



IMPACT
France 2023
POSITIF



A RUGBY WORLD CUP WITH A POSITIVE IMPACT

OUR RESPONSIBILITY: TO SHIFT THE PARADIGM



CLAUDE ATCHER,
CEO FRANCE 2023

From the beginning, the Rugby World Cup 2023 Organising Committee has been committed to pushing the boundaries to achieve something unique and different which far exceeds the scope of this set of 48 matches – however wonderful they may be. We are convinced that, in the future, a major international sporting event must be much more than this. **Questioning its reason for being is fundamental; it needs to be anchored in reality!**

Rugby World Cup 2023 wants to be at the forefront of establishing a new model to bring about a paradigm shift. It endeavours to integrate societal problems in its daily considerations. As organisers, we have to establish our place in the world of today and tomorrow. **This is our responsibility.**

More than through words, it is through our actions that we will prove our commitment. I am proud to present this ambitious but pragmatic CSR policy, **supported by concrete actions to the benefit of society and the planet.**

Rugby au Cœur, Campus 2023, La Mêlée des Chœurs... These are some of the great projects that demonstrate that a sporting event presents an opportunity when it is still in the preparation phase and that it can have a positive impact not only through the discipline it imposes, but more broadly on a whole country and a whole generation. Cultivating our **legacy**, the record we leave behind, is a priority for us every day.

Both on and off the pitch, we believe that **Rugby World Cup has a special power to make change**, to expand previously accepted boundaries and to introduce new standards. This strength is one that we will continue to apply all the way until 2023.

HARNESSING RUGBY'S INSPIRATIONAL POWER



SIR BILL BEAUMONT,
CHAIRMAN
WORLD RUGBY

Rugby is all about **the power of together**. The special bond between the players and fans, the character-building values that resonate on and off the field and the sense of belonging to a global family that last your entire life.

When organising one of the world's biggest and best loved sports events like Rugby World Cup, it is essential to seize the incredible opportunity **to harness the power of rugby** to deliver a positive and meaningful impact. **Much more than an opportunity, it is also our responsibility.**

Together with France 2023, we share the passion that Rugby World Cup 2023 can be **a catalyst for positive change** and play an important role in the advancement of modern society as a whole. The ambitious CSR strategy has been tailored to fulfil that vision, **bringing tangible proofs** and presenting the roadmap to organise the most sustainable and purpose-driven Rugby World Cup ever.

With less than two years to go before the tournament kicks off in France, we still have a lot of work to do. **If we are to succeed, we will need everyone involved**, from host cities to fans, players to tournament officials and media to commercial partners to play their part. Collectively, we can make **a positive impact on rugby, society and the planet** and deliver a dynamic legacy that will continue to inspire long after the champions are crowned.

OUR PURPOSE

To organise an international event that has the lowest impact possible on the climate and biodiversity while having a high social impact

OUR VISION

Every human endeavour has a key role to play in its economic, social, territorial and ecological environment. To be accepted by the people, and to encourage an entire country to get involved in an ambitious collective adventure, **major international sporting events must answer the question of why they exist.** They must be founded on values that make sense to the many stakeholders so that they can adopt them as their own. One essential responsibility is to leave behind an ethical and lasting legacy.

OUR AMBITION

Rugby World Cup 2023 has set itself the goal of **working for rugby with a positive impact for France, while respecting the vital challenges facing the planet.** Our ambition is to do much more than organise 48 matches. This event will be environmentally and socially responsible, both in its execution and in the imprint it leaves for the future.

OUR MISSIONS

The success of the event will be a **shared** one. In the world of rugby, we are mobilising **the strengths of all of our partners:** companies, institutions and communities. Together, we will push the boundaries so that Rugby World Cup 2023 resonates on and off the pitch, across society, throughout all the territories, within and beyond our borders. **Only concrete actions can demonstrate our commitment and reinforce our legacy.** We want to act for a sustainable and circular economy, support investment in education, training and employment, reduce our impact on the environment and foster inclusion and accessibility. Integrity and transparency are the underpinnings of our daily activities.

