

SUSTAINABILITY REPORT 2024



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BUILDING RESILIENCE

WITHIN OUR RUGBY COMMUNITY

World Rugby exists to grow and improve our sport, making it more relevant and accessible for the benefit of participants, fans, member unions, and partners alike.

As chair of this global movement, it's my privilege to introduce this Sustainability Report – World Rugby's first and a reflection of our commitment to shaping a better future for rugby with purpose and courage. This report isn't just a record of progress; it's a statement of our shared ambition to create a sport that thrives today and inspires for generations to come.

The challenges we face – as a sport and a society – are complex. Climate change poses significant risks, including existential threats to many of our unions. Tackling these challenges requires bold, thoughtful,

and collaborative action. Rugby, with its diverse voice, inspiring personalities, and core values of integrity, solidarity, and respect, is well-placed to drive meaningful change.

This past year has seen important steps forward. We've strengthened governance to broaden representation on our decision-making structures and ensure that transparency and accountability guide every decision. We've embedded social impact initiatives in our flagship tournaments, supporting communities and fostering inclusivity at every level of the game. And importantly, we've made tangible progress in addressing rugby's environmental impact, helping to secure a more resilient future for our sport.

While this report celebrates significant achievements, it's also a reminder of the work still to be done. The

challenges are real, but so too is our resolve to be part of the solution. Together, we have the opportunity to create a future where rugby thrives both socially and economically while protecting the natural environment that sustains us all.

Let these pages not only highlight what we've accomplished but also inspire everyone in our rugby community to join us in building a brighter, more sustainable future for the sport we love.

Dr. Brett Robinson
World Rugby Chair



ENVIRONMENTAL

80%

of all team journeys made by train or bus during Men's Rugby World Cup 2023 as per tournament policy



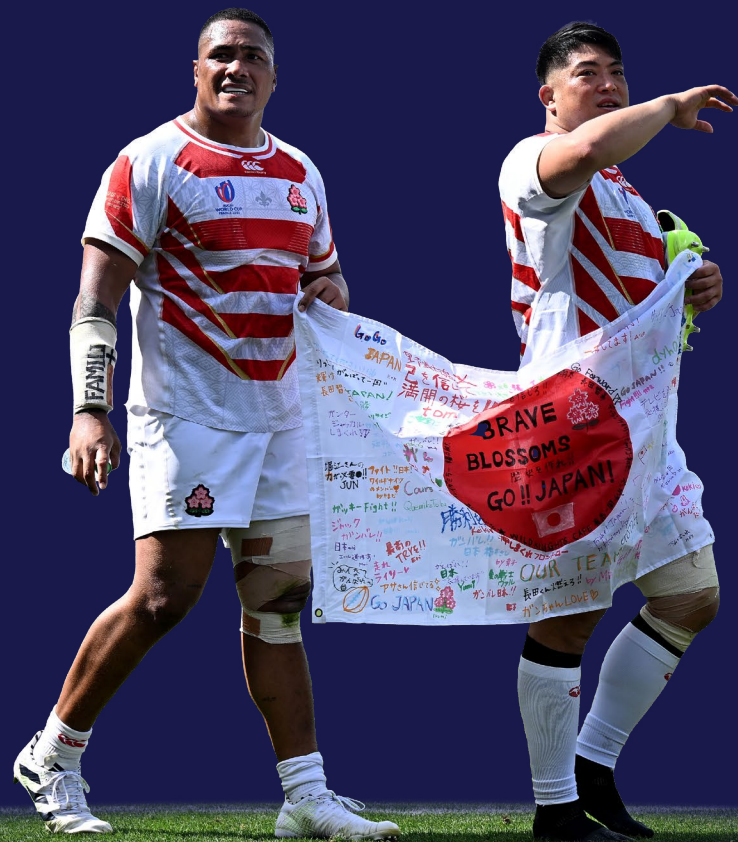
84%

of in-city fan travel during Men's Rugby World Cup 2023 via low-carbon mobility



Japan Rugby Football Union

became the first World Rugby member to sign the Sports for Climate Action Framework



SOCIAL



30

Grassroots to Global forums and masterclasses, engaging 500 female rugby leaders ahead of Women's Rugby World Cup 2025



160,000

people benefitted from Men's Rugby World Cup 2023 social impact programmes



£1.3m+

raised to date with ChildFund Rugby, impacting more than 76,000 children

32

female coaches supported by the Gallagher High Performance Academy since 2023



More than **40%**

of rugby's 500 million fanbase are female



OUR SUSTAINABILITY PROGRESS

GOVERNANCE



1st

Joint-first in ASOIF's International Federation governance review



133

World Rugby members reflect global spread of the game



80%

of all World Rugby members report having a sustainability and/or Diversity and Inclusion plan in place



Improved female representation across the organisation:

38%

of World Rugby Council members (up from 32% in 2019)

42%

of Executive Board members (surpassing our target of 40% women on World Rugby committees and boards)

50%

of World Rugby employees are women





ENVIRONMENT | SOCIAL | GOVERNANCE

PROTECTING OUR FIELD OF PLAY

As climate change and other major environmental risks affect societies worldwide, rugby communities are not immune and are already experiencing their impacts, from extreme temperatures and more frequent floods and droughts, to rising sea levels and more intense storm events.

This urgency places a **responsibility on rugby to minimise its negative environmental footprint** and embrace positive actions in an effort to safeguard not just the future of rugby but of the planet. >>

Contributing to the following UN Sustainable Development Goals



In response, we introduced the World Rugby Environmental Sustainability Plan 2030 – a commitment to foster a healthier and more sustainable future for our sport and its communities worldwide.

The plan outlines key areas for environmental action across three priority themes: climate action, circular economy and protecting the natural environment.

Climate action efforts focus on minimising carbon emissions, adapting practices to align with the 2015 Paris Agreement, and advocating




for climate awareness through rugby’s broad platform, especially in vulnerable areas of the globe such as the Pacific Islands, where communities already face severe and even existential climate risks.

The **circular economy** theme addresses issues around consumption including better waste management and reducing single-use items like plastic, while **natural environment protection** aims to preserve and promote ecosystems, avoid harm through understanding supply chain impacts, and how rugby can make space for nature.

Structured around four pillars – governance, addressing our direct impacts, delivering and supporting sustainable rugby events, and promoting sustainability through education, advocacy and knowledge sharing – World Rugby’s plan provides a clear framework that aligns with our sport’s core values such as solidarity and respect.

Rugby in a +2°C world

Whether on the pitch, training ground or in the stands, rugby will be increasingly impacted by climate change – as some of the key findings of a recent report show that:

-  **80%** of rugby nations studied face an increase in frequency and intensity of heavy precipitation and flash floods
-  **60%** will experience more than 10 additional days of extreme heat each year
-  **11%** of major stadiums studied will be exposed to an annual submersion risk

To discover more and recommended steps to help minimise the impact, see [Rugby and Climate Change](#)



PROGRESS TO DATE



CLIMATE

To cut our carbon emissions, we implemented a group-wide travel policy and an online booking platform, which was also designed to enhance staff welfare and reduce costs.

The impact of climate change on our sport was laid bare by a landmark report we produced in June 2024, Rugby and Climate Change, and with the support of Capgemini we developed a carbon reporting tool tailored for events to support forecasting, management and reduction efforts.

“



Tackling climate change is not a ‘nice to have’. It is an existential threat to the game we love.

David Pocock
Australian senator and former professional rugby player

”



RESPONSIBLE RUGBY WORLD CUP

Our landmark event, Men’s Rugby World Cup 2023 in France, marked an historic milestone as the first tournament to feature ambitious environmental targets and a public carbon footprint, embedding sustainability as a core principle for future events.



SOURCING AND NATURE

Building on this momentum, we launched a Sustainable Sourcing Framework and introduced the Rugby for Nature Toolkit, empowering the rugby community to actively engage in biodiversity protection and promotion.



ENVIRONMENT | **SOCIAL** | GOVERNANCE

A GAME FOR EVERYONE

World Rugby's core values of **discipline, integrity, passion, solidarity and respect** uphold the idea that rugby is a game for everyone – regardless of background or physical attributes – and underpin its mission to grow the global rugby family. >>



Contributing to the following UN Sustainable Development Goals



Our approach of an inclusive sport for all is central to rugby’s commitment to diversity, equity and inclusion (DEI) – encapsulated as **#RugbyForAll** – to ensure the sport remains accessible to all wishing to get involved, be it as a player or a fan, a coach, match official or administrator.

World Rugby and its regional partners play a critical role in breaking down barriers, challenging biases and promoting a safe and welcoming environment for everyone at all levels of the game, from community clubs to high performance competitions.

The benefits of embracing diversity and fostering inclusion are substantial, from enhancing personal health, well-being and cross-cultural understanding, to broadening the sport’s reach and increasing its commercial appeal.

To advance our DEI goals, we have taken an active stance against discrimination through policies, training and governance reforms. Close collaboration with organisations like ChildFund Rugby, World Wheelchair Rugby and International Gay Rugby underscore this commitment, while social media campaigns like ‘Rugby is my Pride’ and ‘The Unstoppables’ share stories of

Global rugby participation contributes



US\$8.4bn

in value to society based on a range of health, social and economic factors



US\$1.5bn

in healthcare savings, helping to reduce breast cancer, child obesity, heart disease and mental illness

To discover more, see the [Global Value of Grassroots Rugby](#)



resilience, diversity and inclusion from around the world.

These efforts demonstrate the intersectionality of our sport and highlight rugby’s role as a unifying force. World Rugby is committed to fostering an **inclusive, safe and respectful environment** – in our places of work as well as on or off the field of play, be it for staff, players, fans, match officials, coaches or others – ensuring that everyone involved in the sport can participate meaningfully in a supportive and welcoming space.

“



Using the power of our sport and its values to both grow the game and support critical learning for young people is a key strategy in bringing the game to new communities in new ways.

Alan Gilpin, Chief Executive, World Rugby

”

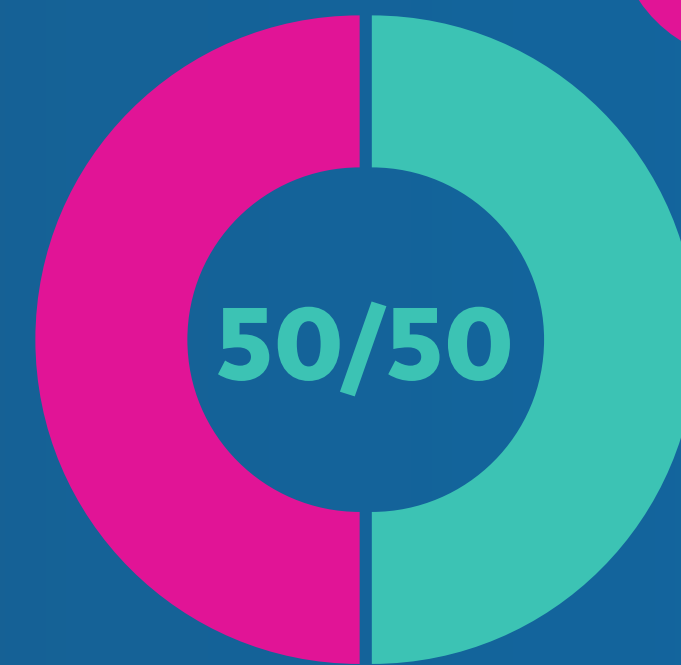




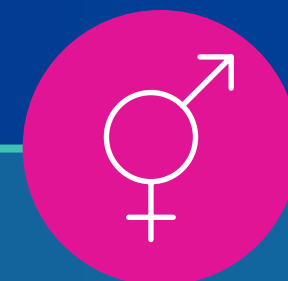
PROGRESS TO DATE

DIVERSITY, EQUITY AND INCLUSION

We introduced new strategies to prioritise and support the welfare of World Rugby staff and engaged with external experts to undertake a comprehensive DEI survey which led to a development of a targeted DEI action plan to further embed diversity, equity and inclusion within our organisation and the sport.



gender split at World Rugby staff and management levels



SOCIAL IMPACT

World Rugby developed social programmes for key events, including Men's and Women's Rugby World Cups, and launched the Impact Beyond 2025 legacy programme for England 2025. We also collaborated with partners to amplify the social impact of our sport.



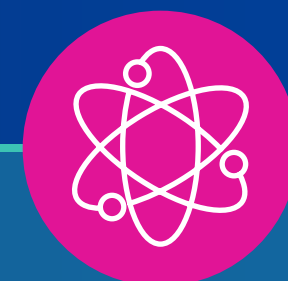
5,000

girls will get opportunities to play through Impact Beyond 2025



£1.3

million has been raised through our partnership with ChildFund Rugby



A PROGRESSIVE AND DIVERSE ORGANISATION

Since 2015, World Rugby has **embarked on a journey of reform** to expand and enhance its governance structures to create a more dynamic and diverse environment, emphasising broader representation for unions and regions, improving gender balances and athlete input, alongside independent, skills-based perspectives. This evolutionary journey included a 2020 independent review which continues to improve governance practices based on best standards. >>



Contributing to the following UN Sustainable Development Goals

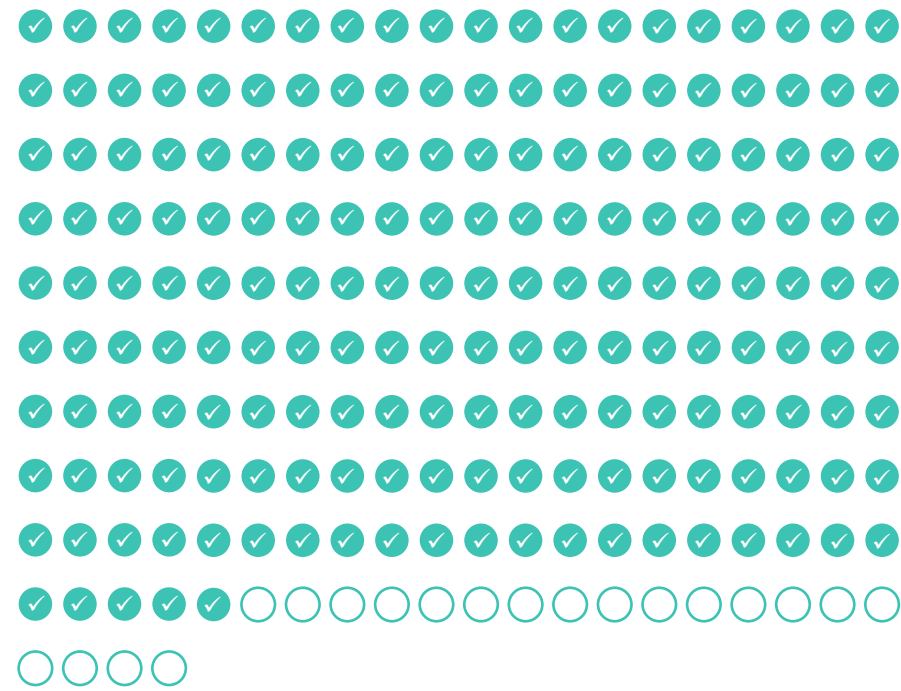


World Rugby’s decision-making bodies include the Council, Executive Board and various associated committees, each playing a key role in shaping the direction, regulation and promotion of the sport worldwide.

