

The R&A Review 2013|14



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Foreword

2013 was a reminder for me that St Andrews has a special place in golf. The town did not host The Open Championship in the year but was the gathering place for many of the national governing bodies affiliated to The R&A. It was my pleasure to welcome 200 delegates from 70 countries to our ninth International Golf Conference.

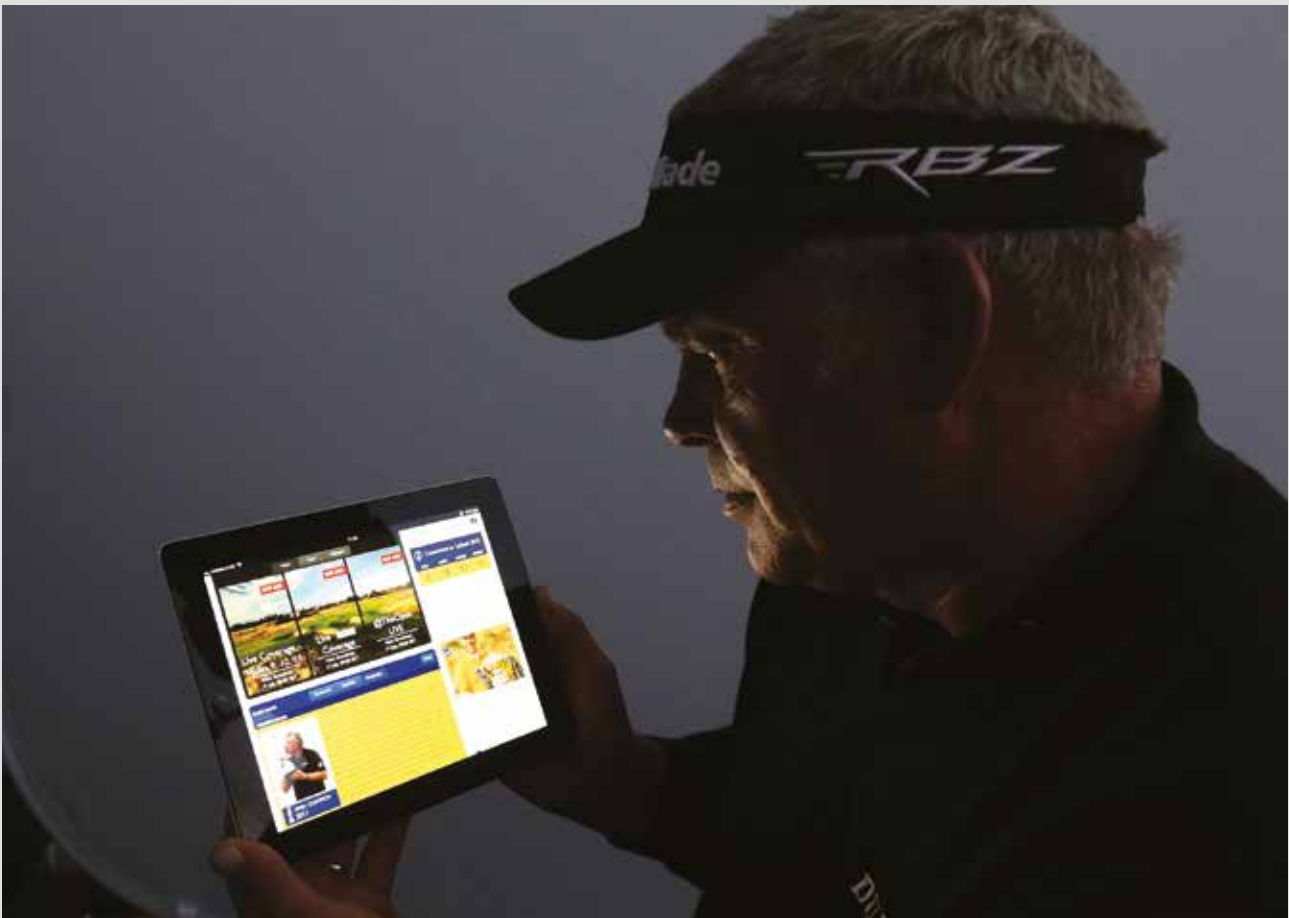
This commonwealth of golfing nations meets once every four years and its membership reflects the growing geographical reach of the game. Last year I reported new R&A affiliates in Azerbaijan, Cameroon and Curacao and twelve months on, governing bodies representing golfers in Armenia, Madagascar and Nepal have found common cause by joining us.