OUR VALUES

Rugby is **a sport for all.** It brings together women and men who share the values of excellence, solidarity, commitment and respect. Ultimately, 2023 will be a celebration full of **joy, excitement and shared passion** for our sport.



**A RUGBY
WORLD CUP
WITH A
POSITIVE
IMPACT**

4
COMMITMENTS

8
CHALLENGES

15
PROJECTS

**ACTING FOR A SUSTAINABLE
AND CIRCULAR ECONOMY**

↓
**PRIORITISE SUSTAINABLE,
ETHICAL AND LOCAL
PROCUREMENT**

↓
RESPONSIBLE
PROCUREMENT
POLICY

↓
**ACT IN SUPPORT OF
LOCAL, HEALTHY
FOOD**

↓
FRANCE 2023 CONTRACTS
COMBAT FOOD WASTE

**INVESTING IN EDUCATION,
TRAINING AND EMPLOYMENT**

↓
**DEVELOP TRAINING
PROGRAMMES AND FACILITATE
PROFESSIONAL INTEGRATION**

↓
CAMPUS 2023

↓
**PROMOTE THE EDUCATIONAL
VIRTUES OF SPORT AND
RUGBY**

↓
LA MÊLÉE DES CHŒURS
(RUGBY CHOIR)
RUGBY AU CŒUR
OFFICIAL CHARITY

**REDUCING OUR IMPACT
ON THE ENVIRONMENT**

↓
**IMPLEMENT
A LOW-CARBON
TRANSPORT PLAN**

↓
LOW-CARBON TRANSPORT
CARBON ABSORPTION

↓
**APPLY RESPONSIBLE
WASTE MANAGEMENT**

↓
SUSTAINABLE WASTE
MANAGEMENT
RECYCLING OPERATIONS

**FOSTERING INCLUSION
AND ACCESSIBILITY**

↓
**MAKE THE EVENT
ACCESSIBLE TO ALL**

↓
SOCIAL TICKETING
INTERNATIONAL
WHEELCHAIR RUGBY CUP
WELCOMING AND
SUPPORTING PEOPLE WITH
DISABILITIES

↓
CREATE SOCIAL LINKS

↓
INITIATIVES IN SUPPORT
OF THE SOCIALLY
DISADVANTAGED
PROMOTION
OF DIVERSITY

SUSTAINABLE PROCUREMENT

Buying responsibly is one of the essential pillars to ensure that a major international sporting event has a positive impact. France 2023 is therefore committed to applying a responsible procurement policy to all of its transactions, in compliance with circular economy's principles, social and solidarity economy's values, the notion of just need and human rights. France 2023 seeks to maximise the economic impact for the regions, while minimising the ecological impact of the tournament.

**OPTIMISE COSTS
AND IMPROVE
PERFORMANCE**

**PROPOSE A LIST
OF CRITERIA FOR
"ENVIRONMENTAL
COMPLIANCE"**

**DISTRIBUTE A
«RESPONSIBLE
PURCHASING» BOOKLET
TO RAISE AWARENESS
AMONG STAFF**

**RESERVE CONTRACTS
FOR PROFESSIONAL
INTEGRATION AND
DISABILITY MEASURES**





ACT FOR A SUSTAINABLE AND CIRCULAR ECONOMY

→ ACT IN SUPPORT OF LOCAL, HEALTHY FOOD

Emerging from the land and linked to it throughout its history, rugby is a reflection not only of our regional cultures but also of our local specialties. Building on this link, France 2023 seeks to support local and healthy food, for consumption by the teams, the spectators and its official hospitality programme. France 2023 therefore undertakes to source regional and national products with short supply chains to reduce the ecological footprint linked to the transport of goods. The Organising Committee is also committed to recycle or redistribute all unconsumed food.