The World Rugby Council serves as the organisation’s highest decision-making body, responsible for major rulings, including Rugby World Cup hosting and membership changes. A milestone in the Council’s structure occurred in 2017 with the addition of 17 female members, aligning with the Women’s Plan 2017-25 to advance gender equality within rugby.

The Council now comprises 52 members (38 per cent of which are female), ensuring every member union has a voice – either directly through a seat on Council or through their respective regional association’s Council member – reflecting the organisation’s commitment to inclusivity. >>

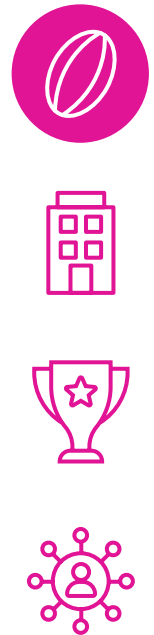
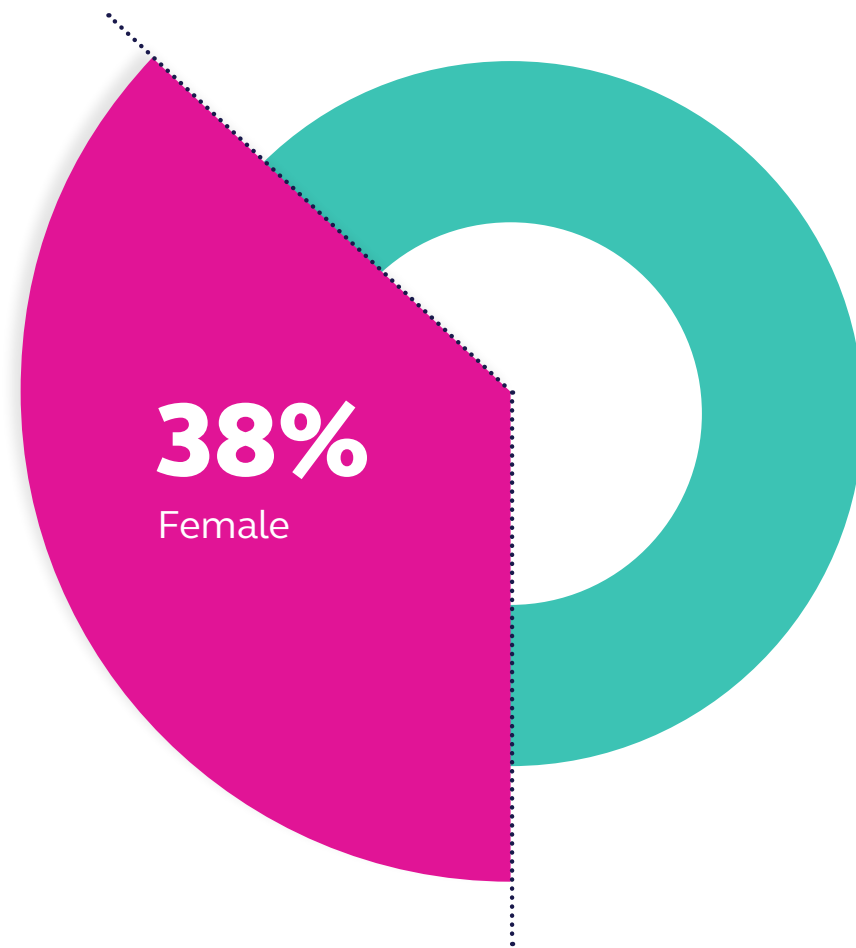
World Rugby scored



219 out of 240 points to be recognised as the joint-best governed International Federation by ASOIF’s governance review in 2024



World Rugby Council members



PROGRESS TO DATE

HEARING THE PLAYERS' VOICE



With the addition of Rob Kearney and Melodie Robinson onto World Rugby's Executive Board as athlete representatives from International Rugby Players, players have a much greater voice than before in the major decisions shaping the future of the sport.

STRENGTHENING GOVERNANCE FOUNDATIONS



We continue to support regional associations and unions with governance matters through targeted workshops, funding and tools. Global representation, gender diversity and independent voices across World Rugby governance structures have been greatly enhanced and a **World Rugby Events and Media Sustainability Framework** has been developed and implemented to further embed key ESG (Environmental, Social, and Governance) principles and themes across future tournaments and activities.

The 14-person World Rugby Executive Board is made up of the World Rugby Chair, Vice-Chair, members elected by Council, independent members, athlete representatives, and the World Rugby Chief Executive. It manages strategic planning and policy oversight for World Rugby's goals. Elections in November 2024 saw former players Brett Robinson from Australia elected as the international federation's Chair and Jonathan Webb of England as Vice-Chair. As of January 2025, 12 of the 14 Executive Board members had been appointed, including five (42 per cent) female members and two athlete members.

Supporting these bodies, our committees focus on a range of topics influencing the sport, from player welfare to regulatory compliance, men's and women's high performance across 15s and sevens, athletes, regions, the professional and community games, anti-doping and others.

In 2020, in line with the governance review and reforms, committee structures were redesigned to **enhance global and gender representation**, including increased participation from players and coaches. In 2024, we also updated the World Rugby Integrity Code and appointed our first Ethics Officer to oversee it.

Following the fabled creation of the game in 1823 when William Webb Ellis picked-up the ball and ran with it, the evolution of rugby's laws has been overseen by World Rugby since the establishment of the federation in 1886 (then known as the International Rugby Football Board) and remains central to the organisation's mission.

Amendments to bye-laws, regulations or the laws of the game require a three-quarters majority from the Council, ensuring rigorous review and broad consensus as rugby adapts to a modern, global stage and strives to make the game safer and more entertaining.





World Rugby as an **ORGANISATION**

In this section of the report, we reflect on our impact as an organisation, which covers our day-to-day activities at our offices in Dublin, London, and Sydney, as well as the work of our staff wherever they operate.

MANAGING OUR ENVIRONMENTAL IMPACT

In the following chapters, we delve into the steps we've taken – and plan to take – to reduce rugby's environmental impact through major events and the broader rugby community. However, we recognise that responsibility begins with us.

That's why we've implemented measures to align our operations with the three pillars of the World Rugby Environmental Sustainability Plan 2030: climate action, circular economy, and protecting the natural environment. »



Our estimated carbon footprint 2016-19

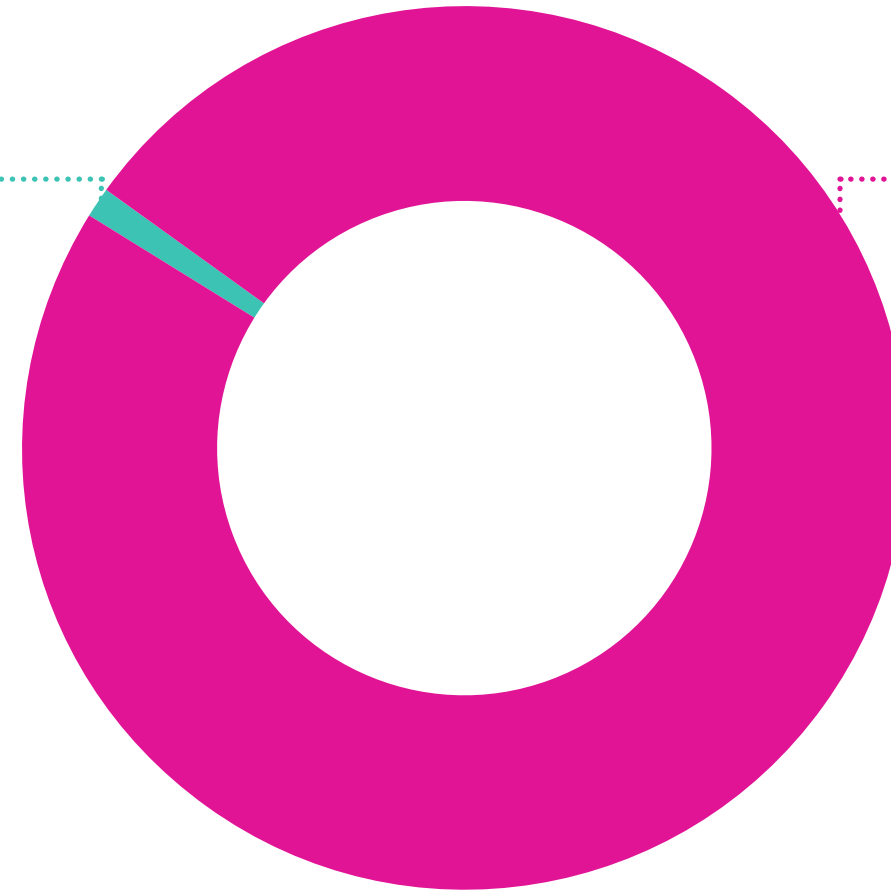
As part of the climate action pillar of our plan, we undertook an initial baselining exercise in 2022 to better understand our average annual carbon footprint across the period 2016-19 for day-to-day organisational operations and event related activities.

Using available historic data and assumptions, the estimated average 2019 footprint was just fewer than one million tonnes of carbon equivalent (just over 998,000tn/CO2e), broken down as follows:

Organisational activity: **5,493.82tn/CO2e**
(<1 per cent of overall emissions):

- Scope One: 0.97
- Scope Two: 50.73
- Scope Three: 5,442.12*

*of which business travel (flights, hotels, transportation) represented 5,354.32 (98 per cent of organisational emissions).



Event activity*: **992,747tn/CO2e**
(>99 per cent of overall emissions)

*averaged out over a four-year cycle from 2016-19 to include Men's and Women's Rugby World Cups, Rugby World Cup Sevens, HSBC SVNS Series, and emission estimates arising from fan travel.

Our carbon footprint

In 2023, following a period of rapid transformation and expansion of the World Rugby business and event delivery model, tripling office locations and headcount, and mindful of data gaps in the original 2019 baseline exercising, the opportunity was taken to further refine our carbon footprint calculations to reflect our evolving approach.

While this growth is reflected in our carbon footprint, it also provides us with greater control and influence to drive reductions and implement

positive change more quickly, at scale, and with greater impact. Our 2023 carbon footprint calculation was independently verified by One Carbon World.



OUR 2023 CALCULATION

World Rugby's total carbon footprint for the calendar year 2023 was calculated to be

833,103 tn/CO2e



97%

808,000 tn/CO2e

97% was related to fan travel and accommodation at Men's Rugby World Cup 2023

3%

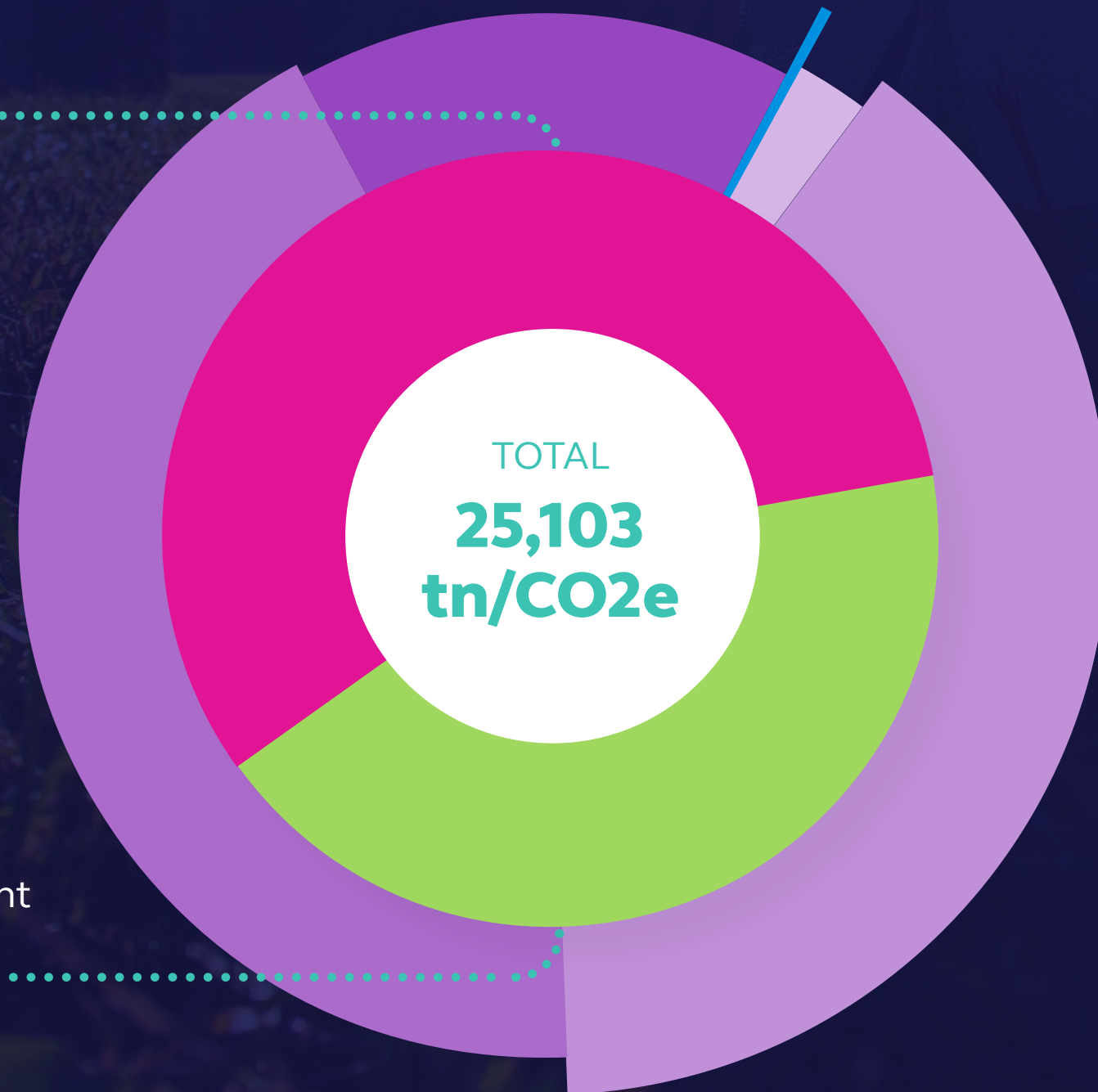
The remaining 3% of our emissions are illustrated below, split between organisation and events, and Scopes 1, 2 and 3

Organisation
14,231 tn/CO2e

1.7% of total footprint

Other events and tournaments
10,872 tn/CO2e

1.3% of total footprint



Scope 1 & 2

111 tn/CO2e

SCOPE 1 - 61 TN/CO2e

Natural gas Refrigerants

SCOPE 2 - 50 TN/CO2E

Electricity purchased

Scope 3

24,992 tn/CO2e

Purchased goods and services (organisation) 15.5%

Purchased goods and services (events) 42.8%

Employee air travel 39.2%

Other 2.1%

Downstream leased assets

Upstream and downstream transportation

Employee commuting

WTT natural gas

Waste

Employee home working

Transmission and distribution line loss

Employee taxis

Water



Reducing the impact of our travel

By virtue of being an international federation with a global reach across six regional associations and 133 member unions, travel is a key and unavoidable component of World Rugby operations and tournament delivery.