The conference learned, from independent research commissioned by The R&A, that our sport is widely dispersed yet highly concentrated. Of more than 33,300 golfing facilities in the world, spread throughout 200 countries, 54% are located in North America and 21% in Europe. We also heard that our sport is growing but that progress in emerging markets has to be offset against slow or negative growth in the provision of golfing facilities in countries where the sport is long established.

Golf's return to Olympic golf competition in Rio de Janeiro in 2016 will undoubtedly be a powerful agent for growth in the new golfing nations and importantly our research will track this trend. The challenge for established golfing markets is to secure a sustainable future by embracing good stewardship of natural resources, investing in elite amateur competition and grassroots development and tackling issues in the game such as pace of play and the quest to deliver a global handicapping system. At The R&A we use our considerable resources to understand and promote the conditions for growth in golf and give support and encouragement where we can around the golfing world.

I am convinced we are making good progress and that by working collaboratively we will achieve what is best for golf.

Professor Wilson Sibbett CBE FRS FRSE
Chairman, The R&A





Review

Our year at The R&A is always multi-faceted but a recurrent theme of 2013 is that we are entering a period of unparalleled investment in almost every aspect of our work. It is the carefully nurtured commercial success of The Open Championship that allows us to fulfil our many commitments to the game. In 2004 we made a pledge as we devolved governance and championship responsibilities from club to Trust Company structures that these activities would continue to be delivered at no cost to the sport. In fact in the decade that followed we not only made good on that undertaking but continued to distribute funding for golf development projects around the world.

The success of the Asia-Pacific Amateur Championship since its inception just five years ago has prompted our investment, alongside the Masters Tournament and the USGA, in a new Latin America Amateur Championship. The inaugural event, in 2015, will be contested in Argentina and is a clear statement from Major Championship organisers that increasingly we will work in combination to channel development resources into the game.

During the year, China's leading professional, Liang Wen-Chong joined Pdraig Harrington and Suzann Pettersen as an R&A Working for Golf Ambassador. Collectively they demonstrate their commitment to their sport by willingly giving time to initiatives such as our award-winning R&A Rules Academy.

We have a world view of development in the game which allows us to achieve more where the potential is greatest. In 2013 our grant aid to golf development projects in Europe was 21% of our overall budget when the continent accounts for 58% of golfing facilities in our jurisdiction. This selective approach delivered disproportionately greater funding for key projects in Asia-Pacific, Africa and South and Central America.



It would be shortsighted not to reinvest in The Open Championship and in 2013/14 the evidence of that strategy is in plain view. Many thousands of spectators were able to enjoy the special atmosphere of being at The Open at Muirfield but our investment in event-wide Wi-Fi coverage and The Open Championship app delivers added value content to smartphone and tablet devices in real time. No other championship in golf or in other field based sport has achieved this elevated level of spectator experience accessible by personal devices.

In the financial year to 31 December 2013 and following a £2.8m (2012: £2.2m) charitable donation to The R&A Foundation we are pleased to report an increased operating profit of £6.2m (£5.9m). This outcome was achieved after our Working for Golf and sports governance commitments to the game were met in full, resulting in a £10.5m (£10.8m) charge. Total grant funding for the game was maintained at £6.1m (£6.1m).

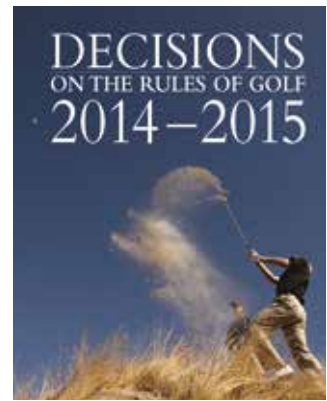
Working for Golf includes our golf development, heritage and sustainable course management activities as well as support for golf's inaugural appearance in the Youth Olympic Games in Nanjing in 2014 and its reintroduction to the Summer Olympic Games in Rio in 2016. Our fully funded governance work includes maintaining The Rules of Golf, resourcing state-of-the-art equipment testing facilities and delivering Rules education programmes around the world and online.