FRANCE 2023 CONTRACTS, A MEETING PLACE OF LOCAL PRODUCE

At every stadium used in the tournament, France 2023 will:

- 1 Promote French gastronomy and food expertise
- 2 Design menus with the Gastronomic Squad
- 3 Campaign for sustainable food sources
- 4 Raise awareness of nutritional health issues

COMBATTING FOOD WASTE

France 2023 promises to:

- 1 Design and offer sustainable and appropriate menus
- 2 Redistribute and use unsold items
- 3 Raise awareness among Rugby World Cup's stakeholders
- 4 Engage experienced people to help combat food waste

23 GREAT CHEFS ON THE TEAM

To fulfil its ambition to be a meeting place for regional suppliers, Rugby World Cup 2023 will call on the help of its Gastronomic Squad. Twenty-three stars of French gastronomy, passionate about rugby, will put their talent and know-how at the service of the event. Led by Yves Camdeborde, this Gastronomic Squad will be given the task of designing the menus that will be offered during Rugby World Cup 2023, using natural, unprocessed foods with a short supply chain.



The team of 23: Pierre Augé, Frédéric Bau, Christelle Brua, Yves Camdeborde, Amandine Chaignot, Christian Constant, Julien Duboué, Alain Ducasse, Alain Dutournier, Christian Etchebest, Charles Fontes, Alexandre Gauthier, Guillaume Gomez, Gilles Goujon, Stéphane Jego, Stéphanie Le Quellec, Eric Ospital, Jean-François Piège, Franck Putelat, Andrée Rosier, Michel Sarran, Guy Savoy, Mathieu Viannay.





INVEST IN EDUCATION, TRAINING AND EMPLOYMENT

→ DEVELOP TRAINING PROGRAMMES AND FACILITATE PROFESSIONAL INTEGRATION

CAMPUS 2023

AMBITIONS POUR LE SPORT

Major international sporting events must look to tomorrow, and to future generations. A major objective of France 2023 is to invest in young people and capitalise on their talents, ideals, energy and diversity to meet the current and future challenges faced by society. For this reason, France 2023 has created Campus 2023, an Apprentice Training Centre involving 1,200 tutors and apprenticeship masters to support the future generations of sports event professionals in France.

INVEST IN YOUTH WITH CAMPUS 2023

In total, 3,000 young people between the ages of 18 and 30, men and women in equal numbers, will take advantage of the organisation of Rugby World Cup 2023 to train for careers in sport, tourism and security management.

Campus 2023 is a social innovation that aims to create a legacy to the sporting movement that will continue after 2023 and to ensure that 100 per cent of the jobs created for these young people will endure after Rugby World Cup.

3 000 APPRENTICESHIP CONTRACTS

3 TRAINING STREAMS:
SPORT, TOURISM, SECURITY
1 NEW DEGREE CREATED AND RECOGNISED BY THE STATE

YOUNG PEOPLE AGED BETWEEN 18 AND 30

200 YOUNG APPRENTICES WITH DISABILITIES

90 YOUNG APPRENTICES ASSISTANT SITE MANAGERS

AN IMPACT ON EVERY REGIONS

TERRITORIAL COORDINATORS, ASSIGNED TO EACH REGION

THROUGHOUT FRANCE, WORK-STUDY OPTIONS FOR YOUNG PEOPLE CLOSE TO THEIR HOMES





INVEST IN EDUCATION, TRAINING AND EMPLOYMENT

PROMOTE THE EDUCATIONAL VIRTUES OF SPORT AND RUGBY

LA MÊLÉE DES CHŒURS

LA MÊLÉE DES CHŒURS (RUGBY CHOIR)

La Mêlée des Chœurs is a collaborative project by France 2023, the Ministry of National Education, Youth and Sports and the Opéra Comique, and supported by the Ministry of Culture that will celebrate children during the 48 matches of Rugby World Cup 2023.

Before the kick-off of each match in the tournament, a choir will sing the national anthems of the teams. The singers who make up *La Mêlée des Chœurs* will be divided into 26 choirs of 300 children each, across the Rugby World Cup 2023 regions. In total, more than 7000 young people will participate.

La Mêlée des Chœurs also aims to introduce children to the culture, history and language of each nation playing in Rugby World Cup 2023. The singers taking part in the project will not only receive voice training but will also be taught about the participating countries.

Because Rugby World Cup 2023 is an inclusive and universal event, the 20 anthems of the competition will also be performed through sign language.