While the COVID-19 pandemic supported a transition to more virtual and hybrid ways of working, travel remains a sustainability challenge – economically, environmentally, and socially – for staff, teams, fans, and other stakeholders.

In 2024, World Rugby introduced an **updated travel policy** aimed at reducing the emissions and impact of our required travel. The policy review carefully considered sustainability alongside cost and welfare. A key change was the decision to increase the minimum travel time requirement for eligibility for a business class flight by 25 per cent, which will lead to further reductions in travel-related emissions.

This policy has further helped an important cultural and behavioural shift within the organisation given travel impacts.

Sustainability was also one of the top criteria when procuring a new travel management company, a process which has recently completed. We have implemented an updated booking process, including online booking and the ability to display projected emissions at the point of booking, raising awareness and encouraging travellers to choose lower-impact options.

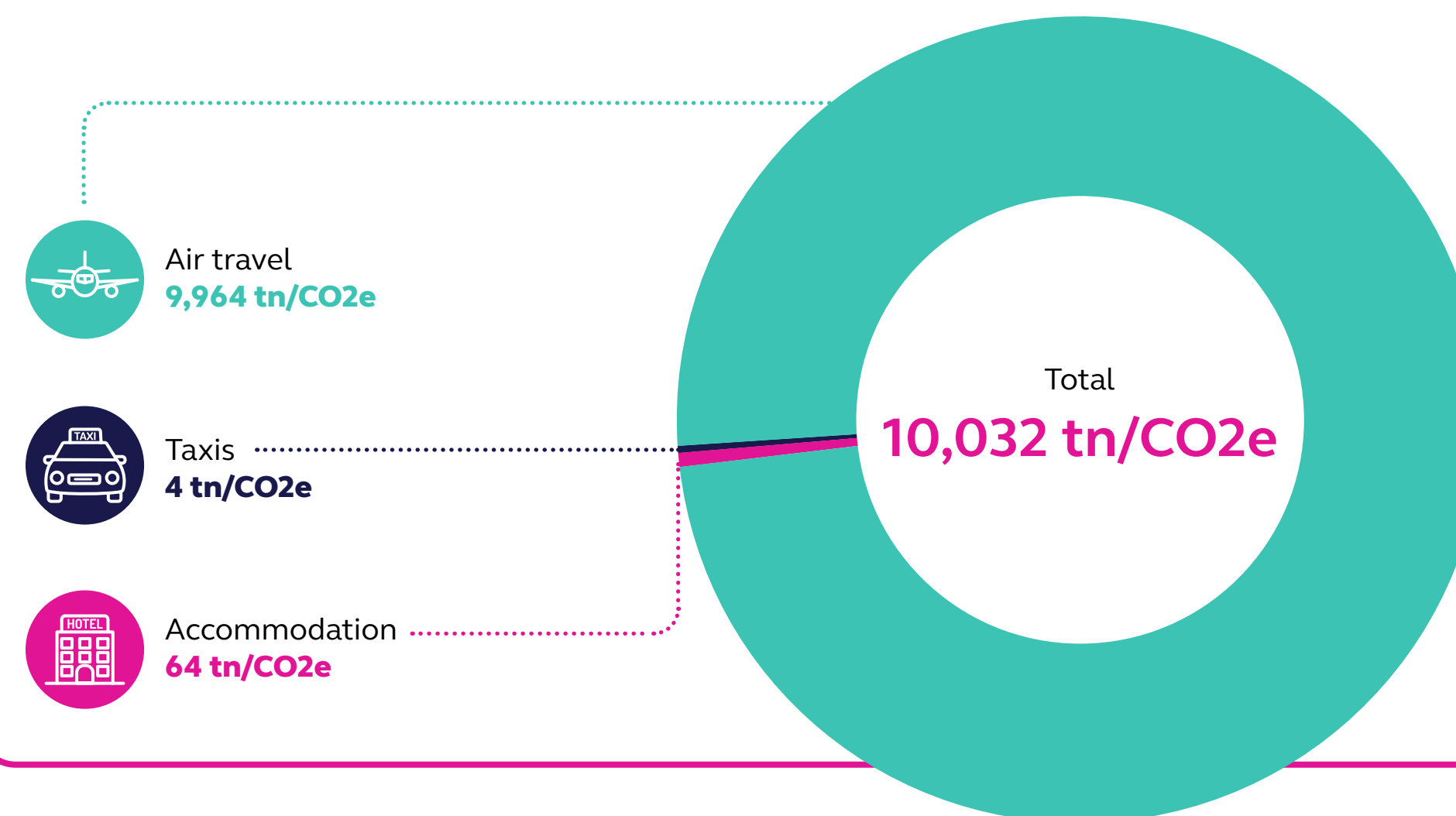
Travellers can also choose and book rail options through the online

booking platform, including where those options would lead to lower emissions than an equivalent flight.

Additionally, the travel team reports emissions data as part of a quarterly management pack which is reviewed by the senior leadership Team, reinforcing the focus on sustainable practices.

Employee travel and accommodation

Employee travel and accommodation accounted for 69.2 per cent of World Rugby's organisational emissions but just 1.2 per cent of its total emissions, including events, according to a carbon inventory undertaken in 2024 in conjunction with Deloitte and supported by the International Olympic Committee (IOC).





Making more sustainable sourcing decisions

In line with our wider business transformation and strategic decision to directly manage the preparation and delivery of our major events, such as Men’s and Women’s Rugby World Cups and HSBC SVNS Series, we have centralised our procurement function.

This structure allows a dedicated procurement team to enable the

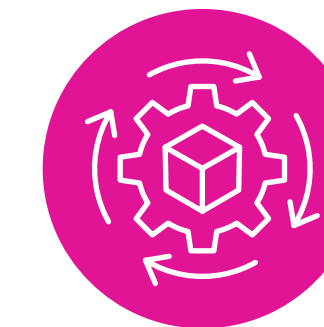
business to identify and work effectively with the third-party suppliers we need to support our programmes and objectives, deliver our tournaments and events, and grow the game.

We do that by identifying suppliers that share our values, meet the technical requirements of the scope of services and demonstrate value for money, without creating unnecessary risk or bringing the business or game into disrepute.

Our Sustainable Sourcing Framework targets four main objectives:



Identify and prioritise sustainable sourcing



Reduce environmental impact through the supply chain



Support ethical labour practices and social responsibility



Enhance World Rugby’s reputation as a sustainability leader

Sourcing sustainably is a key part of our approach and the procurement team is tasked with ensuring fairness, transparency, and adherence to sustainability criteria.

In January 2024, World Rugby established a Sustainable Sourcing Framework to guide purchasing decisions by focusing on environmental sustainability and responsible supply chain management.

Developed in collaboration with Capgemini, one of World Rugby's Global partners, the framework consists of two main components: a **'heatmap'** to help identify and prioritise sustainable sourcing issues based on the goods and services being procured, and detailed **'factsheets'** to raise awareness about those topics, highlight best practices, and provide questions to ask both ourselves as the buyer and potential suppliers as part of the procurement process.

The heatmap analyses different spending categories (e.g. facilities, travel, food, logistics), indicating which sustainability topics require specific priority and attention.

Topics are categorised according to the key themes in our Environmental Sustainability Plan 2030 as well as specific topics related to supply chain transparency and due diligence.

The factsheets provide departments and colleagues with information on risks, relevant legislation, and key sustainable sourcing topics. They prompt teams to evaluate the necessity of each purchase and consider alternatives. If a purchase is deemed essential, departments are guided to assess the impact and ask suppliers specific questions regarding product details, supply chain, and impact as part of the procurement process.

Initially designed as an internal document, the World Rugby

Sustainable Sourcing Framework has since been shared with member unions to support their sustainable procurement efforts. The next step is to evolve the framework into a formal Sustainable Sourcing Code that suppliers must adhere to, further embedding responsible practices across our supply chain.



CASE STUDY

SUSTAINABLE PROCUREMENT IN PRACTICE

For the upcoming Women’s Rugby World Cup 2025 in England, we have applied **rigorous standards** to our uniform procurement process.

Recognising that uniforms carry brand significance and ethical responsibility, we examined the impact of our requirements across the supply chain – from material selection to manufacturing, packaging, and end-of-life/ circular solutions. Bidding suppliers were assessed on supply chain transparency, labour practices, and environmental impact to ensure alignment with the framework.

In line with our values and vision for the tournament, we are working with the identified supplier to create a bespoke uniform that showcases the tournament brand and will fit a diverse workforce, offering specific female cuts, a range of male

and female size options, and waterproof fabrics. The supplier will also provide a virtual sizing technology solution to reduce the need for uniform swaps, returns, and excess stocking.

Similarly, the sourcing of medals was handled with a strong focus on ethical considerations paying close attention to the risk of conflict minerals, an issue that can arise when metals are sourced from regions plagued by unethical mining practices or human rights violations.

Suppliers were evaluated not only on their ability to deliver quality products but also on their adherence to responsible mineral sourcing standards and supply chain transparency.

In addition, World Rugby took an inclusive step by partnering with a women-owned local business to

support the delivery of the Women’s Rugby World Cup’s procurement programme. This collaboration did more than just fill a role – it symbolised World Rugby’s dedication to fostering gender diversity within its supply chain.

Having a female-led team involved in procurement not only enhanced representation but also emphasised World Rugby’s commitment to empowering women-owned businesses in sport.



SUPPORTING WORKPLACE BEHAVIOUR CHANGE

We developed a Sustainability Guidance handbook to help our staff embrace their role as sustainability champions. Recognising that our colleagues are regularly working behind the scenes and our offices often serve as the first impression for our stakeholders, we emphasised the importance of leading by example in sustainability.



Cancellation of bottled water orders and installation of filtered water units



Improved waste segregation streams (compostable, recyclable, glass, aluminium, electrical, batteries, clothing etc.)



Removing individual under-desk waste baskets to reduce plastic bag use and encourage movement as well as waste reduction



Collaboration with local caterers and a local coffee shop to incentivise use of recyclable cups and avoid/reduce single use plastics, cups and other items



On-demand provision of generic staff clothing to support a reduction in branded clothing requirements for tournaments/events



Staff clothing and equipment initiatives with collection and redistribution partner [SOS Kit Aid](#)



Use of green energy provider, smart lighting and water, reduced temperatures for heating



Signage and communications to encourage energy conservation



Support for active travel and public transport options



Reduction in car parking space to provide increased and improved bicycle and end-of-journey facilities



Provision of eco-friendly water bottles and coffee cups to all staff

Small changes in workplace behaviour can collectively make a significant impact on getting our shared objectives “over the line” for a better game, society, and planet. To engage our team, we posed a question: How many ‘Rs’ are in ‘Sustainable Rugby’?

The answer? Nine! Reduce, Refuse, Reuse, Replace, Rethink, Repair, Repurpose, Recycle, and lastly, the ‘R’ in ‘Rugby’ itself.



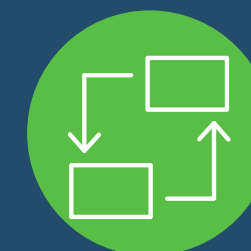
REDUCE



REFUSE



REUSE



REPLACE



RETHINK



REPAIR



REPURPOSE



RECYCLE



RUGBY





FOSTERING DIVERSITY AND EMPLOYEE WELL-BEING

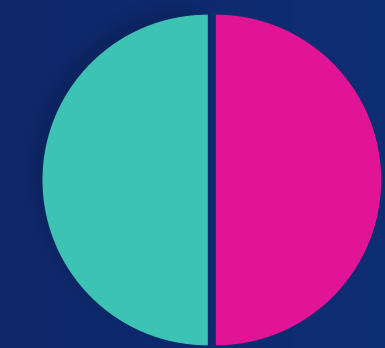
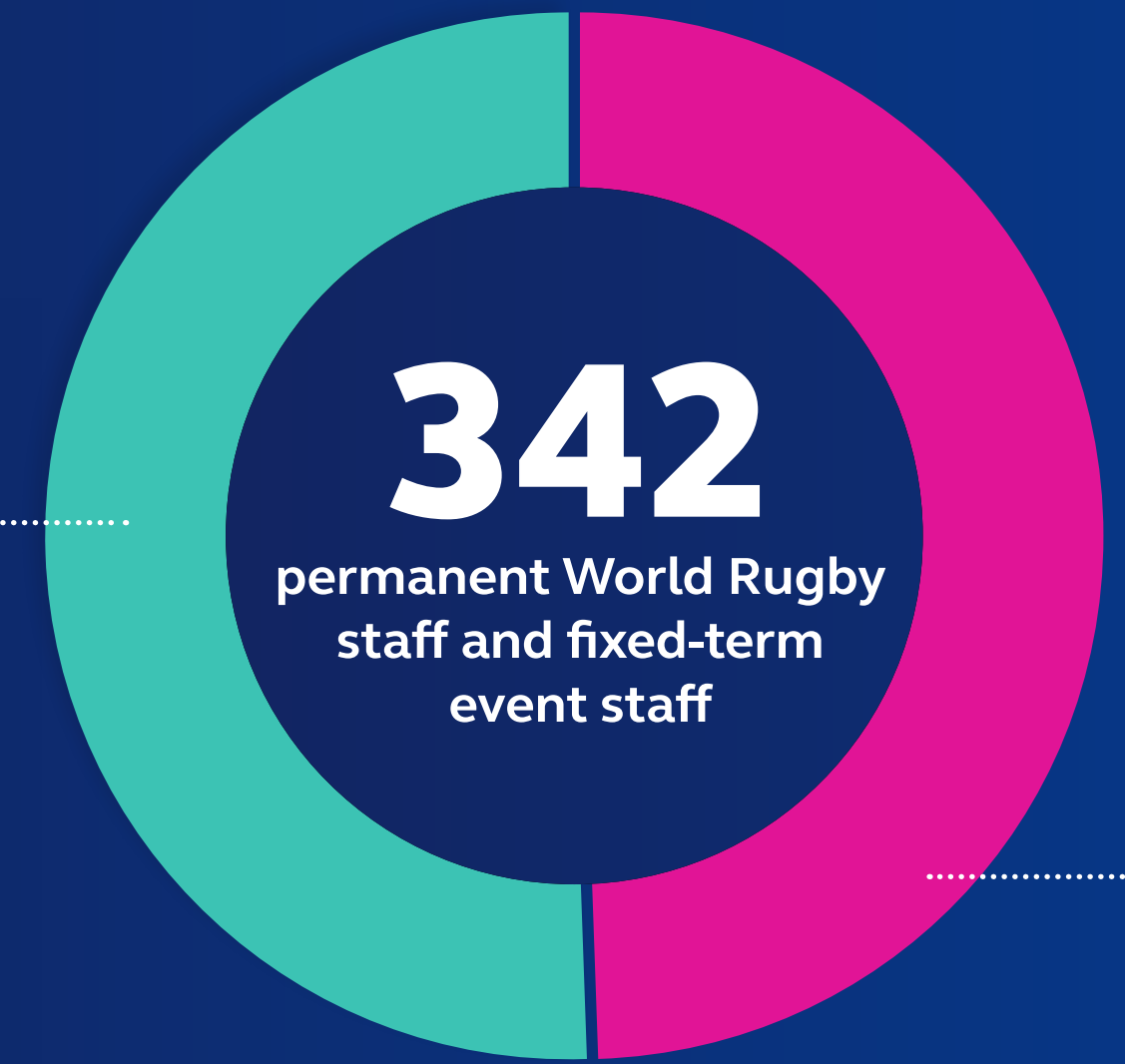
In order to deliver on the opportunities linked to the transformation of our business and event delivery model, a rapid expansion of the organisation was necessary. >>

