



R&A

GROUP STRATEGY.

2026 AND BEYOND

The R&A's purpose is

OPENING GOLF TO THE WORLD.

That means getting more people, playing and engaging in whatever format of the sport they find most appealing. We know that golf offers many physical and mental health benefits and is a wonderful way of socialising and bringing communities together. That's why we are setting out to **UNITE**, **INSPIRE** and **LEAD** the sport wherever and however it is played.

**MARK
DARBON**

Chief Executive,
The R&A ● ● ●



UNITE

We seek to **UNITE** the sport in all its forms through effective governance. We are intent on leveraging golf's traditions, whilst being proactive and flexible, as golf – and its stakeholder landscape – evolves. As long term custodians of the sport, we will continue to promote golf as a sport for all, regardless of ability, gender or background.

INSPIRE

The R&A is in a unique position as an organisation which reinvests the money it generates from The Open and our other championships back into the sport. The Open and AIG Women's Open are the pinnacle of the men's and women's games. They are the ultimate showcases of our sport, featuring the very best players in the world, and have huge power to **INSPIRE** people to engage with golf as fans or players themselves.

LEAD

We also have a responsibility to look to the future and ensure we leave golf in a better position than we found it. We are committed to taking the **LEAD** and working collaboratively with our partners in areas where we can add unique value and achieve systemic and scalable impact. We will invest in programmes and initiatives to ensure a growing and sustainable future for golf.

We are starting from a position of strength. Golf is currently thriving all around the world. Participation is rising and more people are engaging in new formats of golf than ever before. Attendances at The Open and the AIG Women's Open have risen to record levels and fan engagement through our social media and digital platforms is growing exponentially. That's why we are setting ourselves some bold and stretching targets: we want to do everything we can to continue this upward trajectory.

OVER THE NEXT 5 YEARS, WE AIM TO...

Generate
£1.5 billion
 worth of economic benefit
 with our Championships

Create
£25 billion
 of social value through golf.

Attract
22 million
 more people to play golf

Achieve
5 billion
 interactions with golf
 through our events

Have
200+
 R&A partnerships in place, collectively
 investing in the sport of golf



TIME TO BE BOLD

Now is the time to be bold and ambitious and really get after the huge opportunities we have in front of us to transform golf. Just imagine how far we can go if we truly embrace new formats and technologies and elevate the entire experience of engaging with the sport! If we combine the expertise and energy of The R&A with that of our extensive network of partners the possibilities are almost endless.

I firmly believe in our collective power to drive change and accelerate the impact that this fantastic sport can have on individuals and communities all around the world.

Opening golf to the world.

The R&A's purpose is to open golf to the world. Golf is in our DNA and we work tirelessly to unite, inspire and lead the sport globally.

UNITE

Governance of the sport is what unites golf and golfers. Through our leadership in collaboration with the USGA we bring together the sport in all its forms, for all golfers, of all abilities, however and wherever they enjoy the sport.



LEAD

That is why we lead the sport with our partners to help it grow, shape its future and ensure its long-term sustainability.



INSPIRE

We seek to inspire through our world-class Championships which provide an unrivalled platform to showcase golf as a sport for everyone. We firmly believe golf has a transformational impact on individuals and communities.

UNITE

Through governance of the sport

The Rules are the foundation of golf's global sporting identity. Through our leadership in collaboration with the USGA – and as the trusted custodians of the Rules – we bring together the sport in all its forms, for all golfers, of all abilities, however and wherever they enjoy the sport.

Governance of the sport is what unites golf and golfers.

We must look long-term and do what is right for the future of golf. Whilst respecting the core values and traditions of the sport, we will proactively refine our governance approach to ensure it is appropriate for the modern world, flexible enough to reflect changing stakeholder landscapes, and to promote golf as a sport for everyone.