26 CHŒIRS
300 CHILDREN
PER CHOIR

300 CLASSES

48 PERFORMANCES

MORE THAN 7,000 SINGERS

300 PUBLIC SCHOOL TEACHERS

20 ANTHEMS PERFORMED IN SIGN

“Creating an opportunity for thousands of children to sing the anthems of the countries participating in the competition, thus making them part of the World Cup, is an ambition close to our hearts. This educational and cultural project will transmit the virtues of rugby beyond the field.”

Claude Atcher, CEO of France 2023





RUGBY COEUR 2023

ENDOWMENT FUND RUGBY WORLD CUP FRANCE 2023



ENDOWMENT FUND RUGBY AU COEUR

Rugby au Cœur is the Endowment Fund for Rugby World Cup 2023. It is chaired by Jean-Pierre Rives, a French sporting legend and advocate for the rugby values of solidarity and fraternity.

Since its creation in 2019, and thanks to the donations of its patrons, *Rugby au Cœur* has set itself the objective of financing meaningful projects important to Rugby World Cup 2023, **which foster education, inclusion and equity**. It seeks **to make rugby count in other fields**, to meet the challenges facing our society: in schools, hospitals, and disadvantaged neighbourhoods.

Before Rugby World Cup 2023, *Rugby au Cœur* **aims to finance 500 projects and support 75,000 people up to 2023**, in France and around the world. Some of these projects are the social inclusion of people with disabilities, support for unaccompanied foreign minors, and support for victims of domestic violence.

Inspired by the solidarity of rugby, our Endowment Fund aims to go further. Professional people and individuals from all walks of life are welcome to join our solidarity scrum by making a donation at tickets.rugbyworldcup.com



OBJECTIVE
500 PROJECTS
FUNDED

MORE THAN
75 000
DIRECT BENEFICIARIES

“*Rugby au Cœur* is a wonderful idea. I am here because I believe that rugby allows the least able of us, perhaps because they are shy or because they come from other backgrounds, to grow up, to open their eyes, to travel and to become someone. It allows children room to grow up and leaves space for us adults to return to our childhoods for a little bit.”

Jean-Pierre Rives, President of *Rugby au Cœur*





REDUCE OUR IMPACT ON THE ENVIRONMENT

→ IMPLEMENT A LOW-CARBON TRANSPORT PLAN

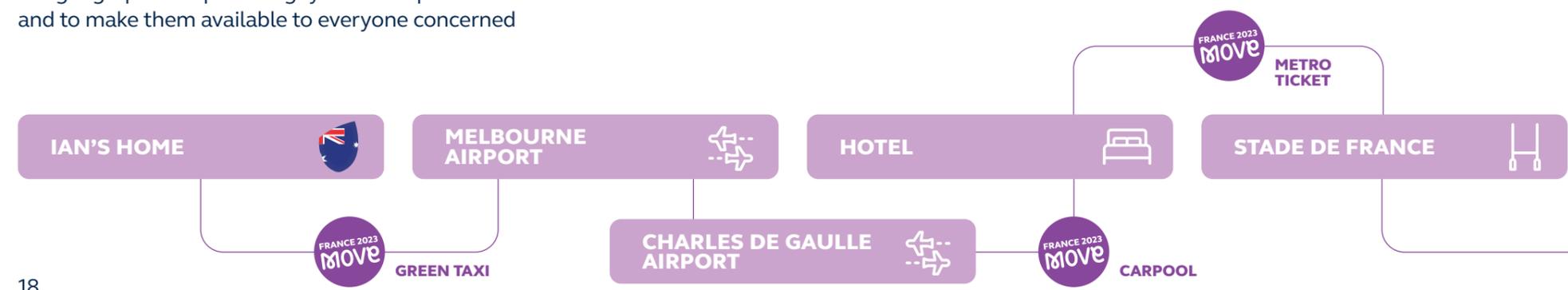
A GREEN TRANSPORT PLATFORM

Fully conscious of the challenges we face now and in the future, France 2023 has placed the ecological transition at the heart of its concerns, and it will be the first international sporting event to offer an online platform for sustainable transport, accessible to all French and international fans expected to come to France during the tournament. The objective? To encourage supporters, but also all those involved in the competition, to choose more sustainable modes of transport so as to minimise the impact on the environment.