While this growth did bring a further degree of diversity, it could not be assumed. In early 2024, we conducted our first internal diversity, equity, and inclusion (DEI) survey to better understand colleagues' backgrounds and experiences, their understanding of DEI topics and available support and, importantly, how we could improve representation and ensure that everyone at World Rugby feels supported, included, and empowered.

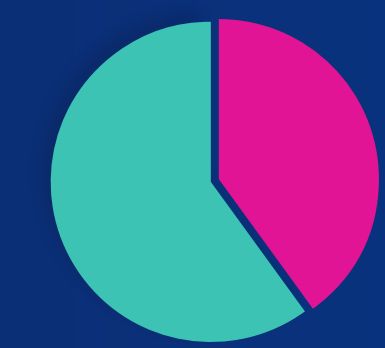
The survey achieved a 90 per cent response rate from colleagues and informed the creation of several Employee Resource Groups (ERGs) to support underrepresented groups within the organisation. These include the Women in Rugby ERG, LGBTQ+ Pride ERG, Access ERG, Global View ERG, and Carers ERG.

We also collaborated with the National Centres for Diversity in the UK and Ireland to deliver training for staff, senior leaders, and ERG chairs, aiming to build a more inclusive workplace.

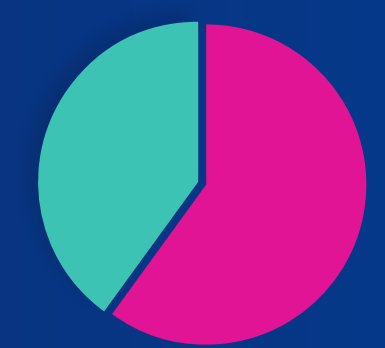
DIVERSITY IN NUMBERS



50/50
gender split
at senior
manager level



60/40
gender split at
director level (in
favour of men)



40/60
gender split
at specialist
professional
level (in favour
of women)



CASE STUDY

OVERCOMING BARRIERS TO RUGBY LEADERSHIP

To complement existing resources, such as the [Balancing the Board](#) toolkit to help increase women’s representation on rugby boards, ChildFund Rugby’s [Grassroots to Global Forums](#) and the [Gallagher High Performance Academy](#) (GHPA) are collaborating to promote gender diversity and inclusion in rugby ahead of Women’s Rugby World Cup England 2025.

The Grassroots to Global Series focuses on empowering emerging female leaders in community rugby through forums held worldwide, each involving 30-35 participants. These forums emphasise leadership development, action planning, and fostering networks to overcome barriers in rugby leadership.

As part of World Rugby’s Impact Beyond 2025 Programme around England

2025, more than 30 forums and masterclasses will take place globally, culminating in a final event before Women’s Rugby World Cup. Since its inception, Grassroots to Global has reached nearly 500 leaders, with successes including the establishment of Cambodia’s first women’s rugby clubs.

Simultaneously, the GHPA enhances elite coaching development, aiming to increase female representation in high-performance roles.

The first forum of the 2025 series took place in Vancouver, coinciding with WXV 1, a premier women’s rugby competition established in 2023. This event included a groundbreaking masterclass delivered by GHPA coaches Carolyn McEwen and Maz Reilly, engaging young female leaders from across Canada.

By blending grassroots empowerment with elite coaching development, the initiative creates a pipeline for female participation in rugby, addressing findings from earlier forums that highlighted the critical role of female coaches in driving inclusivity and participation.



An holistic approach to employee well-being

Our sustainability strategy’s success relies heavily on our staff’s ability to bring it to life. We understand that empowering, supporting, and valuing our team members are essential steps to ensure they feel safe and motivated to achieve our strategic sustainability objectives.

In early 2024, World Rugby formed a cross-departmental working group focused on enhancing staff welfare and going beyond traditional mental and physical wellness, striving to create an holistic approach that fosters psychological safety for all employees.

The working group has actively developed employee research groups, initiatives, and internal communities within World Rugby. Meeting regularly, the group benefits from the endorsement of senior leadership and the assistance of volunteer Champions who help advance its goals.

A comprehensive strategy was developed and launched, centring on four key pillars:



Physical well-being



Mental well-being



Financial well-being



Emotional well-being





INCLUSIVE, VALUES-DRIVEN ACTIVITIES

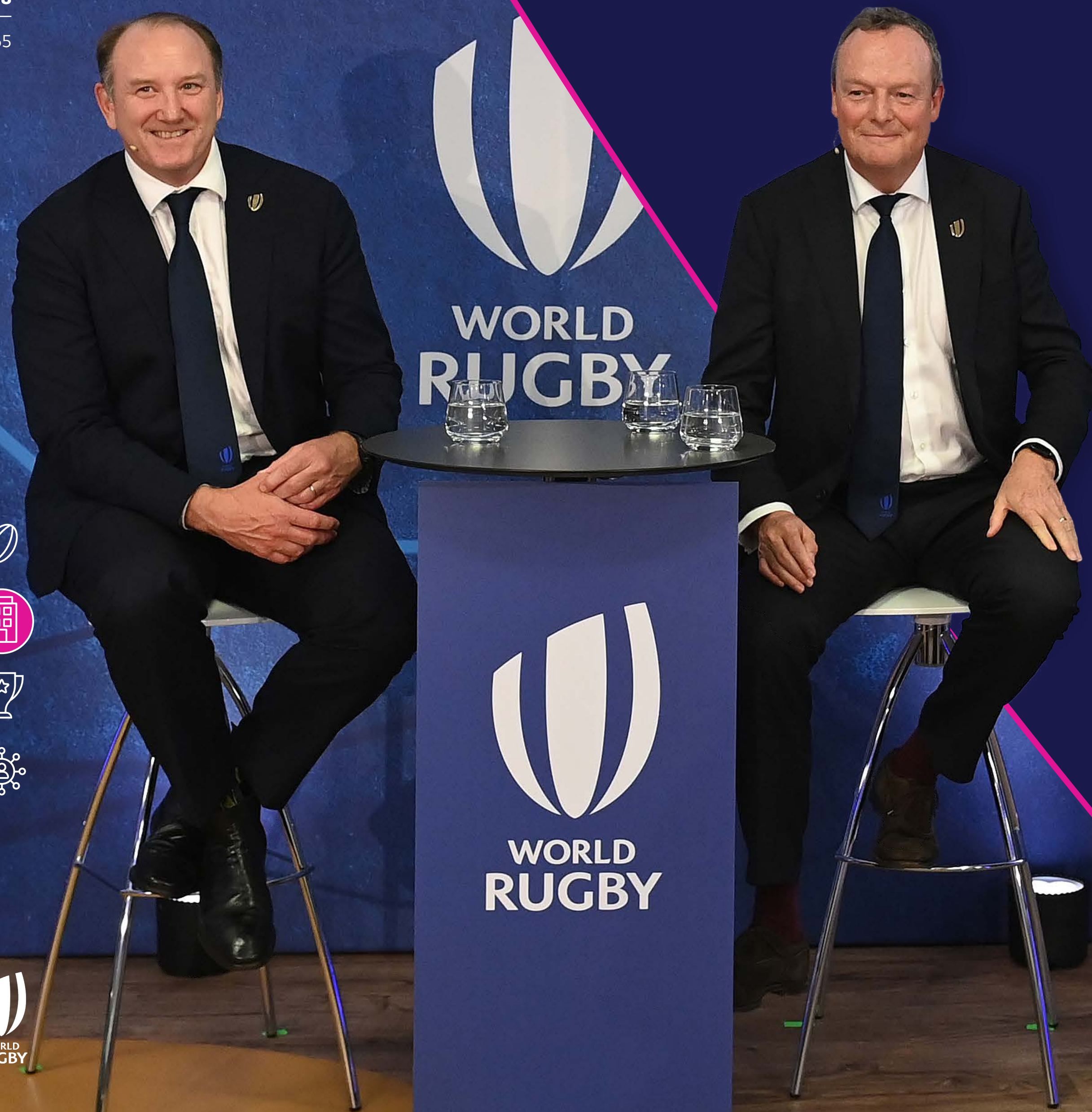
Get Into Rugby PLUS is a sport for development programme supported by World Rugby and jointly implemented by Oceania Rugby, Fiji Rugby Union, Lakapi Samoa, UN Women, and ChildFund Rugby, with

co-funding from multiple partners including the Australian Government and the European Union.

Building on World Rugby's Get Into Rugby initiative, it combines rugby training

with life skills education to **promote gender equality, challenge stereotypes, and prevent violence**, with gender-based violence a focus. The programme engages boys and girls in inclusive, values-driven activities led by trained male and female coaches, fostering respect, confidence, and resilience.

Since its launch in the Pacific region, it has empowered players and coaches alike to become proactive advocates for equality and non-violence, with measurable impacts in Fiji and Samoa.



A LEADER OF GOOD GOVERNANCE IN SPORT

World Rugby has been recognised once again as a model of good governance by the Association of Summer Olympic International Federations (ASOIF).

In its fifth annual review (2023-24) of International Federation (IF) governance, ASOIF placed World Rugby in the top A1 bracket alongside six other leading organisations, with a moderated score of 219 out of a possible 240. >>



Joint-first ranking among 32 international federations



21% increase in points from 2021-22 (181)

Our ranking as joint-highest among the 32 federations highlights our commitment to progressive governance. Key advancements noted in the review include the formal implementation of a safeguarding policy and an enhanced integrity code, ensuring a safe and transparent environment across all levels of our sport.

We were also commended for offering extensive training and education programmes for players, parents, coaches, match officials, medical support, and administrators. Additionally, our comprehensive risk management process, involving dedicated staff and oversight from the Audit and Risk Committee and Executive Board, was recognised.

The review further acknowledged our proactive approach to sustainability and accountability, with the introduction of a due diligence process for suppliers and third parties.

Forward-thinking approach

We achieved the joint-highest score of 34 out of 40 on 10 new indicators introduced by ASOIF for this review period, reflecting our forward-thinking approach to governance.

The new indicators included:



Quality of accounting and audit standards



Anti-corruption policy



Gender equality strategy/policy



Monitoring and reporting on diversity policies



Adoption of athletes' rights and responsibilities



Statutes about what decisions are made, and at what level



Monitoring and reporting of environmental impact



Human rights policies



Remuneration policy and process



Due diligence assessment of third parties

World Rugby as an owner of **MAJOR EVENTS**

The growth of our sport has been powered by our portfolio of major events, including Men's and Women's Rugby World Cups and HSBC SVNS Series, and supported by a range of media channels. Our focus is on creating economically viable events that support our game's wider growth and have positive societal impact, all while minimising our environmental footprint.



A DRAMATIC AND IMPACTFUL MEN'S RUGBY WORLD CUP 2023



Although South Africa lifted the Webb Ellis Cup in a dramatic final against New Zealand at the Stade de France, the Springboks were not the only winners of Rugby World Cup France 2023.

Benefitting from enhanced sustainability obligations imposed by World Rugby on prospective hosts during the Host Union tender process, the 10th edition of the men's flagship rugby event delivered a significant social and economic impact for the host country.

Efforts to limit the tournament's environmental footprint were lauded according to the official impact report, *Economic, social and environmental impact of Rugby World Cup 2023*, compiled by experts from EY France on behalf of the French Ministry of Sport and published in May 2024. >>



RUGBY WORLD CUP ECONOMY



€1.8bn
total spend from Rugby World Cup France 2023

€871m
net input for France's economy

39%

of total touristic spend benefitted local communities outside of host cities

98%

of spectators satisfied with their stay in France



82% wish to return



5,200
jobs created or sustained



€84m
tax revenue generated for French state from **€70m** of public funding



425,000
international visitors

72%
European

10
days average length

€170
average daily spend

4.2m
overnight stays (€219m for accommodation sector)



Low-carbon mobility and use of existing infrastructure

Using the methodology provided by the French Ministry of Sport and data from the Agency for Ecological Transition (ADEME), the total event carbon footprint was estimated at 830,000 tonnes. International visitors' travel constituted 86 per cent of this, but by attracting fans from around the world, France 2023 took responsibility for its indirect emissions (Scope 3).