OUR STRATEGIC PRIORITIES



- 1 Adaptable, dynamic and well-understood **Rules of Golf** that ensure golf is played fairly and consistently worldwide.
- 2 Universal **handicap system** that makes golf a truly unique sport where all abilities can fairly compete against each other.
- 3 Forward-looking **equipment rules** which recognise innovation, while maintaining the appropriate balance of playing skill and technology.
- 4 Efficient, consistent and accurate **golf rankings systems.**
- 5 Proactive leadership in governance of **new and alternative formats.**



INSPIRE

through world-class championships

Our championships provide an unrivalled shop window to inspire golfers of all abilities, all around the world, and drive transformational levels of interest and excitement in the sport.

We will maximise the moments that our professional and amateur championships provide to elevate and grow the sport, whilst also strengthening the perception and understanding of the role The R&A plays on the global stage.

In an ever-changing and highly competitive market, our approach and offer must evolve. That means balancing tradition with innovation and recognising, specifically, that our professional championships fund our broader investments in the sport.

OUR STRATEGIC PRIORITIES



1

Innovate and invest to ensure **The Open** remains one of the world's greatest sporting events maximising global reach, reputation and long-term profitability.

2

Drive global audience growth for the **AIG Women's Open**, establishing it as a truly leading event in the women's sports landscape and, in doing so, elevating women's golf worldwide.

3

Optimise our **other championships** for impact.

4

Create bold, new championships in **new and alternative formats** of golf.

LEAD

by shaping golf's future with our partners

Given golf's proven positive impact on individuals and communities, we endeavour to grow the sport on a global basis and ensure its long-term sustainability.

Critically, we cannot do this alone. We will establish a partnership-led model that develops long-term relationships with national federations and the wider golf network and provides tailored, demand-led support.

We will focus our time, expertise and investment in areas where we can add unique value and create systemic and scalable impact.



OUR STRATEGIC PRIORITIES



- 1 Opening golf to **new audiences and under-represented groups**, particularly women and juniors.
- 2 **Sustainable golf** best practice and advice to ensure an environmentally sustainable future for golf courses.
- 3 Providing expertise around **high performance**, especially for developing territories.
- 4 Leading **advocacy** of the benefits of golf built on world class research and insight.
- 5 Identifying and deploying **Technologies** to support federations and enhance the golfer experience.

OUR ENABLERS

Key focus areas that we will enable us to succeed.



COMMERCIAL GROWTH & DIVERSIFICATION.



Our commercial strength underpins our ability to invest into golf and deliver on our strategy. Whilst always recognising our broad role in the sport, we must selectively seek opportunities to enhance our profitability.

BRAND & STORYTELLING

In order to deliver and maximise the impact of the strategy, we must tell the unique story of The R&A and what we do, to the audiences that matter.



TECHNOLOGY & DATA.

Shared, scalable technology and high-quality data are the foundation of a modern and connected organisation, and will allow The R&A to work seamlessly across regions, offices, and teams.

In parallel, we will proactively invest in modern technologies and solutions to unlock value for our partners and for golfers, in support of our holistic strategy.



VALUE CREATING RELATIONSHIPS.

PEOPLE & ORGANISATION.

Our brilliant people and a high performance culture are essential as we set out to deliver on a broad and impactful strategy. We will act globally, with real dynamism, to achieve our ambitions.



Strong, collaborative relationships – at all levels of the sport - enable us to amplify our impact in local markets across the world, while strengthening our reach, reputation and relevance.

DELIVERING REAL IMPACT.



OVER THE NEXT 5 YEARS, WE AIM TO...

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R&A partnerships in place, collectively investing in the sport of golf

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22 million

more people to play golf

Generate

£1.5 billion

worth of economic benefit with our Championships

Achieve

5 billion

interactions with golf through our events

Create

£25 billion

of social value through golf.

The logo for R&A, featuring the letters 'R' and 'A' in a serif font, with an ampersand between them. A small blue dot is positioned above the 'A', and a thin blue line extends from the top of the 'A' towards the dot.

R&A

Opening golf to the world.