France 2023 Move will be the first platform for sustainable transport in Europe. Its role is to centralise all the sustainable transport solutions available within the geographic scope of Rugby World Cup 2023 – around the 10 host cities – and to make them available to everyone concerned

A TAILOR-MADE TOOL

France 2023 Move will support all involved in Rugby World Cup, including fans, in their travel from their home country to the nine host stadiums. **All the transport possibilities** necessary to experience France 2023 (taxis, scooters, metro, bikes, buses, etc.), in stadiums and beyond (sightseeing tours) will be found on this single app.



CARBON ABSORPTION



As an event that brings together teams and fans from all over the world, Rugby World Cup 2023 is fully aware of its impact on the environment and the associated CO2 emissions. This is why, in light of the climate emergency, we are committed to measuring, avoiding, reducing, and ultimately, absorbing our residual emissions.

In this context, France 2023 wishes to commit to additional sustainable offset projects over the long term. In advance of the 2023 tournament, most of the teams will have to fly to France. Knowing this, we will measure the global warming impact of all air transport generated by Rugby World Cup 2023 using a precise calculation model approved by ADEME.

A more accurate calculation of emissions helps with the selection of the best offset programme for carbon absorption.





REDUCE OUR IMPACT ON THE ENVIRONMENT
 → APPLY RESPONSIBLE WASTE MANAGEMENT

SUSTAINABLE WASTE MANAGEMENT

The best way to manage waste is to not produce any! The key therefore is to limit it to a minimum and to manage what there is in a sustainable way. France 2023 thus undertakes to reduce, recycle, reuse and recover its waste.

SUSTAINABLE RECOVERY

- Set up a sustainable waste collection and recovery system
- Treat organic waste in a particular way
- Reuse and adapt the current waste sorting system
- Increase the number of multiflow bins and improve signage
- Recommend more sustainable branding

REDUCTION IN SINGLE-USE PLASTICS

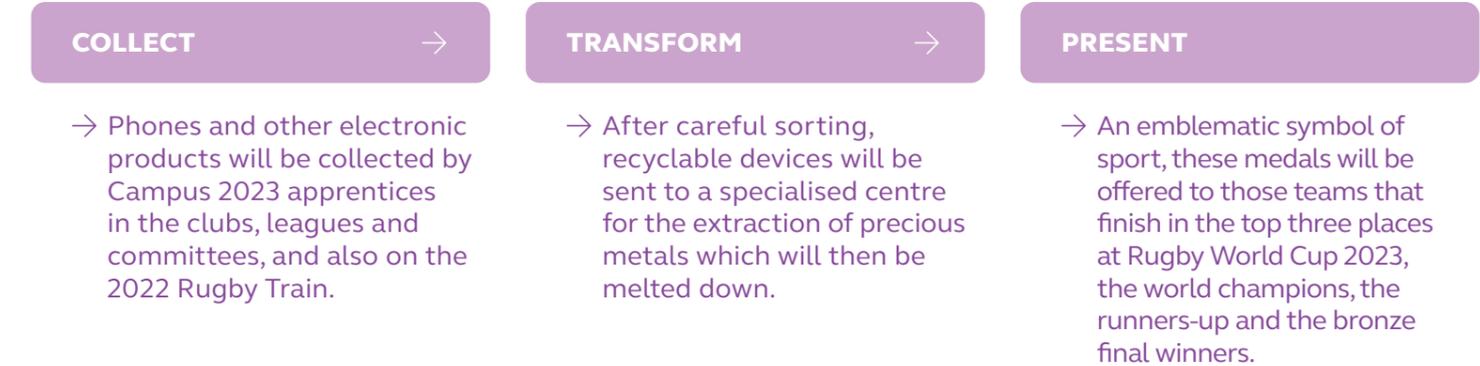
- Propose ecological alternatives to plastic bottles
- Standardise reusable cups
- Use biodegradable containers
- Propose a communication campaign around sustainability



RECYCLING ACTIVITIES

RECYCLED MEDALS

France 2023 plans to present participants with medals recycled from telephones and other electronic products collected in the rugby clubs.