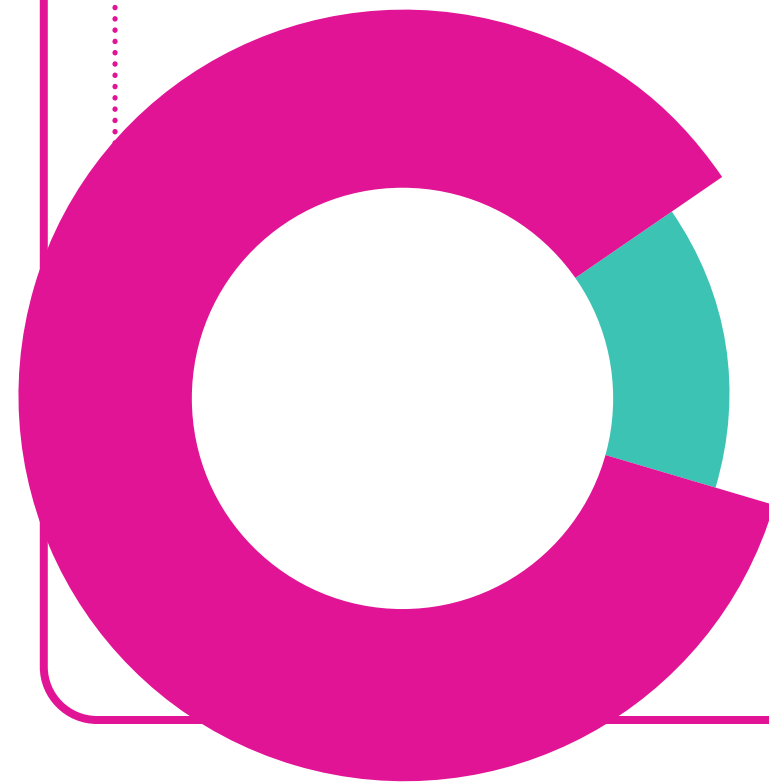
With transport responsible for 94 per cent of all emissions, France 2023 put a strong focus on low-carbon mobility plans for teams and fans within France. Participating teams travelled by train or bus for all journeys less than five and a half hours (56 per cent of all teams' mileage was via train and bus – 80 per cent of all journeys undertaken by teams), while the emphasis was placed on railway and public transport for fans travelling within France and its host cities.

As such, 84 per cent of in-city fan travel was undertaken via low-carbon mobility (public transport, walking, or cycling) compared to an average of 39 per cent for the French population, showcasing how

Total event carbon footprint

830,000 tonnes

86% (international visitors' travel)



Rugby World Cup 2023 positively influenced behavioural changes.

World Rugby, in conjunction with Host Broadcast Services (HBS), also implemented initiatives to avoid and reduce the carbon footprint of its operations at the tournament. Remote production, 100 per cent biofuel, local crew, a re-purposed International Broadcast Centre (IBC) at Roland Garros, and the careful scheduling of truck movements were all put in place with environmental sustainability in mind. >>

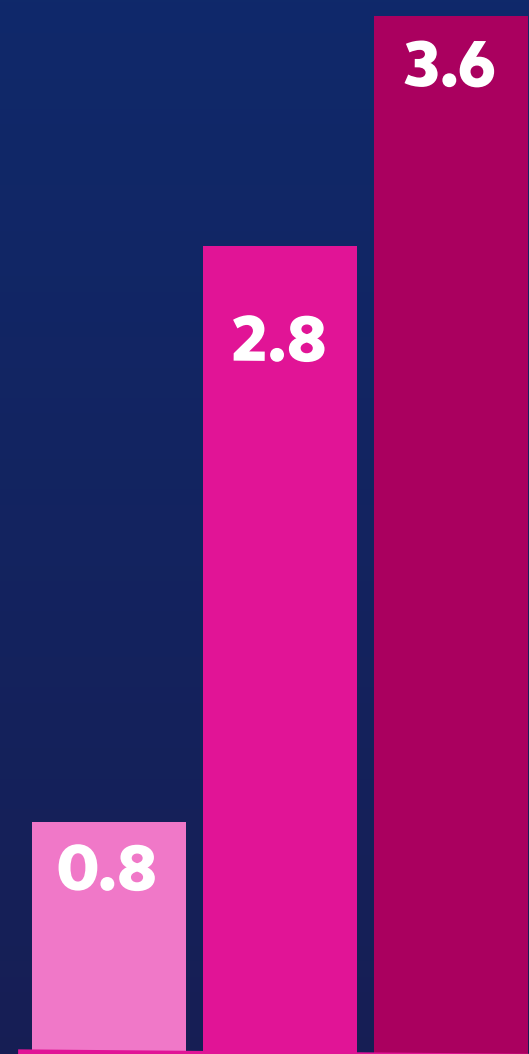


ENVIRONMENTAL



830,000

tonnes of CO2 equivalent generated by the competition (Scopes 1-3)



94% of carbon emissions from transport



86% of carbon emissions from international fans' travel outside of France



5 hours 30 minutes

journey time under which teams couldn't take a plane



84% of in-city fan travel done via low-carbon mobility (public transport, walking, or cycling)



100% biofuel used for host broadcast secondary generators (64% less emissions than traditional fuel)



100,000 tonnes of CO2 absorbed by RWC 2023 carbon programme



0 number of stadiums or team bases built for the event, limiting carbon emissions



A powerful occasion for social change

Considerable efforts were made to ensure Rugby World Cup 2023 was accessible to everyone, both in and out of stadiums. Almost 160,000 individuals directly benefited from initiatives developed as part of the France 2023 sustainability strategy, including unaccompanied minors, youth from urban priority areas, people on minimum social benefits, and individuals with disabilities.

Through the €1.5 million Rugby au Coeur endowment fund, the positive impact continued, financing 210 local projects that benefitted 62,000

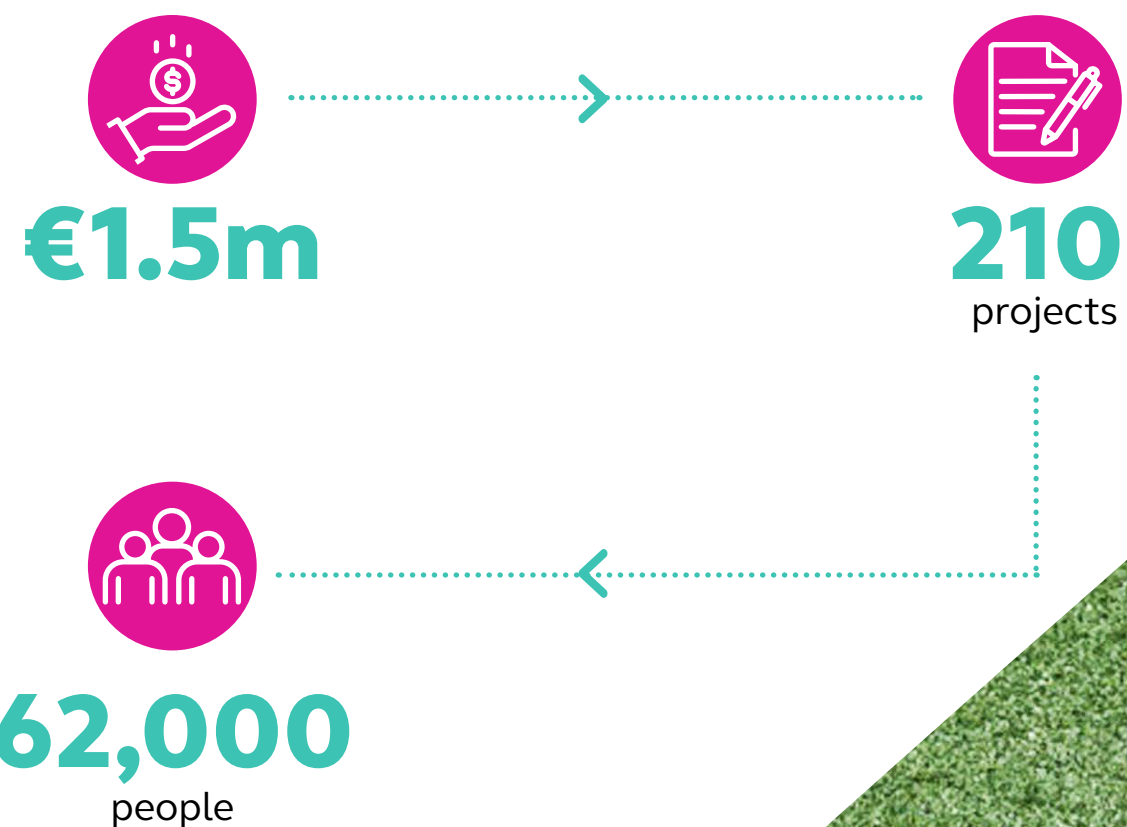
people. The project formed part of the Fédération Française de Rugby’s (FFR) ambition to be recognised as a “mission-driven federation”, which, according to French law, integrates social, environmental, or societal goals into its core activities alongside its traditional objectives.

Further programmes implemented before and during the tournament included the ‘Rugby is my Pride’ campaign, raising awareness for the inclusion of LGBTQ+ communities within rugby.

The FFR also capitalised on the tournament’s role in raising the popularity of rugby among women

and girls. Following their Rugby World Cup 2023 experience, 82 per cent of female spectators said it inspired them to play rugby. The French team’s soaring popularity and international players’ visits in schools, hospitals, and local rugby clubs during the tournament’s 51 days played no small part in this. >>

Positive impact with Rugby au Coeur



RUGBY WORLD CUP SOCIAL



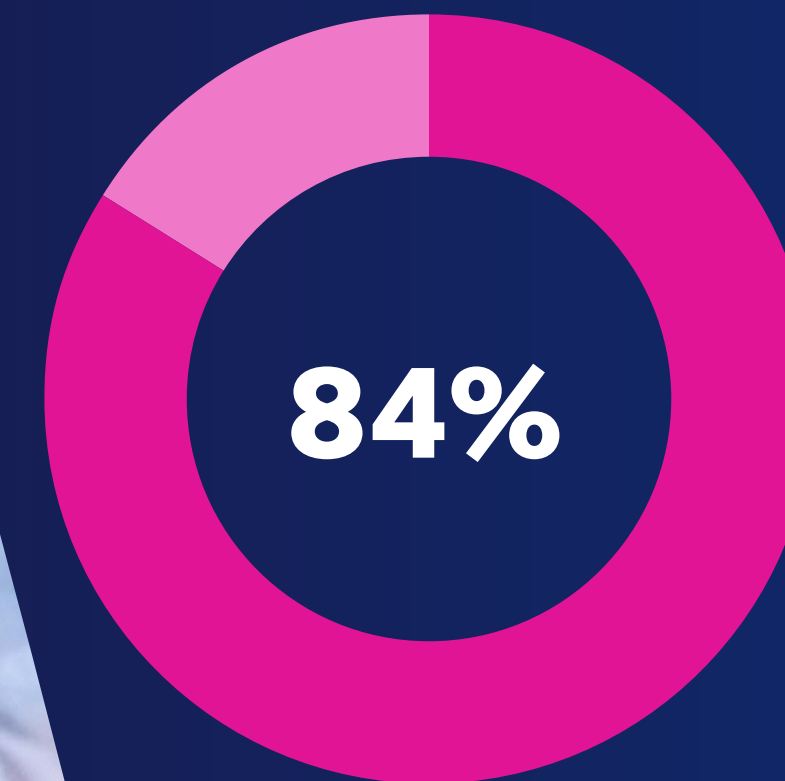
€1.5m

granted to 210 projects via the endowment fund



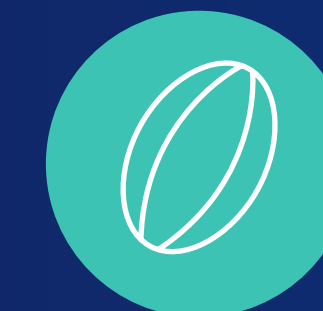
25%
female spectators

50% attended a rugby match for the first time



84%

of all spectators had positive image of rugby



+12%
registered players in France (February 2023 v February 2024)



160,000
direct beneficiaries from RWC 2023's social programme

[CLICK TO READ THE FULL EY REPORT](#)





MAXIMISING IMPACT AT WOMEN'S RUGBY WORLD CUP 2025



Women's Rugby World Cup 2025 will be hosted across eight venues in England, introducing a country-wide format expanded to 16 teams. This approach, combined with affordable tickets and children prices at every match, will make it the most accessible Women's Rugby World Cup to date, minimising long-distance travel for fans while creating unmatched opportunities for a new generation to connect with the sport. »



World Rugby has also launched the **Impact Beyond 2025** global programme, designed to ensure the lasting positive legacy of Women's Rugby World Cup England 2025, the largest celebration of women's rugby in history.

The strategy includes nine initiatives focused on education and awareness across three key areas:



5,000

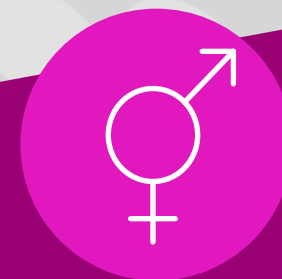
girls will be introduced to rugby through Rugby Rising Play



1. Profile and participation

At the heart of Impact Beyond 2025 is the **Rugby Rising Play** grants programme, which will provide playing opportunities to more than 5,000 girls worldwide, fostering a new generation of players and expanding the sport's reach.

To amplify the tournament's impact, the **RWC 2025 Content Creators** initiative will embed storytellers throughout the event, offering unique perspectives and elevating the global profile of women's rugby. Complementing these efforts, the Wellbeing in Rugby initiative will support match officials with anti-online hate measures and raise awareness of key women's health issues within the rugby community through targeted webinars, ensuring the sport thrives both on and off the field.



2. Careers and gender equality

The **Career Development Programme** aims to inspire and empower a new generation of women in rugby by offering a year-long programme featuring training, resources, networking opportunities, and work placements to help participants advance their careers in the sport.

Supporting players directly and equipping them with tools to thrive both on and off the field, the **Women's Rugby Players' Hub**, developed in collaboration with International Rugby Players, will provide tailored, relatable online learning modules and resources for more than 500 women's players worldwide.

At the community level, the **Grassroots to Global** initiative, in partnership with ChildFund Rugby, will host global forums for women in grassroots rugby, addressing barriers to participation and supporting more women to step into community coaching roles.



3. Capability and expertise

To help unions access new funding opportunities, **Unlocking Funding Toolkit** offers a suite of resources designed to pave the way for sustainable growth in the women's game.

Complementing this, **insight-led resources** featuring groundbreaking research on the commercial value and audience potential of women's rugby will be published, equipping stakeholders with valuable data to drive investment and engagement.

To foster global collaboration, **Global and Regional Summit Events** will bring together leaders in rugby through a world-class thought leadership summit, inspiring innovation and connection across the sport.

CASE STUDY

KICKING OFF OUR REGIONAL SUMMITS

In October 2024, the first Impact Beyond 2025 Regional Summit took place in Stellenbosch, South Africa, bringing together 25 delegates from six unions across Africa.

Delivered in collaboration with Rugby Africa and UK

Sport, the summit focused on advancing women's rugby across the continent. Delegates explored opportunities, shared key learnings and discussed strategies to drive gender equity and deliver successful domestic competitions. Sessions included unlocking

development funding, led by ChildFund Rugby, and maximising the potential of major events, facilitated by UK Sport. The programme also emphasised building successful commercial partnerships to ensure sustainable growth.

The second Regional Summit followed in Dubai, gathering 25 representatives from 19

unions across Asia ahead of the HSBC SVNS Series. Over two days, participants explored strategies to elevate the women's game, including enhancing visibility, pitching to commercial partners, and increasing female participation in the rugby workforce.

Delegates exchanged insights and learned from

the approaches of unions such as Malaysia, Hong Kong China, Japan, and India. The summit also featured a guest presentation from the International Cricket Council, fostering cross-sport collaboration to inspire progress in women's rugby.





40
—
65



MEN'S
AUS27

RAISING THE BAR

DOWN UNDER

Australia's hosting of Men's and Women's Rugby World Cups marks the dawn of a new era for the sport. This will be the moment rugby takes a giant leap forward, becoming more inclusive, exciting, and ambitious than ever before. >>



From 1 October to 13 November, Men's Rugby World Cup 2027 will be a six-week nationwide celebration of rugby that inspires the nation to embrace the sport and propel rugby to unprecedented heights. With Australia's rich heritage and cultures, the competition will place sustainability at its core, leaving a positive legacy for Australians and the sport across the region.

In a nation renowned for hosting some of the world's most iconic sporting events, we will only use existing venues and infrastructure, reducing avoidable carbon emissions.

With World Rugby's new tournament delivery model, operational planning for the men's edition in 2027 will also benefit the delivery of the women's showcase tournament in 2029, embedding sustainability and enabling further efficiencies along with economic, social, and environmental benefits.



GREATER CONTROL

OVER OUR IMPACT

Through our subsidiary, World Rugby Events and Media (WREM), we now have greater control and influence to drive meaningful sustainability outcomes across our tournaments.

To achieve this, a dedicated sustainability strategy for WREM has been developed, focusing on embedding sustainability into both daily operations and long-term planning. This includes working closely with Local Operating Companies (LOCs) and Event Delivery Partners (EDPs) to create tournament-specific sustainability plans aligned with World Rugby’s overarching vision and goals. >>

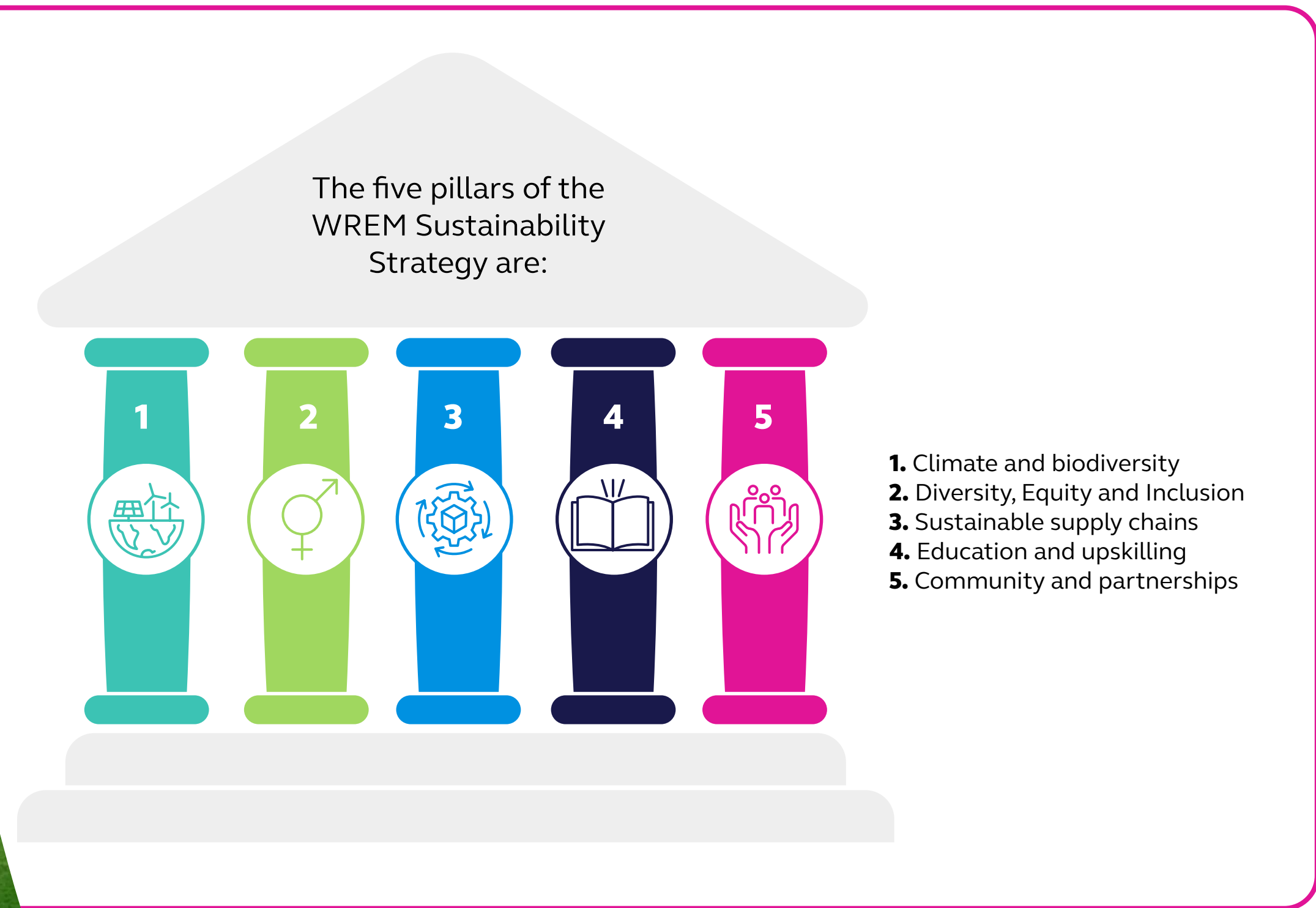


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LOCs and EDPs will adapt this flexible framework to their specific contexts, with each tournament, event, or activity incorporating a sustainability plan rooted in the five action areas. This will embed sustainability into decision-making processes with clearly defined accountability across LOCs and WREM, with targets and KPIs aligned with ESP 2030 goals and other strategic priorities guiding these efforts.

Major events under WREM will produce impact reports that highlight economic, social, and environmental outcomes, using internationally recognised OECD Impact Indicators. From initial foundation planning through to operations, delivery, dissolution, and legacy, the five action areas help shape every phase.



Owning our carbon data

To give us even greater oversight and control over our sustainability data and operations, we developed an in-house tool in collaboration with our partner Capgemini (and aligned with the IOC's carbon methodology for the Olympic Games) to help calculate the carbon footprint of our tournaments.

This shift aims to centralise data ownership, which was previously managed by third parties, making it difficult to benchmark emissions across events. The tool focuses on high-emission functional areas such as travel, catering, logistics, and accommodation, and enables carbon forecasting to inform reduction plans and KPIs.

The first version has been used to produce a preliminary forecast for Women's Rugby World Cup 2025 in England, forming the foundation for a carbon reduction strategy. A final carbon footprint report will be completed after the tournament.

OPTIMISING OUR SVNS SERIES

In addition to Rugby World Cups, we're aiming for our HSBC SVNS Series to become financially more sustainable and more responsible events.

The revised model for the 2024-25 season features one less stage and two sets of 'combined' events (Dubai/ Cape Town and Hong Kong/ Singapore) will happen on consecutive weekends to optimise teams' travel, welfare, and performance while reducing the overall carbon footprint and cost of flying home and back again.

We can also take inspiration from efforts made at Rugby World Cup Sevens 2022 in Cape Town, South Africa, where we offered free public transport around the city to and from the stadium to anyone with a match ticket.

This led to the proportion of spectators travelling to the Cape Town Stadium by public transport increasing to 17 per cent.

World Rugby continues to work with its local partners in each host location to facilitate free public transport. For example, at the Perth SVNS event in January 2025, public transport costs are factored into ticket prices, encouraging usage by attending fans.

In 2024, Olympic rugby sevens truly came of age, captivating sell-out crowds at the Paris 2024 Olympics. The event was delivered in close collaboration with the IOC and the Paris 2024 Organising Committee, fully aligning with their rigorous sustainability requirements.



THE AWARD-WINNING 'BAG THAT BUILDS' CONCEPT

[CLICK TO WATCH A VIDEO ABOUT THE PROJECT](#)

After the World Rugby U20 Championship 2024 in South Africa, the rugby community came together to address waste reduction. One notable initiative was the 'Bag That Builds', which aimed to reduce waste and promote circular economy principles.

This innovative programme engaged teams, unions, and spectators, working collectively to minimise consumption and waste throughout the tournament. Plastic waste, such as single-use plastic water bottles, were collected and processed with the help of the Center for Regenerative Design and Collaboration (CRDC) in South Africa.

The plastic was granulated, mixed with additives and transformed into RESIN8 concrete bricks, a more sustainable material used in the construction of six homes in a Cape Town township. This not only provided a

practical solution to waste management but also created a lasting legacy in the form of low-cost housing for vulnerable communities.

Initially piloted at Cape Town Stadium in July 2022, the programme has since expanded to other events, including Rugby World Cup Sevens and successive U20 Championships.

The Bag That Builds' success was recognised with the Rugby for All Award, which honours those who embody rugby's core values – discipline, integrity, passion, respect, and solidarity – by making a positive social or environmental impact.

It was also recognised on a global stage, winning the prestigious IOC Climate Action Award. The IOC's acknowledgment highlights the initiative's significant contribution to tackling climate change through practical, impactful solutions.



World Rugby as an

INTERNATIONAL FEDERATION

Sustainability is truly a team effort. As the governing body for a global community of more than 500 million fans and 7.36 million players across 133 national unions within six regional associations, we are committed to leading by example. Our journey toward sustainability depends on the collaboration and support of our stakeholders and we recognise our responsibility to equip them with the resources and guidance they need to enhance their own sustainability practices.



EMPOWERING

OUR MEMBER UNIONS

World Rugby unites 133 national unions across six regional associations – Asia Rugby, Rugby Africa, Rugby Europe, Oceania Rugby, Rugby Americas North, and Sudamérica Rugby. These members include 118 full member unions and 15 associate member unions, all committed to our mission of growing rugby’s relevance and accessibility, with a shared vision of a truly global sport grounded in its core values. »»



Our commitment extends to empowering members on sustainability. In recent years, we have increased efforts to support unions in understanding their sustainability risks and opportunities. By providing resources and tools, we enable our members to actively contribute to rugby's sustainability journey, fostering resilience and positive impact across the sport. »



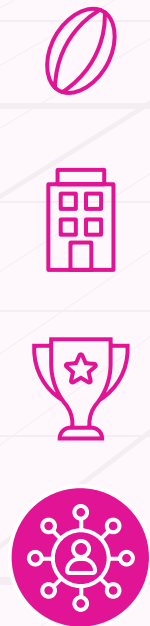
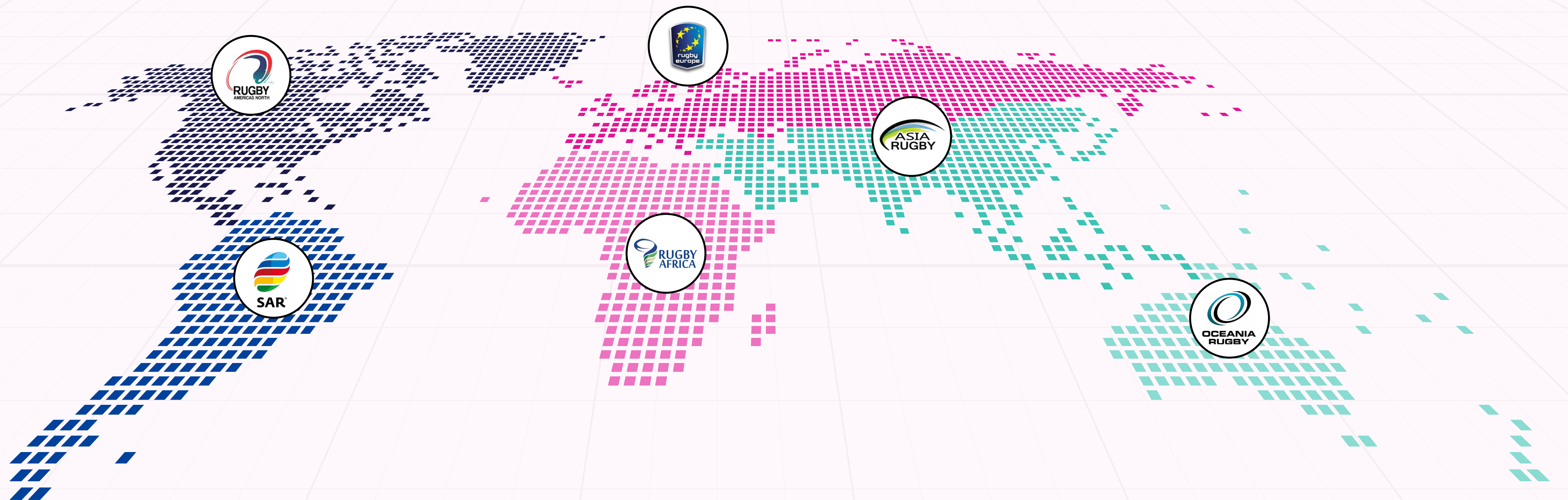
133
unions across six regional associations



118
full members

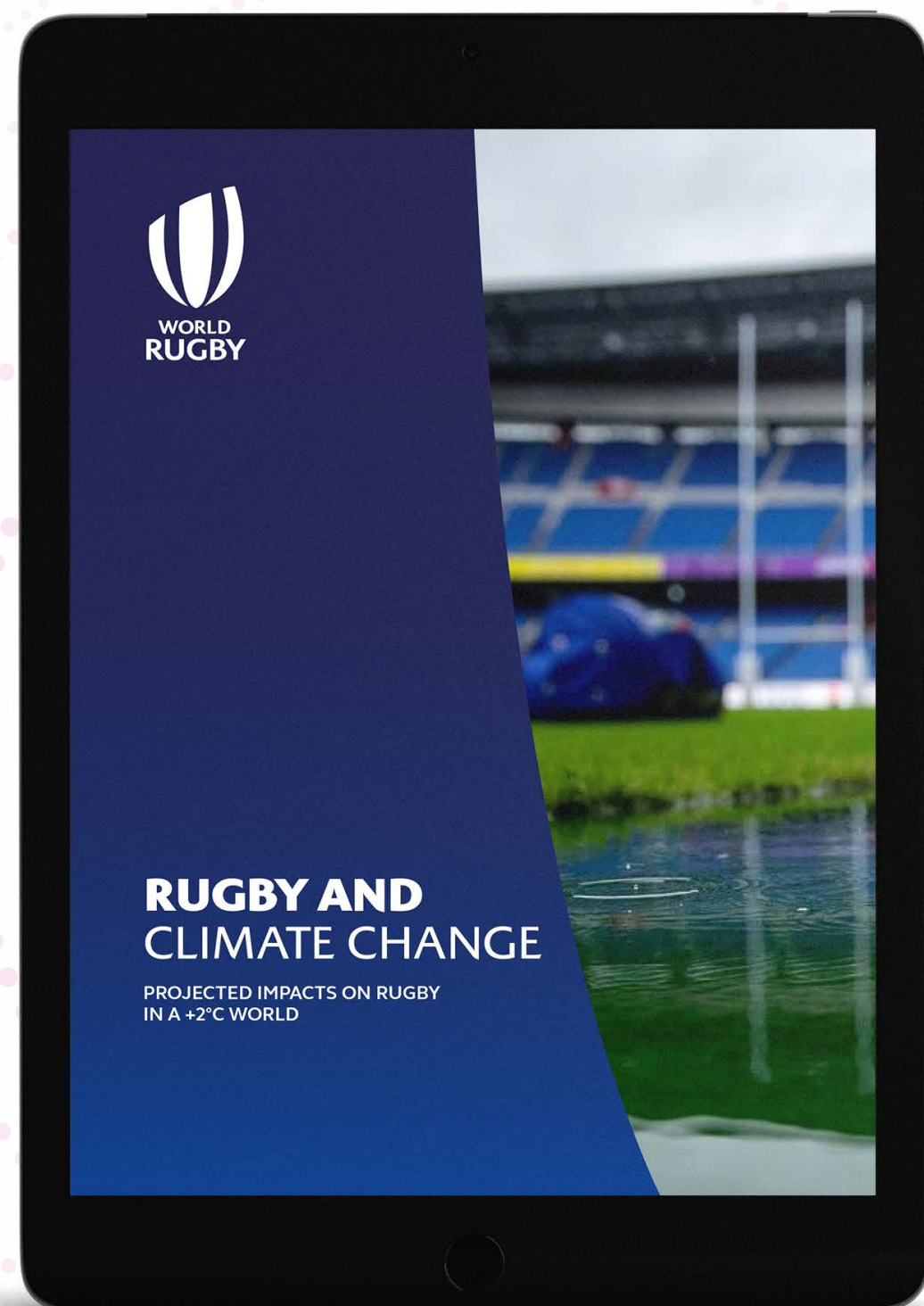


15
associate members



Rugby and Climate Change report

In June 2024, World Rugby published a landmark report to raise awareness of the projected impacts of climate change on the sport using climate forecasts from the Intergovernmental



Panel on Climate Change (IPCC), interviews with experts, and data from 10 of our member unions of varying sizes and geographies.

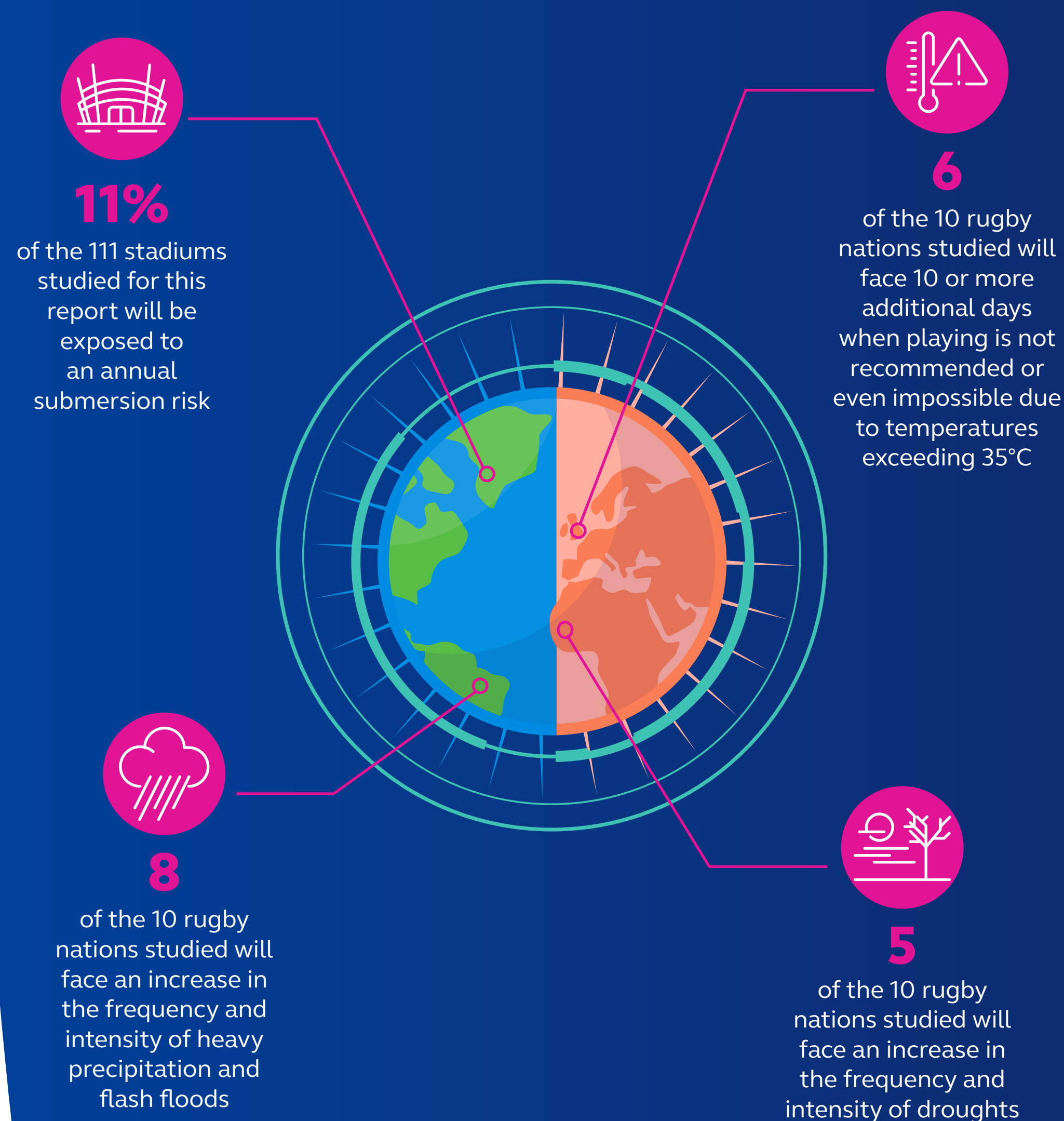
The report demonstrates that consequences on rugby's practice and ecosystems are significant and will continue to deteriorate in the coming decades. This includes an increase in frequency and intensity of droughts for half of the nations studied and a rise in both the occurrence and severity of heavy rainfall and flash floods for 80 per cent of countries analysed.

The study concludes with a series of six recommendations to enhance rugby's resilience to climate change together with guidance and case studies to inspire positive action.

Among these six proposals is a call for all rugby stakeholders – from grassroots to high performance – to develop and implement plans to reduce rugby's environmental impacts while supporting others on their journey to do the same. >>

IMPACTS OF A +2°C PLANET ON RUGBY

With a global warming of +2°C, there is an increase in climate hazards...



Practical, tailored workshops

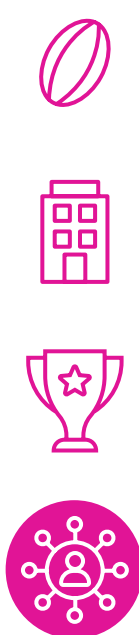
Winning the IOC Climate Action Award for the Bag That Builds project also opened the door to collaboration with Deloitte's Sustainability Greenhouse team, enabling World Rugby to co-create and initiate a series of pilot workshops for each regional association and an initial selection of their members to strengthen their environmental sustainability efforts.

These sessions brought together more than 30 national federations to discuss how rugby impacts the environment, how the environment impacts rugby, and address challenges such as storms, flooding, heat, drought, and air pollution, while providing practical solutions tailored to their needs.

By fostering collaboration and sharing resources like the Rugby and Climate Change Report, the workshops helped equip unions with the knowledge and tools to take meaningful climate action

despite limited resources as the sport continues to recover from the impacts of the global pandemic and rising costs.

As World Rugby did in 2019, Japan Rugby Football Union recently became the first World Rugby member to sign the Sports for Climate Action Framework, with hopes that many others will soon follow.





WORKING WITH INTERNATIONAL ORGANISATIONS

Collaboration with recognised international organisations and alignment with international standards and frameworks is essential to us. That's why World Rugby has been a signatory to the Sports for Climate Action Framework since 2019 and the Sports for Nature Framework since 2023. >>



We are not passive signatories and have actively contributed to the development of these frameworks, working alongside the IOC, UN Climate, UN Environment, International Union for Conservation of Nature, and others, sharing insights and passing on our learnings to our members, framework signatories, and key stakeholders across the international rugby and sporting ecosystem.

Sports for Climate Action

It's been more than five years since World Environment Day 2019 when World Rugby reaffirmed its support for sustainability in sport by becoming one of the first sporting bodies to sign the Sports for Climate Action Declaration and Framework, led by the UN Climate Change division and the IOC.

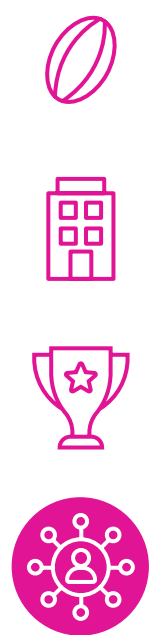
Signing up to the Declaration is an expression of World Rugby's intent to implement the five key principles enshrined in the Framework:

1. Undertake systematic efforts to promote greater environmental responsibility
2. Reduce overall climate impact

3. Educate for climate action
4. Promote sustainable and responsible consumption
5. Advocate for climate action through communication

It has enabled World Rugby to organise and align its actions as part of a recognised sport-specific framework while supporting its stakeholders as part of a wider global effort to reduce carbon emissions and their evident climate impacts to safeguard the future practice of sport for all. >>

 JOIN THE SPORTS FOR CLIMATE ACTION TEAM





TRAILBLAZING JAPAN RUGBY SIGNS SPORTS FOR CLIMATE ACTION FRAMEWORK

In October 2024, the Japan Rugby Football Union (JRFU) strengthened its commitment to environmental sustainability by signing the Sports for Climate Action Framework, becoming the first Japanese sporting body and the first national rugby union in the world to do so, with hopes that many others will soon follow.

The JRFU recognises the urgent need to minimise its environmental impact across all its operations, from the day-to-day management of the game, to organising and hosting rugby matches from the grassroots level to international test matches.

By March 2025, the JRFU will develop and publish its

‘Environmental Sustainability Action Policy’ based on the current state of Japanese rugby, outlining quantitative targets and plans for promoting sustainability across the nation. Updates on these sustainability efforts will be made available on the JRFU website and in annual reports.



Rugby for Nature

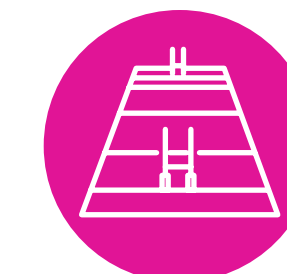
From shamrocks to springboks, silver ferns and red roses, wallabies, cockerels and toucans, nature is deeply connected with the heart and soul of rugby.

To celebrate Earth Day in April 2024, World Rugby launched its Rugby for Nature initiative to highlight the importance of nature to the game, empowering rugby communities globally to safeguard the natural environment and biodiversity within and around rugby facilities through a 10-point plan.

Supporting resources, including a poster in four languages, have also been developed in collaboration with Sports for Nature, a joint initiative of the International

Union for Conservation of Nature (IUCN), IOC, United Nations Environment Programme (UNEP), the Secretariat of the Convention on Biological Diversity (CBD), and Dona Bertarelli Philanthropy.

Presented in a digestible and engaging format, the guidance reflects best practice and can be implemented at all levels of the game, from local community clubs right up to high-performance international teams, competitions, and rugby unions. The template has also been shared with other turf-based sports like football, cricket, and hockey for those wishing to emulate the initiative and adapt according to their needs.



87

rugby pitches of rainforest are cut down every minute



“



Giving nature a home within and around our sports grounds provides a precious sanctuary for wildlife, while at the same time is an investment in reducing floods, providing tree-shade for cooling off during breaks and inspiring your players and fans to consider what they can do too. We welcome every rugby club to join the Rugby for Nature squad.

Susan Gardner, UNEP Director of Ecosystems Division and IOC Sustainability and Legacy Commissioner

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MULTIPLYING IMPACT WITH OUR PARTNERS

While we firmly believe rugby is a powerful driver of positive impact, much of what we've achieved wouldn't be possible without the support of our partners. Our ambitious goals often align closely with their strategic priorities, particularly in areas like environmental stewardship and advancing diverse leadership. >>





Learning integrity, discipline, and respect with ChildFund Rugby

As World Rugby’s Social Impact Partner, ChildFund Rugby harnesses the values of rugby to equip children and youth with critical leadership and life skills.

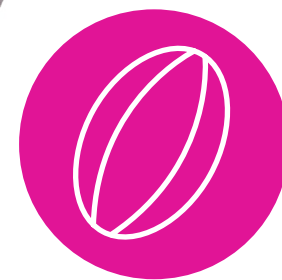
The organisation delivers Social and Emotional Learning (SEL), a critical component of education and human development through which young people acquire and apply the knowledge, skills, and attitudes to develop healthy identities, manage emotions, achieve personal and collective goals, feel and show empathy for others, establish and maintain supportive relationships, and make responsible and caring decisions.

Since 2019, World Rugby and ChildFund Rugby’s partnership has raised more than £1.3 million, complementing ChildFund Rugby’s wider investment.

