no later than five years	1,169,500	1,180,504
Later than five years	1,023,313	1,328,067
	2,485,188	2,803,697

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 IRB TEAM IN 2014

## 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

**Murray Barnett**  
HEAD OF BROADCAST,  
MARKETING AND COMMERCIAL

**Michaela Snoeck**  
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 & BROADCAST EDITOR

**Eoin McHugh**  
TOURNAMENT COMMUNICATIONS  
MANAGER

## COMPETITIONS & PERFORMANCE

**Mark Egan**  
HEAD OF COMPETITIONS  
& PERFORMANCE

**Philippe Bourdarias**  
COMPETITIONS GENERAL  
MANAGER – FIFTEENS

**Beth Coalter**  
SEVENS OPERATIONS MANAGER

**Clara Gonzalez**  
TOURNAMENTS COORDINATOR

**Peter Horne**  
HIGH PERFORMANCE MANAGER  
(ASIA PACIFIC)

**Alison Hughes**  
TOURNAMENTS PROJECT MANAGER

**Joël Jutge**  
IRB HIGH PERFORMANCE MATCH  
OFFICIALS MANAGER

**Simon Kibble**  
TOURNAMENTS PROJECT MANAGER

**Avan Lee**  
GENERAL MANAGER SEVENS

**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

**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**  
DIR PROJECT OFFICER

**Anne O'Callaghan**  
DEVELOPMENT COORDINATOR

**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

**Margaret Downey**  
ACCOUNTS PAYABLE/PAYROLL OFFICER

**Anthony Downey**  
MANAGEMENT ACCOUNTANT  
(PROJECTS)

**Lynn Donohoe**  
ACCOUNTS RECEIVABLE/FINANCE  
ADMINISTRATOR

**Chris McCarthy**  
MANAGEMENT ACCOUNTANT

**Paul Pringle**  
FINANCIAL ACCOUNTANT

**Susan Spellman**  
FINANCE MANAGER

## LEGAL DEPARTMENT

**Susan Ahern**  
HEAD OF LEGAL & LEGISLATIVE AFFAIRS

**Barbara Clancy**  
LEGAL COUNSEL

**Joyce Hayes**  
PA TO THE HEAD OF LEGAL  
& LEGISLATIVE AFFAIRS

**Caroline Nolan**  
PA TO THE LEGAL DEPARTMENT

**Yvonne Nolan**  
LEGAL COUNSEL

**Julie O'Mahony**  
SENIOR LEGAL COUNSEL

**Ben Rutherford**  
LEGAL COUNSEL

## 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 MANAGER –  
TESTING AND EDUCATION

**Ross Blake**  
ANTI-DOPING ADMINISTRATOR

**Marc Douglas**  
RESEARCH COORDINATOR

**Mark Harrington**  
GENERAL MANAGER –  
TECHNICAL SERVICES

**David Ho**  
ANTI-DOPING MANAGER –  
COMPLIANCE AND RESULTS

**Rhys Jones**  
GAME ANALYST

**Jock Peggie**  
TRAINING MANAGER – WORKFORCE  
AND PRODUCT DEVELOPMENT

**Dr Martin Raftery**  
CHIEF MEDICAL OFFICER

**Troy Reneker**  
ANTI-DOPING COORDINATOR

**Leanne Walsh**  
TECHNICAL SERVICES COORDINATOR

**Jennifer Wilson**  
TECHNICAL SERVICES  
ADMINISTRATOR

## TRAVEL

**Alan Athey**  
TRAVEL MANAGER

**Mairead Donlon**  
TRAVEL ADMINISTRATOR