COLLECT

→ Phones and other electronic products will be collected by Campus 2023 apprentices in the clubs, leagues and committees, and also on the 2022 Rugby Train.

TRANSFORM

→ After careful sorting, recyclable devices will be sent to a specialised centre for the extraction of precious metals which will then be melted down.

PRESENT

→ An emblematic symbol of sport, these medals will be offered to those teams that finish in the top three places at Rugby World Cup 2023, the world champions, the runners-up and the bronze final winners.

BENCHES MADE OF RECYCLED CIGARETTE BUTTS

Cigarette butts are hazardous waste causing environmental pollution. It is estimated that each year, 4.3 trillion of them are thrown away around the world, including 40 billion just in France. For this reason, France 2023 is putting a system in place for the management of cigarette butts, which will occur in three steps:



COLLECT

→ Recovery of cigarette butts through the installation of ashtrays and collection of deposits.

TRANSFORM

→ Depollution and transformation of cigarette butts into raw plastic material.

PRESENT

→ Transformation of the resulting raw material into benches which will be given to amateur clubs.



FOSTER INCLUSION AND ACCESSIBILITY

→ MAKE THE EVENT ACCESSIBLE TO ALL AND CREATE SOCIAL LINKS

Rugby is a sport for all. It brings together men and women who share the values of excellence, solidarity, commitment and respect, regardless of where they come from or who they are.

As a magnificent celebration and an exceptional shared experience, access to Rugby World Cup 2023 will be opened to the widest number of people possible. Discrimination will have no place here and we will eliminate any obstacles to participation as best we can.

PROMOTING DIVERSITY

- Taking a stance on diversity
- Encourage the development of female referees
- Creation of a Players' Committee devoted to combatting discrimination and cultivating tolerance of differences

SOCIAL DIVIDE AND INCLUSION

- Initiative to support immigrants and unaccompanied minors
- Initiative to support isolated senior citizens
- Initiative to support sick children
- Organisation of a national tournament for troubled youth in disadvantaged areas

ACCESSIBILITY

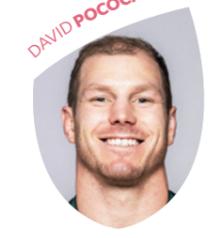
- Organisation of International Wheelchair Rugby Cup
- Special ticketing for people with disabilities
- Social ticketing
- Adapted access for people with disabilities