In partnership with World Rugby, ChildFund Rugby developed ‘Pass It Back’, a rugby and life skills curriculum where coaches aged 16-25 lead life skills learning for players aged 11-16. The curriculum promotes gender equality, reduces inequality, and reduces violence, thereby enabling young people to ‘pass it back’ to their communities. Participants explore integrity, passion, solidarity, discipline, and respect, and how these values are important both on and off the rugby field. >>

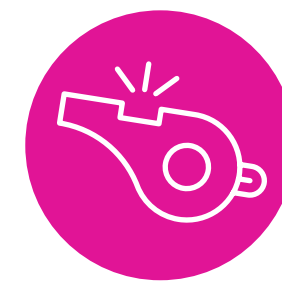
Our partnership in numbers

Since 2015:



80,033

rugby and life skills sessions conducted



2,987

coach accreditations (54 per cent female)



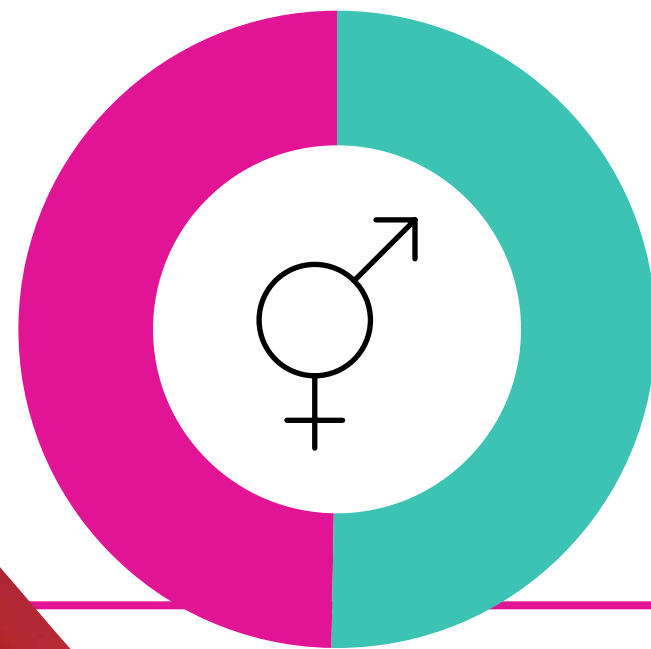
78,156

player registrations (56 per cent female)



36

countries reached through rugby partners



67 per cent of female and **66 per cent** of male players improved their social and emotional learning competencies

EARTHQUAKE RECOVERY IN TURKEY

After the devastating 2023 earthquakes in Turkey, the Türkiye Rugby Federation (TRF) reached out to ChildFund Rugby to understand how to contextualise the Pass It Back curriculum to support communities during the recovery phase of the disaster.

ChildFund Rugby developed a module for players impacted by the earthquake to develop healthy habits, build strong

peer networks, and access psychosocial support – areas of critical importance during disaster recovery.

Twelve months after the first intake of coaches in July 2023, more than 500 young people were registered in Adiyaman Rugby Sport Club, a TRF registered club that didn't exist before the earthquake, where more than 60 per cent of the club's board are women.

“



The children's mothers are the reason they joined Pass It Back. They saw it as a significant life skills opportunity after the earthquake, with its peer networks and young coaches serving as role models. Rugby became a powerful part of the community's recovery.

Meg Knight, ChildFund Rugby Deputy Director

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PIONEERING EDUCATION IN LAOS

In 2024, the Lao Rugby Federation delivered the 'Being Healthy' module about health and rights, and the 'Feeling Safe' module about preventing violence to young rugby players. Across the Being Healthy curriculum alone, which ended in June, 110 coaches – 58 female – delivered 2,588 integrated rugby and life skills sessions and 10 competitions to 2,426 players, 50 per cent of which were female.

Lao Rugby Federation has managed to reach non-traditional populations who don't usually have opportunities to participate in sport but play rugby because of the life skills component associated with Pass It Back.

School enrolment is declining in Laos, so many young people and their families see rugby and the associated life skills as a non-traditional education opportunity. As a result of participating in Pass It Back, 71 per cent of parents reported noticeable improvements in their child's learning.



Building a pipeline of female rugby leaders with Capgemini

Capgemini has a long-standing connection with rugby, including women's rugby, and as a Global Partner of the SVNS Series since 2018. Having sponsored major tournaments such as Men's Rugby World Cups in 2007 and 2023, Capgemini expanded its commitment by becoming a Principal Partner of Women's Rugby World Cups in 2021 and 2025.

The company also serves as a Global Partner of WXV, the international competition that has supercharged the women's game since its launch in 2023.

Through our extended partnership, Capgemini has championed the 'Leadership' pillar of World Rugby's Accelerating the Global Development of Women in Rugby 2017-25 strategic plan through the Capgemini Women in Rugby Leadership Programme.

Awarding inspirational women executive scholarships every year since 2018, with Capgemini coming on board in 2022, the programme has developed a diverse group of more than 100 women, with the 2024 cohort including participants from a diverse range of countries including Tunisia, Guam, and Latvia.

Highlighting Capgemini's commitment to equipping scholars to transform the game on and off the field, the Capgemini University offers upskilling at scale in the latest learning in business, leadership, technology, and finance.

Scholars accelerate their leadership and wider skills with the Brandon Hall multi-award-winning Connected Manager programme, including access to technology briefings, a wide range of masterclasses, and all available digital learning. Capgemini executives also coach and mentor the scholars.

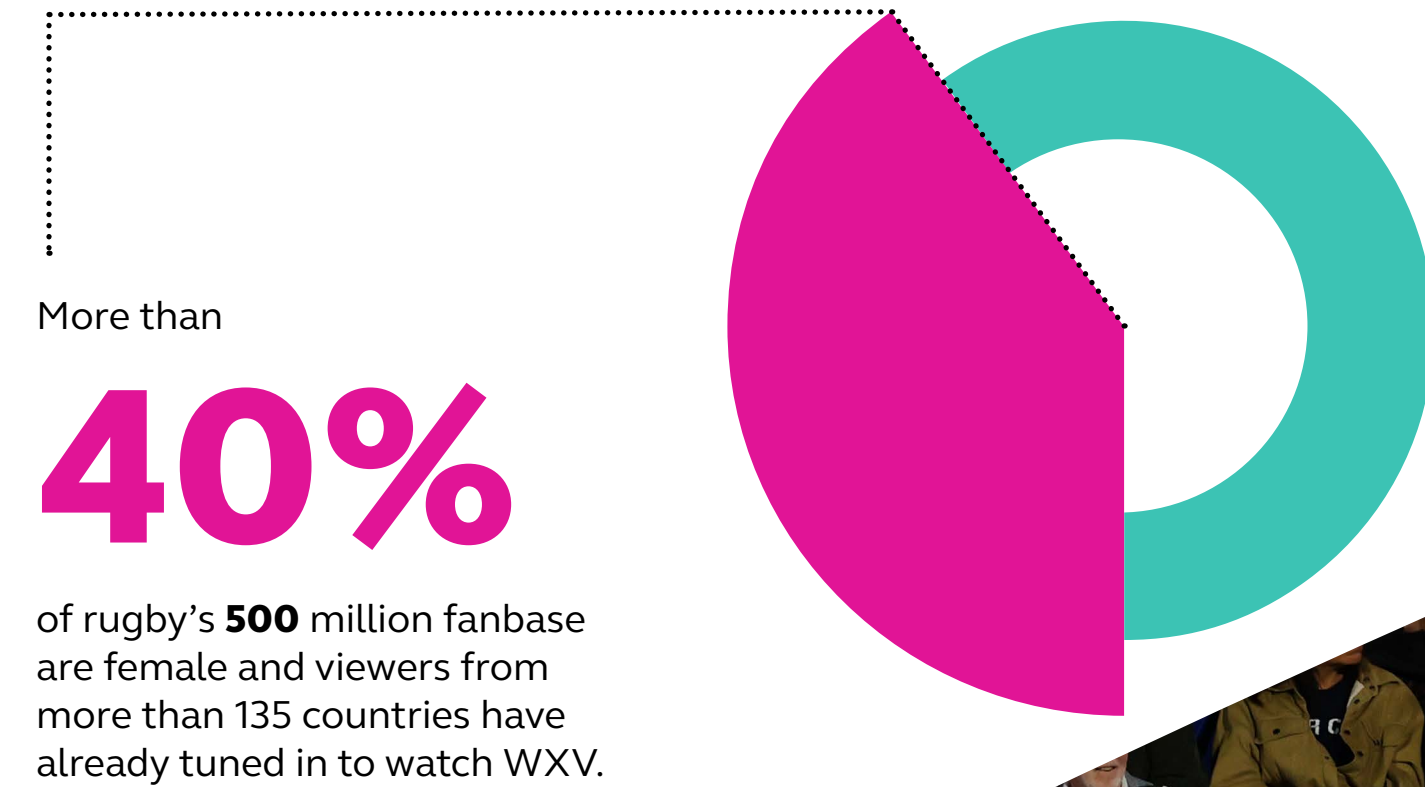
Capgemini also offers courses like 'Connecting Manager', a Harvard Business programme with six to eight scholars, that dives into leadership issues in an intense, collaborative format, and 'Leadership Series', live sessions covering various leadership themes, and one-on-one coaching sessions with Capgemini executives. >>



Revolutionising women's rugby

WXV provides a pathway for all rugby unions towards an expanded, more competitive Women's Rugby World Cup 2025.

Coupled with the objectives of World Rugby's Accelerate programme, WXV has ensured a minimum of 10 international fixtures per year for teams – doubling the current fixture programme – raising the reach, profile, and impact of the sport.



FROM THE PITCH TO THE FRONT OFFICE

Beatriz Futuro Muhlbauer, events and development assistant at Confederação Brasileira de Rugby and 2023 Capgemini Women in Rugby Leadership Programme alumna

Rugby wasn't popular in Brazil when I started playing as a 13-year-old in Rio de Janeiro. I wasn't good at football, which is a problem in Brazil, but I excelled at handball and thought rugby might suit me.

The sport gave me incredible opportunities, from playing for my club and national team to seeing how big rugby was beyond Brazil. I lived my dream until I retired at 38. Just before retiring, I joined a Zoom call about the Capgemini leadership programme, which ended up shaping my future in the sport.

It's a competitive programme – I succeeded on my third try in 2023. It taught me practical skills like managing stress and helped me create a long-term action plan for Brazilian rugby. This includes a Mother's Day campaign to address misconceptions about rugby's safety and launching a regional championship for women and girls.

I'm also using my scholarship for a study trip to Europe, where I'll learn from rugby leaders to enhance how we promote the sport in Brazil. The programme helped me transition from high-performance rugby to a new focus on junior development. I'm grateful for this journey and excited to give back to the sport I love.



WXV 1



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We set ourselves the ambitious goal of achieving 40 per cent female coaches in the coaching teams at Women’s Rugby World Cup 2025. This initiative reflects both our and Gallagher’s unwavering commitment to fostering diversity and striving for gender equity in rugby.

Sally Horrox, World Rugby Chief of Women’s Rugby

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Developing a pathway for women coaches with Gallagher

Gallagher has been World Rugby’s Official Women’s Rugby Partner since 2023, including WXV and Women’s Rugby World Cup 2025.

The global insurance brokerage, risk management and consulting services company is also the founding partner of the Gallagher High Performance Academy (GHPA), an immersive development and leadership programme to increase the prominence of female coaches within the sport.

The academy forms part of World Rugby’s strategic plan to accelerate the global development of women’s rugby and increase the competitiveness of Women’s Rugby World Cups. GHPA continues to go from strength-to-strength,

having recently broadened its scope to encompass all formats of the women’s game.

Eleven female coaches joined the GHPA WXV 2024 programme, gaining invaluable experience in a high-performance environment. The latest cohort includes coaches from emerging rugby markets, such as Madagascar and the Netherlands, reflecting the Academy’s expanding global reach.

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female coaches have been supported by the Gallagher High Performance Academy since 2023





IMPACT ON AND OFF THE PITCH

Bella Milo, Samoa Intern at WXV 3 2024, and former Samoa international player

When I was five years old, my brother already played rugby so my dad signed me up to play too as I had to go with them anyway, and I've loved playing ever since!

I represented my country at two Rugby World Cups, and, in 2023, after a period out injured, I gave it one last go to wear the Manusina jersey as a player at the WXV 2 tournament in South Africa. Afterwards, I had discussions with the head coach of Samoa, Mataafa Ramsey, about being a coach intern for Manusina Samoa if we qualified for the 2024 WXV tournament. From there, I joined the Gallagher High Performance Academy.

To be immersed in a performance environment within Manusina Samoa in the lead up to WXV 2024 was a huge learning experience. I was able to meet other coaches in-person, but also put the Academy's learnings into action. To learn from others as part of the academy cohort has been amazing.

Learning how to navigate difficult but courageous conversations that I may need to have at times in a coaching role has been so important to learn. The academy has also helped me recognise the importance of having a supporting 'backroom' network of colleagues, friends and family to help me keep striving for my goals.

2025 AND BEYOND

With the evolution of World Rugby's business and event delivery models, we have greater control on the pace at which sustainability is embedded in everything that we do.





We are committed to reducing emissions and waste, improving efficiency, and protecting and promoting biodiversity. Tangible actions have already made a meaningful impact. We have expanded lower-emission travel solutions, increased the use of renewable energy, and reduced overall energy consumption. Single-use items have been significantly cut, reflecting our drive to minimise waste.

Collaboration is at the heart of our efforts. By working with partners such as the IOC, UN, and Capgemini, we have developed practical solutions on key issues, including carbon management, sustainable procurement, and Rugby for Nature guidance. These initiatives are helping to mitigate the sport's environmental impact while strengthening resilience to climate risks and biodiversity loss.

Our social and participation programmes – including Pass It Back, T1 Rugby, Rugby Rising Play, and Get Into Rugby PLUS – will continue to empower young people worldwide, promoting life skills, gender equality, diversity, and inclusion, while harnessing the power of rugby to unite and change lives.

Impact Beyond 2025 will further inspire women and girls to get involved in

rugby through education, funding, and career pathways, while leadership and well-being initiatives continue driving diversity, inclusion and positive societal change.

In our governance, we will continue to embed sustainability into all operations, aligning the organisation and our tournaments with global sustainability goals on the environment, gender equality, reduced inequalities, and collaborative partnerships among others.

As a signatory to both the Sports for Climate Action and Sports for Nature international frameworks, we champion collective climate action and biodiversity responsibility, along with rugby's core values such as respect, passion, and solidarity, and will strive to engage our wide-ranging stakeholders to support our journey.

Looking forward to 2025 and beyond, we remain committed to advancing environmental responsibility, social inclusion, and strong governance across rugby, building on the progress we've made. Through these collective actions, we ensure rugby remains a transparent, inclusive, and sustainable force for good, now and for future generations.



**WORLD
RUGBY**

www.world.rugby/sustainability