Peter Dawson
Chief Executive, The R&A

Opposite:
Major backing for the new Latin America Amateur Championship

Open Champion, Darren Clarke stays online at The Open





Rules

National governing bodies in 138 countries - representing almost half the world's 60 million golfers - are affiliated to The R&A for the Rules of Golf. Good governance is vital in sport and in golf the Rule making process is subject to a measured four-year review cycle. In 2013-14 that process is mid-term but the Rules of the game don't stand still. The proposed new Rule 14-1b prohibiting the use of the anchored putting stroke in late 2012 was approved in May 2013 by The R&A and Rule-making partner the USGA and will take effect on 1 January 2016. In the final analysis it was deemed that freely swinging the entire club is the traditional method of stroke and that anchoring diminishes a fundamental challenge of the game.

New technology tests perennially the Rules in sport and the ability to modify golf's Rules through the Decisions on the Rules of Golf publication is a valued governance tool. The increasing incidence of television viewers calling infringements of the Rules spotted in super slow motion HDTV coverage is addressed in the 2014-2015 book. The published joint decision of The R&A and USGA is that where a ball at rest moves it will be deemed not to have done so if that movement could not reasonably have been seen by the naked eye. This modification to the Rules is effective from 1 January 2014.

Other proposed amendments to the Rules of Golf, which will come into effect on 1 January 2016, are under active consideration and will be finalised over the next 12 months. Rule makers in sport must however guard against adding layers of complexity when simplification and absolute clarity is the key aim. History reveals that the Rules of Golf benefit from major refocusing on average once every 30 years and, therefore, The R&A and USGA are already looking beyond 2016 and working on a Rules review project likely to be the most significant overhaul since the mid-1980's.

A new Rules education tool was unveiled in 2013 with the launch of the award-winning R&A Rules Academy. This online resource at rulesacademy.randa.org helps golfers of all abilities to learn the Rules at their own pace. There are no tuition fees and, once enrolled, users can choose an R&A Ambassador, Padraig Harrington or Suzann Pettersen, as an online tutor. Users can take a largely multiple choice examination with a pass earning an official R&A Rules Academy Certificate. The R&A Rules of Golf app continues to be a sector-leading download on iTunes with Spanish and Japanese versions launched in 2013 and a Chinese version at an advanced stage of development.

Above:
New Rules Decisions in the 2014-2015 book

Opposite:
Executive Director – Rules and Equipment Standards, David Rickman and Chief Executive, Peter Dawson explain the new Rule prohibiting the anchored putting stroke

Tour player Hideki Matsuyama role plays a Rules incident for the new Japanese Rules app



Research and Testing

Research and testing activity follows the maxim that skill should be the dominant element in determining success when playing golf. The R&A verifies that equipment meets the conditions in the Rules of Golf, ensures that the current Rules are pertinent to the game today and conducts fundamental research in the sport. The entire process is evidence based and for a code observed by some 60 million golfers worldwide there can be no short cuts.

Much of 2013 was spent assisting the elite amateur game, professional qualifying schools and satellite Tour events prepare for the introduction of new groove regulations that came into effect, by Condition of Competition, on 1 January 2014; as well as applying to new models of clubs manufactured since 1st January 2010. The new regulations, adopted in the professional game since 2010, are now mandatory across most R&A and USGA events and from 2014 are recommended for all events involving expert players at the highest level of the amateur game.

As early as 2005 The R&A and the USGA were concerned that certain club face groove markings were reducing the disadvantage when playing from the rough via the retention of spin. Aggressive driving of the ball in the quest for distance frequently leads to enhanced dispersion off the tee, so the maintenance of the fairway levels of spin from the rough can still enable players to retain the control they require to hold the green.

Groove volume divided by pitch has been reduced across all clubs (with the exception of drivers and putters) and the level of groove edge sharpness is also restricted on clubs with lofts of 25 degrees or more; typically the five-iron and above. By agreement between golf's Rule makers, global equipment manufacturers have been designing clubs since 2010 to conform to the new regulations. Regular or non-expert golfers will be advised in 2020 when all golf clubs must conform to the latest club face marking rules but the transition for them will not be before 2024, although it is expected that they may have replaced their clubs with ones including the new grooves by then.