JOHN EALES
PRESIDENT



YANNICK JAUZION



DAVID POCKOCK



PHILIPPE SELLA



JESSY TRÉMOULIÈRE



GARETH THOMAS



IESINGA VUNIPOLA

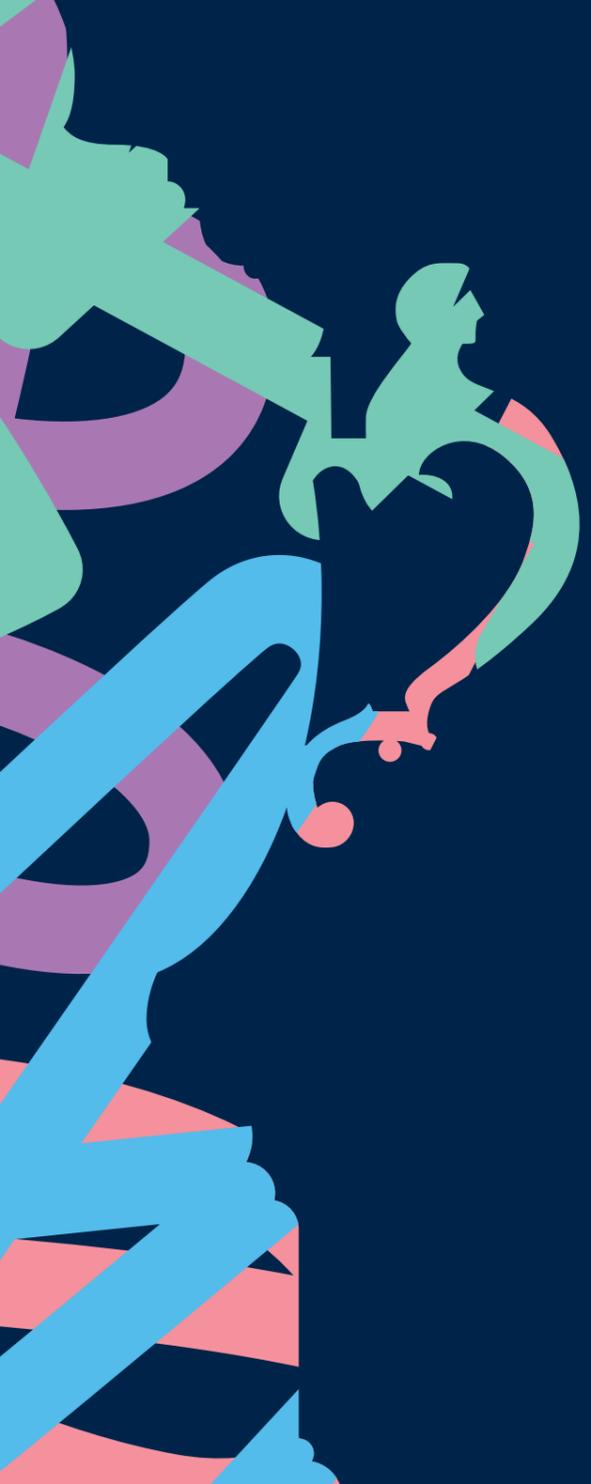
A PLAYERS' COMMITTEE THAT REACHES OUT BEYOND THE PITCH

Chaired by Australian rugby legend John Eales, a two-time world champion with the Wallabies (1991, 1999), the Players Committee of Rugby World Cup 2023 will play a key role in mobilising the 660 athletes participating in the competition.

It will focus especially on harnessing the off-pitch involvement of the players in support of the major social challenges championed by France 2023, in particular, the protection of the environment and tackling discrimination.

“ It is vital that players, both retired and active, are aware of societal issues. We need them to be leaders, on and off the pitch, and make sure that no one is left behind. Rugby brings us together. ”

Gareth THOMAS



MEASURING OUR IMPACT: AN ESSENTIAL STEP

France 2023 undertakes to define quantitative and qualitative objectives for each of its projects. These objectives will be measured and included in the annual report.

We will call on the services of a specialised consulting firm to establish a methodology and to assist us in the production of this report.

The legacy of Rugby World Cup France 2023 must be longlasting. With two years to go, we need to think now about after 2023 and ensure that we conduct regular monitoring, objective evaluation, and precise measurement of the impacts of our actions.

France 2023 is also a signatory of the charter “15 eco-responsible commitments for sporting events”.

THE CSR POLICY OF FRANCE 2023 CONTRIBUTES TO THE SUSTAINABLE DEVELOPMENT OBJECTIVES OF THE UNITED NATIONS





THE BEST 20 TEAMS
IN THE WORLD

1823-2023
BICENTENARY OF RUGBY

1987-2023 :
10TH RUGBY WORLD CUP

51 DAYS OF CELEBRATION
from 8 September to 28 October

660 PLAYERS

A LEGENDARY
COMPETITION

BEYOND THE STADIUMS, IN THE TERRITORIES

9 STADIUMS
10 HOST CITIES

1 945 clubs



50 BASE CAMPS

7 000 volunteers

17,000
JOBS

created or maintained
between now and 2023



2 BILLION EUROS

directly generated in the whole country

Profits entirely devoted to financing projects to
develop rugby



OBJECTIVE 600,000 VISITORS FROM ABROAD

who will stay on average 15 days in France and who will spend on average
€2,160 in 2023

THE WORLD
AS WITNESS

ECONOMIC AND SPORTING ADDED-VALUE

2.6 MILLION
TICKETS AVAILABLE



2.1 BILLION
videos watched on social media
(six-fold increase on RWC 2015
and RWC 2019)

857 MILLION
TELEVISION SPECTATORS
(+26% on RWC 2015 and RWC 2019)



RUGBY
WORLD CUP
FRANCE 2023

WORLDWIDE PARTNERS



OFFICIAL SPONSORS



OFFICIAL SUPPLIERS

