

TWELFTH GENERAL ASSEMBLY

2015



MINUTES OF THE 12th GENERAL ASSEMBLY

WORLD RUGBY

ROYALY GARDEN HOTEL, LONDON

MONDAY OCTOBER 26 AND TUESDAY OCTOBER 27, 2015

PRESENT

Bernard Lapasset (Chairman)
Oregon Hoskins (Vice-Chairman – South Africa)
John Jeffrey and Mark Dodson (Scotland)
Pat Whelan and Dr. John O'Driscoll (Ireland)
Gareth Davies and Anthony Buchanan (Wales)
Bill Beaumont and John Spencer (England)
Mike Hawker and Bill Pulver (Australia)
Mark Robinson and Steve Tew (New Zealand)
Jurie Roux (South Africa)
Pierre Camou and Jacques Laurans (France)
Agustin Pichot (Argentina)
Giancarlo Dondi (Italy)
Chris Le Fevre (Canada)
Tatsuzo Yabe (Japan)
Octavian Morariu (Rugby Europe)
Koji Tokumasu (Asia Rugby)
Abdelaziz Bougja (Rugby Africa)
Harry Schuster (Oceania Rugby)
Bob Latham (NACRA)
Carlos Barbieri (CONSUR)

Brett Gosper (Chief Executive Officer)
Susan Ahern (Head of Legal Affairs)
Murray Barnett (Head of Commercial, Broadcast and Marketing)
Robert Brophy (Head of Finance)
David Carrigy (Head of Development & International Relations)
Mark Egan (Head of Competitions and Performance)
Alan Gilpin (Head of Rugby World Cup)
Steve Griffiths (Head of Organizational Development)
Mark Harrington (Head of Technical Services)
Dominic Rumbles (Head of Communications)

UNIONS REPRESENTED

Full Member Unions in Attendance

American Samoa	American Samoa Rugby Football Union
Andorra	Federacio Andorrana de Rugby
Argentina	Union Argentina de Rugby
Australia	Australian Rugby Union
Austria	Osterreichischer Rugby Verband
Bahamas	Bahamas Rugby Union
Barbados	Barbados Rugby Union
Belgium	Fédération Belge de Rugby
Bermuda	Bermuda Rugby Football Union
Bosnia & Herzegovina	Ragbi Savez Republike Bosne
Botswana	Botswana Rugby Union
Brazil	Associação Brasileira de Rugby
Bulgaria	Bulgarian Rugby Federation
Canada	Rugby Canada
Cayman Islands	Cayman Rugby Union
Chile	Federación de Rugby de Chile
China	China Rugby Football Union
Chinese Taipei	Chinese Taipei Rugby Football Union
Colombia	Union Colombiana de Rugby
Cook Islands	Cook Islands Rugby Football Union
Croatia	Hrvatski Ragbi Savez
Czech Republic	Ceska Rugbyova Unie
Denmark	Dansk Rugby Union
England	Rugby Football Union
Fiji	Fiji Rugby Union
Finland	Suomen Rugbylitte
France	Fédération Française de Rugby
Georgia	Georgia Rugby Union
Germany	Deutscher Rugby Verband
Guam	Guam Rugby Football Union
Guyana	Guyana Rugby Football Union
Hong Kong	Hong Kong Rugby Football Union
Hungary	Magyar Rögbi Szövetség
India	Indian Rugby Football Union
Indonesia	Indonesian Rugby Football Union
Ireland	Irish Rugby Football Union
Israel	Israel Rugby Union
Italy	Federazione Italiana Rugby
Ivory Coast	Fédération Ivoirienne de Rugby
Jamaica	Jamaica Rugby Union
Japan	Japan Rugby Football Union
Kazakhstan	Kazakhstan Rugby Union
Kenya	Kenya Rugby Football Union
Korea	Korea Rugby Football Union
Latvia	Latvian Rugby Federation
Lithuania	Lithuanian Rugby Federation
Luxembourg	Fédération Luxembourgeoise de Rugby

Madagascar	Fédération Malagasy de Rugby
Malaysia	Malaysian Rugby Union
Malta	Malta Rugby Football Union
Mauritius	Rugby Union Mauritius
Mexico	Federación Mexicana de Rugby
Moldova	Federatia de Rugby din Moldova
Monaco	Fédération Monégasque de Rugby
Namibia	Namibia Rugby Union
Netherlands	Nederlandse Rugby Bond
New Zealand	New Zealand Rugby Union
Nigeria	Nigeria Rugby Football Association
Niue Island	Niue Rugby Union
Norway	Norges Rugby Forbund
Pakistan	Pakistan Rugby Union
Papua New Guinea	Papua New Guinea Rugby Football Union
Paraguay	Union de Rugby del Paraguay
Peru	Federacion Peruana de Rugby
Philippines	The Philippines Rugby Football Union
Poland	Polski Związek Rugby
Portugal	Federação Portuguesa de Rugby
Romania	Federatia Romana de Rugbi
Russia	Rugby Union of Russia
Samoa	Samoa Rugby Union
Scotland	Scottish Rugby Union
Senegal	Fédération Sénégalaise de Rugby
Serbia	Rugby Union of Serbia
Singapore	Singapore Rugby Union
Slovenia	Rugby Zveza Slovenije
Solomon Islands	Solomon Islands Rugby Union Federation
South Africa	South Africa Rugby Union
Spain	Federación Espanola de Rugby
Sri Lanka	Sri Lanka Rugby Football Union
St. Vincent & The Grenadines	St. Vincent & The Grenadines Rugby Union Football Club
Sweden	Svenska Rugby Förbundet
Switzerland	Fédération Suisse de Rugby
Tahiti	Fédération Tahitienne de Rugby de Polynésie Française
Thailand	Thai Rugby Union
Tonga	Tonga Rugby Football Union
Trinidad and Tobago	Trinidad and Tobago Rugby Football Union
Tunisia	Fédération Tunisienne de Rugby
UAE	United Arab Emirates Rugby Federation
Uganda	Uganda Rugby Union
Ukraine	National Rugby Federation of Ukraine
Uruguay	Union de Rugby del Uruguay
USA	USA Rugby
Vanuatu	Vanuatu Rugby Football Union
Venezuela	Federación Venezolana de Rugby
Wales	Welsh Rugby Union
Zambia	Zambia Rugby Union
Zimbabwe	Zimbabwe Rugby Union

Europe	Rugby Europe
Africa	Rugby Africa
Asia	Asian Rugby
Oceania	Oceania Rugby
CONSUR	Confederation of South American Rugby Unions
NACRA	North American Caribbean Rugby Association

Associate Member Unions in Attendance

British Virgin Islands	British Virgin Islands Rugby Union
Costa Rica	Federacion de Rugby de Costa Rica
Cyprus	Cyprus Rugby Federation
Ghana	Ghana Rugby Union
Lao	Lao Rugby Union
Mongolia	Mongolian Rugby Union
Rwanda	Fédération Rwandaise de Rugby
St. Lucia	St. Lucia Rugby Football Union
Togo	Fédération Togolaise de Rugby
Uzbekistan	Uzbekistan Rugby Football Union

Apologies were received from the following absent Full Member Unions

Swaziland	Swaziland Rugby Union
Morocco	Fédération Royale Marocaine de Rugby

Apologies were received from the following absent Associate Member Unions

Azerbaijan	Azerbaijan Rugby Union
Cambodia	Cambodia Federation of Rugby
Iran	Iran Rugby Federation
Kyrgyzstan	Kyrgyzstan Rugby Union
Mali	Fédération Malienne de Rugby
Tanzania	Tanzania Rugby Union
Burundi	Fédération Burundaise de Rugby

1. BETH COALTER TRIBUTE

The Vice-Chairman, Oregan Hoskins, extended a warm welcome to Jason Leonard, President of the Rugby Football Union and all the delegates on the occasion of the 12th General Assembly of World Rugby in London, England.

The Vice-Chairman started the General Assembly by noting the sudden and untimely passing of Beth Coalter, World Rugby Sevens Operations Manager.

The Vice-Chairman paid tribute to Ms Coalter noting that during her 10 years as World Rugby Sevens Operations Manager Ms Coalter was at the forefront of the hugely successful transformation of Rugby Sevens into a global, record-breaking and world-class Olympic sport.

The Vice-Chairman recalled that Ms Coalter started her career in Rugby at the Hong Kong Rugby Football Union where she worked for more than 15 years helping to secure the place of the Hong Kong Sevens as one of the most popular and successful annual sporting occasions in the world. The Vice-Chairman added that Ms Coalter was instrumental in the success of Rugby World Cup Sevens 2005 which was held in Hong Kong.

The Vice-Chairman advised the General Assembly that Ms Coalter brought her love of the Game to the global stage and that as the popularity of the Series continued to grow, Ms Coalter also played a leading role in World Rugby's campaign to return the sport to the Olympic Games by ensuring that the International Olympic Committee Executive Board saw Sevens as a wonderful addition to the summer Olympic programme.

The Vice-Chairman recalled that one of Ms Coalter's many successes came in 2009 when she led the team that ran the Rugby World Cup Sevens in Dubai. The Vice-Chairman noted it was the first time the tournament included a women's event and it captured the hearts and minds of the IOC Executive Board. The Vice-Chairman added that the IOC delegates left Dubai extremely impressed and Rugby's re-admission to the Olympics was secured not long afterwards.

The Vice-Chairman recalled that behind all of her hard-work and determination there was a wonderful, caring and loving person. He highlighted that Ms Coalter always went the extra mile for the teams and players.

The Vice-Chairman noted that many tributes had been received since Ms Coalter's death was announced from all over the world and thanked the Rugby family for showing solidarity at this difficult time.

The Vice-Chairman spoke of how Ms Coalter would be greatly missed by all who had the pleasure of working with her, both at World Rugby and in the Regions and Unions. The Vice-Chairman added that the knowledge she had passed on to others leaves the Series and the Game in a very strong place. The Vice-Chairman noted that the thoughts and prayers of the General Assembly are with her loving family and work colleagues at this very difficult time.

As a mark of respect, the General Assembly stood and observed a minute's silence in memory of Beth Coalter. As a further mark of respect, the General Assembly adjourned for ten minutes.

2. VICE-CHAIRMAN'S WELCOME

The Vice-Chairman noted that every branch of the World Rugby Family was represented with almost all of the Unions, Regional Associations, World Rugby Council and World Rugby staff in attendance. He added that the World Rugby Family had gathered during the very special and record-breaking Rugby World Cup to take stock of the Game and decide how Rugby wants to grow in the future.

The Vice-Chairman reflected on Rugby World Cup 2015 which had been an incredible, competitive and compelling, global celebration of Rugby. The Vice-Chairman highlighted that Rugby World Cup 2015 had projected Rugby and its character building values to record audiences globally engaging and inspiring new players and fans around the world to get into Rugby. He added that RWC 2015 is the biggest Rugby World Cup to date with record attendance, record television audiences while the social media reach and engagement had gone further than ever before making it one of the most talked about sports events on the planet.

The Vice-Chairman highlighted that the tournament had been the most competitive Rugby World Cup to date with the lowest average winning margin of any previous tournament and the lowest between the Tier One and Tier Two Teams. The Vice-Chairman outlined that the results reflected why World Rugby are committed to investing in competition and administrative structures and technical coaching support globally.

The Vice-Chairman applauded all of the competing Unions, not only those competing in England and Cardiff, but all the countries who had participated since qualification started in Mexico City in 2012.

The Vice-Chairman acknowledged that Rugby is at a crucial time in its development with 7.2 million men, women and children now playing the Game and unprecedented commercial success. The Vice-Chairman outlined that as World Rugby looks beyond Rugby World Cup 2015 there are fantastic opportunities to extend the growth of the Game, embrace new markets and project Rugby's values to more people. He added that following Japan's heroics during Rugby World Cup 2015, Rugby had an opportunity to ignite the Asian market, home to 60% of the world's youth, with Rugby World Cup 2019 in Japan.

The Vice-Chairman looked forward to the enormous opportunity presented Rugby's re-inclusion to the Olympic Games in 2016 and 2020 where Rugby will play a central role on sport's greatest stage. The Vice-Chairman noted that inclusion in the Olympic Games had led to increased participation worldwide due to National Olympic Committee and government support. He added that in the lead up to Rio 2016, the HSBC Sevens World Series continues to go from strength to strength with an expanded Sevens World Series achieving record viewing and attendance figures and exiting new host cities joining the Series for the 2015/2016 season.

The Vice-Chairman highlighted that as Rugby grows Player Welfare will continue to be World Rugby's number one priority and that World Rugby will continue to develop its education, prevention, management and research programmes. He added that World Rugby will continue to work in collaboration with leading independent experts to protect and support players at all levels of the Game.

The Vice-Chairman noted that similar to all sports, Rugby will face challenges that accompany rapid growth in a congested sports and entertainment marketplace and encouraged all Unions to work with World Rugby to meet these challenges and maximise the opportunities ahead.

The Vice-Chairman advised the delegates that the first day of the General Assembly would consider how to further enhance player welfare, World Rugby's number one priority, the activities and role of the Regional Associations and the growth of the Game. He added the second day would review the strategic plan and the next steps required to ensure Rugby continues to captivate and flourish. The Vice-Chairman noted that day two will also consider how to ensure strong and inclusive governance is in place to provide a roadmap for the future prosperity of the sport.

The Vice-Chairman concluded that the General Assembly would be a thought provoking process and he encouraged all delegates to engage fully and devote their energies to thinking about the important agenda topics. He added the contributions of the delegates will guide the way forward to ensure that Rugby is accessible to all, inclusive, sustainable and continues to reach out to more men, women and children around the world.

3. OFFICAL OPENING OF THE 12TH WORLD RUGBY GENERAL ASSEMBLY

The Vice-Chairman, Oregan Hoskins, invited Jason Leonard, President of the Rugby Football Union to officially open the 12th World Rugby General Assembly.

Mr Leonard extended a warm welcome on behalf of the Rugby Football Union and the Rugby people of England to the delegates on the occasion of their visit to England for the World Rugby General Assembly and Rugby World Cup 2015.

Mr Leonard noted that Rugby World Cup 2015 had been the most successful Rugby World Cup ever both on and off the field. He outlined that record number of fans had attended the tournament and that many more visitors had experienced the Fanzones and festivals of Rugby. Mr Leonard highlighted that the Rugby Football Union had put in place a number of programmes to ensure a long lasting legacy from a once in a lifetime event.

Mr Leonard concluded that he was looking forward to being part of the World Rugby General Assembly and looked forward to welcoming and meeting as many of the delegates as possible during the World Rugby General Assembly.

The Chairman thanked Mr Leonard for his kind words and made a presentation to Mr Leonard as a token of appreciation of World Rugby for Mr Leonard attending the 12th World Rugby General Assembly.

4. MINUTES OF THE 11TH GENERAL ASSEMBLY

The Minutes of the 11TH General Assembly of World Rugby held in Dublin, Ireland in November 17, 2013 were received and approved. There were no matters arising.

5. COMPOSITION OF THE COMMITTEES OF COUNCIL

The meeting noted the composition of the Committees of the World Rugby Council as set out in **APPENDIX ONE**.

6. FINANCE PRESENTATION

Following an introduction from Mr. Jurie Roux, Chairman of the World Rugby Budget Advisory Committee the meeting received a presentation as set out in **APPENDIX TWO** from Robert Brophy, World Rugby Head of Finance on the current position relating to World Rugby Finances.

7. REGIONAL ASSOCIATIONS PRESENTATIONS

The meeting received an introductory presentation from Mr Abdelaziz Bougja, Chairman of the World Rugby Regional Advisory Committee, as set out in **APPENDIX THREE**, outlining the role of the World Rugby Regional Committee.

The meeting received presentations from the six Regional Associations updating the General Assembly on the Regional Associations activities, as set out in **APPENDIX FOUR**. The presenters on behalf of each Regional Association were:

- Mr Trevor Gregory – President, Asia Rugby
- Mr Carlos Barbieri – President, CONSUR and World Rugby Council Member
- Mr Bob Latham – NACRA Board member and World Rugby Council Member
- Mr Harry Schuster – President Oceania Rugby and World Rugby Council Member
- Mr Octavian Morariu – President Rugby Europe and World Rugby Council Member
- Mr Abdelaziz Bougja – President, Rugby Africa and World Rugby Council Member

8. REGIONAL ASSOCIATIONS FORUM

Following from the Regional Associations presentations an interactive Forum on the activities of the Regional Associations was chaired by Mr Morgan Buckley, World Rugby General Manager of Development. Mr Buckley was joined on the panel by:

- Mr Trevor Gregory – President, Asia Rugby
- Mr Carlos Barbieri – President, CONSUR and World Rugby Council Member
- Mr Dennis Dwyer – President, NACRA
- Mr Harry Schuster – President, Oceania Rugby and World Rugby Council Member
- Mr Octavian Morariu – President Rugby Europe and World Rugby Council Member
- Mr Abdelaziz Bougja – President, Rugby Africa and World Rugby Council Member

The topic was then opened for a question and answer session to the General Assembly.

9. RWC 2015 FINAL AND BRONZE FINAL COIN TOSS

The Coin Toss to decide the home team for the Rugby World Cup 2015 Bronze Final and Rugby World Cup 2015 final was witnessed by the General Assembly.

10. RUGBY FOOTBALL UNION LEGACY PROGRAMME

The meeting received a presentation as set out in **APPENDIX FIVE** from Mr Steve Grainger, Rugby Football Unions Rugby Development Director, on the Rugby Football Unions Rugby World Cup 2015 Lead Up, Activation and Legacy programme.

11. MAXIMISING MAJOR EVENTS – RIO 2016 IMPACT PROGRAMME

The meeting received an update from Aurélie Lemouzy, World Rugby Development Programmes Officer and Santiago Ramallo, Regional Development Manager South America and World Rugby Rio 2016 Project Officer, on World Rugby's Rio 2016 IMPACT programmes.

12. WORKSHOP ONE – MAXIMISING MAJOR EVENTS

Following from Ms Lemouzy's and Mr Ramallo's presentation, Mr Tom Jones, Regional General Manager Americas introduced Workshop One – Maximising Major Events

Mr Jones advised the delegates the General Assembly would work at their tables as facilitated workshops to consider the questions as set out in **APPENDIX SIX**.

13. GROWING THE GAME – MAXIMISING MAJOR EVENTS FORUM

An interactive forum to discuss Maximising Major Events was chaired by Mr Tom Jones. Mr Jones was joined on the panel by:

- Mr Jens Aage Skare Nielsen – President, Denmark Rugby Union
- Mr Aga Hussein – Board Member India Rugby Football Union
- Mr Guedel N'Dyaye – President, Senegal Rugby Federation
- Mr Steve Grainger – RFU Rugby Development Director
- Ms Aurélie Lemouzy – World Rugby Development Programmes Officer
- Mr Santiago Ramallo – RDM South America and World Rugby Rio 2016 Project Officer

The topic was then opened for a question and answer session to the General Assembly.

14. PLAYER WELFARE

The meeting received a presentation as set out in **APPENDIX SEVEN** from Dr Martin Raftery, World Rugby Chief Medical Officer on Player Welfare initiatives. Dr Raftery advised the meeting that Player Welfare is World Rugby's number one priority and highlighted progress in the area of Player Welfare since the 11th General Assembly held in November 2013.

15. WORKSHOP TWO – PLAYER WELFARE

Following from Dr Martin Raftery's Player Welfare Overview, Mr Mark Harrington, World Rugby Head of Technical Services introduced Workshop Two – Player Welfare.

Mr Harrington advised the delegates the General Assembly would rotate through six key skill stations as follows:

- Concussion video exercises
- Graduated Return to play
- Concussion App
- Player Welfare resources available to Unions
- Key media messaging re: Player Welfare
- Life-saving skills

16. WORLD RUGBY PRESENTATION

Brett Gosper, CEO/Secretary General of World Rugby welcomed the delegates to the 12th World Rugby General Assembly.

Mr Gosper outlined that these are exciting times for Rugby and welcomed the opportunity to outline World Rugby's major priorities, all of which are drivers of growth during one the most competitive, compelling, inclusive and successful Rugby World Cups to date. Mr Gosper noted that Rugby World Cup 2015 had given unprecedented visibility to Rugby's character-building-values, which were brought to life by players and fans, capturing the imagination of a host nation and inspiring countless more on screens of all kinds around the world.

Mr Gosper advised that Rugby World Cup 2015 had put the Game in the global spotlight like never before and had generated unprecedented global profile and broken new records

in terms of commercial success, reach and engagement for the sport. Mr Gosper noted that Rugby World Cup 2015 was a record breaking tournament with over 2.4 million spectators attending Games, record broadcast audiences across 780 million homes in 207 countries benefiting from a strategy that has aggressively favoured free-to-air over subscription in key emerging Rugby markets.

Mr Gosper reported that the tournament had also set new standards in terms of digital engagement. He outlined that the innovative, creative and extensive use of World Rugby digital and social media platforms has been one of the tournament's many success stories with more than 200 million views of World Rugby social video content, Rugby World Cup 2015 has shown what can be achieved in terms of engaging and inspiring new audiences. Mr Gosper emphasised that World Rugby must now harness this potential to challenge established sports and entertainment products in new markets if Rugby is to become further established as a leading global sport.

Mr Gosper reminded the delegates that the General Assembly in 2009 had shaped the 2010-2020 Strategic Plan which is at the heart of World Rugby's mission to grow the Game and had proven to be a successful blueprint for prosperity and record growth. Mr Gosper advised the meeting that many of the goals set have been achieved and together with a new vibrant and inclusive brand guiding Rugby's journey of emphasis from regulation to inspiration, it is appropriate that the Strategic Plan was reviewed and Rugby recalibrated and stretched its ambitions.

Mr Gosper outlined that Rugby across the world is experiencing unprecedented growth across every continent with 7.2 million men, women and children playing Rugby across the World. He noted that global participation had doubled since 2009, surpassing World Rugby's previous goal of six million players worldwide by 2020. Mr Gosper noted that the World Rugby Get Into Rugby programme has reached more than 620,000 players in 2015 and is on target to achieve one million players ahead of the Rio 2016 Olympics.

Mr Gosper outlined that Rugby is growing in major markets such as Brazil, India, Germany, Russia and in the USA, where Rugby is now the fastest growing team sport. He noted that in Asia, which has 60 per cent of the world's youth, the playing population had grown by 33% over four years. Mr Gosper highlighted that Women's Rugby also continues to grow with 1.77 million women and girls around the world now playing the sport, making up more than 20 per cent of the total number of participants globally which exceeds the target of 400,000 by 2020.

Mr Gosper reiterated that Player Welfare remains World Rugby's number one priority and that World Rugby are leading the agenda in sport by supporting players worldwide with education, prevention and management programmes, which are research-based, driven by leading independent experts and making a difference.

Mr Gosper emphasised that through World Rugby's progressive new brand Rugby is now reaching, engaging and ultimately inspiring new audiences worldwide. He added that as a modern, dynamic and inclusive organization, Rugby was using its values to resonate not only with those who are already members of the Rugby family, but also with those outside the sport.

Mr Gosper noted that it was less than a year to go till Rugby Sevens makes its debut at Rio 2016. He added that there was no doubt Rugby's exceptional global growth has been aided by Rugby's re-inclusion in the Olympic Games, and Unions and had been able to access Olympic Solidarity funding and National Olympic Committee funding.

Mr Gosper noted that World Rugby are focused on ensuring that Rugby makes a compelling debut on and off the field to reinforce the message to the IOC that Rugby is good for the Olympics and the Olympics is good for Rugby.

In conclusion, Mr Gosper encouraged the General Assembly Delegates to take an active part in the Strategic Plan discussions that will help shape the future of our Game.

17. STRATEGIC PLAN 2010 – 2020

Steve Griffiths, World Rugby Head of Organisational Development, presented the meeting, a copy of which is set out in **APPENDIX EIGHT**, with an update on the progress of the World Rugby Strategic Plan 2010 – 2020.

18. WORKSHOP THREE – STRATEGIC PLAN 2016 – 2020

Following the presentation on progress against the World Rugby Strategic Plan to date, Mr Steve Griffiths, introduced Workshop Three – Strategic Plan 2016 – 2020

Mr Griffiths advised the delegates the General Assembly would work at their tables as facilitated workshops to consider the questions as set out in **APPENDIX NINE**. Mr Griffiths noted that the General Assembly feedback would be consolidated into a draft Strategic Plan 2016 – 2020.

19. GOVERNING THE GAME – WORLD RUGBY GOVERNANCE WORKING GROUP

Oregan Hoskins, World Rugby Vice-Chairman and Chairman of the World Rugby Governance Working Group, presented the meeting with an update of the ongoing World Rugby Governance review, a copy of which is set out in **APPENDIX TEN**. Mr. Hoskins outlined to the meeting that the review had a transparent process and the input of all Unions and Regional Associations had been considered.

20. OCEANIA MANDATORY GOVERNANCE PRINCIPLES

The meeting received a presentation as set out in **APPENDIX ELEVEN** from Brent Anderson, Oceania with regards Oceania Rugby Mandatory Governance Principles.

21. GOVERNING THE GAME PANEL

An interactive Forum to discuss improving Governance in the Game was chaired by Mr Will Glenwright. Mr Glenwright was joined on the panel by:

- Oregan Hoskins – Vice-Chairman World Rugby and President of the South African Rugby Union
- Michael Hawker – Chairman of the Australian Rugby Union and World Rugby Executive Committee Member and
- Madeline Lahti – President Sweden Rugby Union
- Pat Aldous – President Rugby Canada
- Brent Anderson – Oceania Rugby Executive Committee Member
- David Carrigy – World Rugby Head of Development & International Relations

22. CLOSURE

In formally closing the 12th General Assembly, the World Rugby Chairman Bernard Lapasset expressed the thanks and appreciation of World Rugby for the attendance and constructive participation of all delegates.

The Chairman emphasised that this is a significant time in the development of the sport and it is exciting to see all of World Rugby members playing an important role in shaping the future, guided by a common vision and mission.

The Chairman As a magnificent, compelling and competitive Rugby World Cup enters its final week, we can reflect on a global celebration of Rugby that has redefined the way that we engage and interact with audiences, the way we package and promote our sport and the way we reach new fans.

The Chairman reminded the General Assembly Delegates that as Rugby looks to the future, the Game must continue to push the boundaries and challenge itself as Rugby consider the next steps in its journey from regulation to inspiration.

The Chairman reiterated that Rugby must harness the opportunities ahead of it through the expanded Sevens World Series, the Sevens debut at Rio 2016 and the next World Cup in Japan 2019.

The Chairman thanked the General Assembly Delegates for their passionate and thought-provoking contributions which once again proved the talent and dedication of all involved in the Game globally.

Bernard Lapasset
Chairman
World Rugby

October 27, 2015