It will be some time before the full effect of new groove regulation can be evaluated fully but a positive correlation between accuracy and success remains a key research and testing metric.

The R&A devotes considerable time and resources to checking equipment at events for conformity to the Rules. The benefit is better informed players and protection against unintended infringement. A two stroke penalty per hole is incurred for carrying a non-conforming club or disqualification if the club is played.

*Opposite:
Dr Steve Otto, R&A Director - Research and Testing, conducts club groove tests at the Asia-Pacific Amateur Championship in China*

More than 2,000 club designs are tested each year by The R&A for conformity to the Rules





The Open Championship

The Open is all about the leading players in the world facing the challenge of the great links courses with the weather doing its best to heighten the drama. At Muirfield, the 142nd staging of The Open Championship was characterised by bright sunshine and warm temperatures. The greenkeeping team at Muirfield, complemented by colleagues from other Open venues, ensured that the Championship would be a true test of links golf on hard and fast-running fairways.

Crowd favourite Phil Mickelson was competing in his 20th Open Championship fresh from winning the Scottish Open title. His record in The Open included third place at Royal Troon in 2004 and tied second with Dustin Johnson at Royal St George's in 2011. Mickelson started the final round at Muirfield five shots back from overnight leader Lee Westwood but birdied four of the last six holes to win The Open for the first time and claim his fifth Major Championship title. Henrik Stenson was runner-up while Adam Scott, Ian Poulter and Lee Westwood tied third. The East Lothian links had extended its reputation for finding great champions: James Braid, Walter Hagen, Henry Cotton, Gary Player, Jack Nicklaus, Lee Trevino, Tom Watson, Sir Nick Faldo and Emie Els all won at Muirfield.

Investment in The Open is significant and supports its position as one of the world's great sports events. Highly visible in 2013 were four new LED scoreboards designed to bring live scoring and video

coverage closer to thousands of spectators. The innovation proved so successful that in 2014 LED scoreboards will be positioned on every hole apart from the 18th which will continue to feature the iconic yellow scoreboards on opposing grandstands. Less visible is the installation of the world's first field sport Wi-Fi mesh with event-wide reach. The mesh puts live scoring, GPS player tracking and event video in the hands of every spectator on their smartphones and tablet devices. Trialled at Muirfield, some 12,000 unique visitors logged onto The Open app on the course.

Every Open venue has a major population centre within reach and in 2013 the Championship was previewed in a three-day city centre event for the first time. St Andrew Square, Edinburgh was transformed into part of The Open tented village offering free golf tuition, the opportunity to be photographed next to the Claret Jug and to watch giant screen action from past Championships. This Open experience will be repeated in Liverpool city centre immediately prior to The Open at Royal Liverpool, Hoylake in 2014.

The Open Qualifying Series was introduced ahead of this year's Championship and 44 of the 156-strong field will qualify through the series. Players can now qualify through established events on the world's major Tours. The global reach of these events extends to 14 events, in nine countries, across five continents. Final Qualifying will take place at four set venues across the UK, Gales Links, Hillside, Woburn and Royal Cinque Ports.

Above:
All eyes on The Open Champion at Muirfield

Opposite:
Muirfield greenkeepers applaud Phil Mickelson on his way to collect the Claret Jug

Australia's John Senden earns his place in The Open at Royal Liverpool after qualifying at the Australian Open





Championships

The Amateur Championship was first contested at Royal Liverpool in 1885 and, in 2013, the 118th staging of the event was at Royal Cinque Ports and Prince's. England's Garrick Porteous became the first Englishman to claim the title since Gary Wolstenholme a decade earlier with a 6&5 win over Finland's Toni Hakula in the 36-hole final. To win The Amateur, the champion has to come through a field of 288 world-ranked players from 30 countries including two days of stroke play qualifying and four days of match play.

The Boys Amateur Championship was played at Royal Liverpool and Wallasey in 2013. Ewen Ferguson became the first Scot in nine years to take the title winning by 10&9 over Germany's Michael Himmer in the 36-hole final.

2013 was a Walker Cup year, the biennial international match contested by Great Britain and Ireland and the United States. The 44th match was played at the National Golf Links of America in Southampton, New York, and the USA regained the Cup by a 17-9 margin. Over the last ten matches the contest has been even with both teams claiming five victories. Walker Cup Captain Nigel Edwards, who led the GB&I team to victory in the 43rd match at Royal Aberdeen, has been appointed for a third term. As a player Edwards was a member of two winning Walker Cup sides and he will lead the team in 2015 at Royal Lytham & St Annes.

The annual boys international match for the Jacques Leglise Trophy was won by GB&I over the Continent of Europe at Royal St David's. In the Boys Home Internationals, Ireland claimed victory at Forest Pines and in The Seniors Amateur Championship American George Zahringer triumphed at Royal Aberdeen, winning a place in The Senior Open Championship at Ganton in 2014.

The Senior Open Championship presented by Rolex went to five play-off holes on the Monday before American Mark Wiebe secured victory over Bernhard Langer.

In 2009, the Asia-Pacific Amateur Championship was established by The R&A, the Asia Pacific Golf Confederation and the Masters Tournament. The championship has done much to assist the development of the sport in the region. Five years on and South Korean, Lee Chang-woo triumphed in the event at Nanshan International in Shandong, China winning a place in the Masters Tournament and a place in Open Qualifying Series - Thailand for The Open Championship at Royal Liverpool. Past champions include Japan's Hideki Matsuyama and China's Guan Tianlang. The compelling development model has led The R&A, the USGA and the Masters Tournament to found the Latin America Amateur Championship with the inaugural event to be played in 2015 in Buenos Aires, Argentina.

Above:

Left: The Boys Amateur Champion, Scotland's Ewen Ferguson celebrates his win

Right: Walker Cup Captain Nigel Edwards has been reappointed for a third term

Opposite:

South Korea's Lee Chang-woo wins the Asia-Pacific Amateur Championship in China

Englishman Garrick Porteous on his way to victory in The Amateur Championship at Royal Cinque Ports





**WORLD
AMATEUR
GOLF
RANKING™**



World Amateur Golf Ranking

The international reach of the WORLD AMATEUR GOLF RANKING™ continues to grow. Developed by The R&A in 2007, it ranked players in the men's amateur game according to the outcomes of almost 900 counting events. In 2011 a women's ranking was added and the USGA became joint administrator. At that point the list of counting events had risen to more than 3,500. Today, there are close to 4,200 events actively monitored. It provides the global game with a weekly report of player performance across amateur golf based on current form. Each week some 10,000 individual players are ranked on the WAGR™ listing.

Annually, the number one ranked players are awarded the Mark H McCormack Medal and gain places in The Open Championship and the US Open for men and the Ricoh Women's British Open and The US Women's Open for women. Since the inception of the women's ranking, New Zealand's Lydia Ko has dominated. Ko's first of three McCormack Medals came when she was aged 14. Her third consecutive medal was presented ahead of the 2013 Evian Championship by R&A Working for Golf Ambassador Suzann Pettersen. Pettersen went on to win the event and Lydia

Ko finished runner-up. Ko held top spot for 131 weeks prior to turning professional and joining the LPGA Tour in October 2013. She entered the professional ranks at number 4 on the Rolex Women's World Golf Rankings.

The men's McCormack medallist in 2013 was Englishman Matthew Fitzpatrick. The Boys Amateur Champion in 2012, Fitzpatrick came through Local Final Qualifying to play in The Open at Muirfield and won the Silver Medal as the leading amateur. He went on to win the US Amateur at The Country Club in Brookline, Massachusetts becoming the first Englishman to lift the Havermeyer Trophy since Harold Hilton in 1911. The win gave the 19-year-old exempt entry to The Open and The US Open and by tradition an invitation to The Masters Tournament in 2014.

Fitzpatrick was the leading points scorer for the Great Britain and Ireland Walker Cup Team and was presented with his McCormack Medal during the biennial international match by The R&A Chairman Professor Wilson Sibbett and USGA President Glen D Nager.

Opposite:

New Zealand's Lydia Ko receives her third consecutive McCormack Medal from R&A Working for Golf Ambassador Suzann Pettersen

McCormack Medal winner Matthew Fitzpatrick receives his award from R&A Chairman Professor Wilson Sibbett and USGA President Glen D Nager



R&A SCHOLARS TOURNAMENT 2013					R&A SCHOLARS TOURNAMENT 2013					R&A SCHOLARS TOURNAMENT 2013									
GAME	NAME	1st RD	2nd RD	3rd RD	TOTAL	GAME	NAME	1st RD	2nd RD	3rd RD	TOTAL	GAME	NAME	1st RD	2nd RD	3rd RD	TOTAL		
1	CONSTANTINI F.	85	80	84	249	8	NEWLOVE E.	77	75	79	231	14	MCCLEAN M.	89	78	71	218		
	HARN D.	82	81	73	236		PEARCE L.	73	78	74	225		MCDONALD J.	75	72	71	218		
2	DAILY M.	85	76	71	232		TAVODA M.	72	79	77	228		HOLMES K.	73	73	72	218		
	BRADBURY K.	82	78	75	235		ROELTSCH V.	74	77	72	223	15	JOHNSTON C.	72	74	75	221		
	HINNEROVA L.	83	76	81	240		APPLE H.	75	76	74	225		CULVERWELL A.	74	72	71	217		
3	JESSAMINE T.	81	75	70	227		L M.	76	74	72	222		BRIGGS E.	73	73	71	217		
	HOWARD M.	74	82	70	226		COLLINGWORTH L.	79	77	77	227	16	SPRAGGS P.	74	71	66	213		
	AUSTWICK C.	80	75	65	220		DOUBSER M.	76	76	76	228		YASUDA T.	71	73	75	219		
4	DAVIES B.	79	76	74	229		DUNN S.	75	74	74	224		POTTER L.	70	74	72	216		
	DUNCALE M.	76	79	74	229							17	CARTER S.	74	70	76	220		
	PROCHAZKA D.	76	79	74	229								EGGENBERGER M.	74	69	73	216		
5	STOREYA	76	79	74	229								HOWIE C.	72	71	68	211		
	WILSON C.	75	79	74	228								18	HURLEY G.	71	72	68	211	
	McMAHON M.	77	77	74	228									MacDONALD K.	69	74	71	214	
6	CARRICK A.	79	75	77	231									WILSON A.	68	75	69	212	
	MacANDREW N.	78	76	73	227									19	SHARVIN C.	70	72	71	213
	MACKAY R.	81	73	73	227										McLARNON T.	72	68	73	213
	MacDONALD G.	78	75	74	227										GRANT P.	68	68	77	213
	MERCKX D.	76	77	75	228														
	SEXTON S.	78	75	78	231														



Working for Golf

The R&A's Working for Golf programme is fully funded by revenues generated from The Open Championship. An annual budget of up to £5m is directed to a range of golf education and development activities targeting growth in the game.

Golf education programmes at grassroots, student and elite amateur level command the greatest allocation of resource with additional funding given to amateur and professional events. Supporting the provision of public access facilities, special needs golf and meeting basic equipment requirements are key aims of the Working for Golf programme.

R&A development funding is increasingly evident in regions of the world where the sport has the greatest potential for growth. South and Central America share just 2% of the world's golf facilities but in 2013 commanded 10% of The R&A's Working for Golf development funding. Africa, with 3% of the global facilities stock, accounted for 7% of distributed funds in the year.

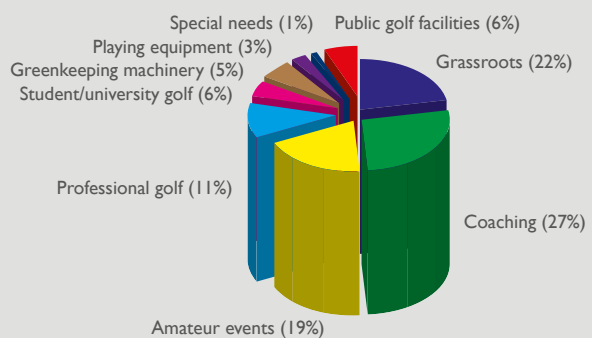
In West Africa, The R&A has committed to funding a national director of golf post in Ghana for three years. This investment coincides with the redevelopment of Ghana's Achimota golf course and driving range in Accra with which Paul McGinley, the 2014 European Ryder Cup Captain, has a close personal involvement. Similarly, the South American Amateur Championship in January 2014 was boosted by a cash injection of £25,000 with additional financial support for participants from Canada, England, Finland, India, Ireland, Scotland and Wales. The enhanced championship played in Barranquilla in Colombia built on prior investment from The R&A in the Colombian Golf Federation's first public driving range in Bogota.

Supporting top level competitive golf around the world is complemented by fully funded PGA coaching visits undertaken by a panel of leading instructors. In 2013, ten-day coaching programmes were delivered in 23 countries ranging from Estonia to the Cook Islands and from Brazil to Bangladesh. R&A Working for Golf coaching is being delivered somewhere in the world more than 32 weeks of the year.

Supporting the development of the sport, R&A Working for Golf Ambassadors Padraig Harrington and Suzann Pettersen have given time to a series of projects in 2013. In the year they were joined by China's best known player, Liang Wen-Chong, ready to use his profile to benefit the development and popularity of golf in China.

Closer to St Andrews, R&A Foundation scholarships benefited over 100 student golfers from across Europe enabling them to both compete and complete their university degrees. The annual 54-hole Scholars' Tournament was won by Irish golfers in both the men's and women's events; Gary Hurley from NUI Maynooth and Paula Grant from the University of Ulster. Repaying the investment, Hurley was a member of the European Palmer Cup team and Grant won the Irish Women's Close Championship.

Working for Golf 2013 funding support by category



Above: R&A funded grassroots coaching in Costa Rica, Central America

Opposite: European Ryder Cup Captain Paul McGinley sees Ghana's Achimota course redevelopment take shape from the 15th tee

R&A Foundation Scholars' Tournament winners Gary Hurley and Paula Grant





Working for Golf Ambassadors

High profile sportsmen and women who put time and energy into sports education and development initiatives inspire the next generation of players. In 2013, The R&A welcomed Chinese golfer Liang Wen-Chong to St Andrews as a Working for Golf Ambassador. He joins Major champions Suzann Pettersen and Pdraig Harrington in this role. Liang is one of China's best known sportsmen. He was the first Chinese golfer to win the Asian Tour Order of Merit and the first from his country to play in The Open Championship. His Open debut, at Royal Birkdale in 2008 saw him complete all four rounds finishing tied 64 behind back-to-back winner and now fellow Working for Golf Ambassador, Harrington.

Introduced to the sport at the age of 16, Liang is especially interested in promoting a greater understanding of golf's Rules and etiquette in his home country. He has featured in several Chinese language educational videos on the Rules produced by The R&A and the China Golf Association.

Norway's Suzann Pettersen was also in St Andrews in the year to compete in the Ricoh Women's British Open in July where she finished tied fourth. She found time to visit the 'Ladies First' exhibition in the British Golf Museum, which is supported by The R&A, and filmed an interview discussing the importance of celebrating the heritage of the women's game. In August she

was a member of the victorious European Solheim Cup team that retained the cup and won for the first time on American soil. The following month Pettersen won her second Major, the Evian Championship in Evian-les-Baines, France. Elsewhere in her LET and LPGA season she entered the winner's circle on five occasions.

2013 saw the 10th annual staging of the Suzann Junior Challenge, Norway's leading youth golf event played at Bogstad Golf Club in Oslo. Over the past three years the event has received financial support from The R&A Foundation.

Suzann Pettersen and Pdraig Harrington contributed to the award-winning R&A Rules Academy launched in 2013. The free learning resource offers registered users the opportunity to learn the Rules at their own pace and to gain an Academy qualification. The R&A Ambassadors are the online trainers in the Academy, featuring in video clip tutorials and helping to make learning the Rules more accessible and enjoyable. The Rules Academy can be found at rulesacademy.randa.org.

All three ambassadors also featured in interviews in a 30-minute television documentary programme on the work of The R&A in 2013 that was distributed worldwide.

Above:
R&A Rules Academy online tutor Pdraig Harrington

Opposite:
Welcoming Liang Wen-Chong to St Andrews are R&A Executive Directors, David Rickman and Duncan Weir with Consul Degang Wan of the People's Republic of China Consulate General in Edinburgh

The 2013 winners of the Suzann Junior Challenge





Course Management

The sustainability brief at The R&A comprises a spectrum of positive action from top level advocacy through funding innovation in education to practical development assistance with people and equipment on the ground. In 2013, a landmark two-day exhibition in the European Parliament in Brussels entitled 'Golf: a European Success' promoted new understanding of the sport's economic, social and environmental benefits. More than 100 delegates attended the exhibition including National Governing Body representatives, MEP's, Commission Officials, Non-Governmental Organisation representatives and golf industry leaders. The event, supported by The R&A and organised by the European Golf Association's Golf Course Committee, drew praise from European Parliament President, Martin Schulz. In his message to the event he noted golf's €15 billion per year contribution to Europe's economy and the wildlife habitat potential in the 'out of play' areas of the 6,000 golf courses in member states.

Birds are a sensitive indicator of the health of the environment. Following work with NGO BirdLife Europe, The R&A, alongside the USGA and the Golf Environment Organisation (GEO), led a workshop at the Birdlife International Congress in Ottawa, Canada, one of the world's largest sustainability events. Delegates from 120 countries attended the congress and a capacity workshop audience learned of golf's sustainability goals for biodiversity, water conservation and the socio-economic benefit of community-based golf provision.

The R&A is a major funder of GEO which, in 2013, was accepted as an associate member by the ISEAL Alliance. ISEAL, founded by certification organisations such as the Forest Stewardship Council (FSC), the Marine Stewardship Council (MSC) and Fairtrade, is acknowledged as the global leader in sustainability standards systems. GEO Certified™, the international ecolabel for golf, is the first sustainability standard in the sports industry to achieve ISEAL recognition.

2013 saw The R&A provide core funding over two years to the European Institute of Golf Course Architects for their 'Raising the Standard of Sustainable Golf Development Programme'. The programme includes 35 online webinars and is believed to be the first Continuous Professional Development programme of its kind in golf. The R&A also committed funding for a further three years to 'Sustainable Turfgrass Management in Asia', a conference organised by the Thai Golf Course Superintendents Association, the Asian Turfgrass Centre and R&A Affiliate, the Thailand Golf Association. The 2013 event, attended by The R&A's Director Asia-Pacific, Dominic Wall attracted 234 delegates from 19 countries.

Over the last ten years The R&A has spent £2.5m on its Greenkeeping Scholarship and Greenkeeping Machinery Programmes. Established scholarship programmes delivered by SRUC Elmwood and Myerscough Colleges were supplemented by a new award in 2013 at the Silver Lakes Golf Estate in Pretoria, South Africa. To date, 186 scholars from 20 countries have received education funding support and they represent a growing international network committed to sustainable golf course management.

Above:
Open Championship courses Turnberry, Carnoustie and St Andrews have all achieved GEO Certified™ recognition

Opposite:
Delegates attending 'Golf a European Success' exhibition in the European Parliament

Studying greens construction during the Sustainable Turfgrass Management in Asia conference





Heritage

The Heritage role at The R&A focuses on the collection and interpretation of important artefacts of the sport that developed in Scotland in the 15th Century, while preserving and researching the archives, library and artworks held by The Royal and Ancient Golf Club of St Andrews. Since 1990, that work has also included curating and managing the British Golf Museum.

A record 78,000 visitors were attracted to the museum in 2013 and the five-star-rated attraction will be remodelled and expanded in the year ahead as part of a £2 million investment. A second storey is being added and the new scheme was praised for preserving the character and appearance of the St Andrews Conservation Area by the planning authority.

The entrance to the galleries will be remodelled and the museum shop extended. The biggest change is the addition of a visitor café and event space on the new upper floor. Extending to 218m², the café area is large enough to accommodate 80 visitors and affords panoramic views of the historic Old Course and the West Sands. Work will start in summer 2014 and the museum will be closed for approximately ten months, reopening in early May 2015 in time for the 144th staging of The Open Championship.

Parts of the museum's collection will be made available to other institutions during the closure period, with objects destined for sports exhibitions inspired by The Open and the forthcoming Commonwealth Games. Curators are also working with their Dutch counterparts on a major exhibition marking the centenary

celebrations of the Netherlands Golf Federation. The exhibition will be mounted in the Haags Historisch Museum, in the parliament district of The Hague.

The highly rated 'The Art of Golf' exhibition, which includes several important works from The Royal and Ancient Golf Club of St Andrews and the British Golf Museum collections, will extend its tour to the Scottish National Gallery where it will run from 12 July to 26 October 2014. