



## STRATEGIC GOALS 2016–2020

### Protect

Drive player welfare  
best practice

Protect and promote rugby,  
its values, spirit and ethos

### Grow

Increase global  
participation

Maximise commercial values and  
increase the financial sustainability  
of international rugby

### Inspire

Olympic participation is  
successful in every way

Provide strong inspirational  
leadership

Progressive

Modern

Attractive

Dynamic

Inclusive

A background image of two soccer players shaking hands on a grass field. The player on the left is wearing a green jersey and red shorts, while the player on the right is wearing a blue jersey and blue shorts. A red semi-transparent banner is overlaid across the middle of the image, and the word 'Protect' is written in white text on this banner.

# Protect

## 1. Drive player welfare best practice

- 1.1 World Rugby recognised as a leader and pioneer of best practices in player welfare. Concussion prevention and management processes are adopted by all member unions and other sports
- 1.2 Injury incidence in published injury rates 1,000 hours of playing time in the period 2016–20 remains stable (does not get significantly worse (+ 10 percent))
- 1.3 World Rugby player welfare standards are adopted by all adult elite competitions

## 2. Protect and promote rugby, its values, spirit and ethos

- 2.1 World Rugby's Laws, regulations, protocols, and its disciplinary processes are seen to consistently align and are amended to reflect the true values, spirit and ethos of the game
- 2.2 The importance of the values, spirit, and ethos of the game are apparent throughout the global rugby family
- 2.3 Minimal integrity cases with any breaches dealt with swiftly and decisively
- 2.4 Anti-doping processes and procedures identify and target violators who are acting contrary to the spirit and ethos and ensure they are dealt with expeditiously





# Grow

### 3. Increase Global Participation

- 3.1 Registered player numbers continue to increase with an overall target of four million registered players by 2020
- 3.2 Overall, total player numbers reach 11 million by 2020
- 3.3 There is growth in 15s, Sevens and non contact forms of the game
- 3.4 There is growth in accredited coaches (70,000), match officials (25,000), medical staff (2,000) and strength and conditioning coaches (3,500)
- 3.5 World Rugby maintains a strong and engaged network of fans, broadcasters, sponsors, events, and partners and uses it to grow interest and participation in the game
- 3.6 World Rugby demonstrates that it is breaking down barriers to playing the game by providing variations to the game that are inclusive

### 4. Maximise commercial values and increase the financial sustainability of international rugby

- 4.1 Rugby World Cup 2019 delivers a net surplus of 60% of Rugby World Cup 2015
- 4.2 The commercial programme for Rugby World Cup 2019 delivers £210m
- 4.3 World Rugby Sevens Series commercial programme delivers £55m
- 4.4 Revenues from other sources total £20m
- 4.5 World Rugby high performance programme demonstrates an impact on the competitiveness of international rugby



A vibrant scene from the Rio 2016 Olympics showing a group of athletes and children celebrating on a podium. The athletes, wearing colorful tracksuits, are holding up small Olympic rings mascots and making celebratory gestures. The children, dressed in green tracksuits, are also holding the mascots. The background features a large banner with the text 'Rio 2016'. The word 'Inspire' is overlaid in large white letters on a green semi-transparent background.

# Inspire

## 5. Olympic participation is successful in every way

- 5.1 The Olympic rugby competitions in 2016 and 2020 are considered to be one of the best team sport events
- 5.2 World Rugby is considered an essential sport for future Olympic Games and is regarded as a key federation within the Olympic Family
- 5.3 Maximise revenues for rugby through Olympic participation, NOCs and Olympic Solidarity
- 5.4 Maximise the benefit of Olympic participation for all forms of the game

## 6. Provide strong inspirational leadership

- 6.1 World Rugby demonstrates that it is a global leader in sport and its governance processes are agile, dynamic and driven by best practice
- 6.2 Regional Associations and Unions demonstrate that they are incorporating best practice governance and financial management processes
- 6.3 Lead a review of the international tours schedule and ensure that there is a global season structure that provides a flow from club and regional competitions to the international game
- 6.4 The World Rugby organisation and its employees are aligned and are seen to be operating at their highest performance capability as they deliver service to member unions and regional associations, as considered by EXCO
- 6.5 World Rugby is seen as a leader in sports education, sports medicine, integrity, and employees of World Rugby are seen as leaders in their field
- 6.6 Other sporting federations adopt World Rugby processes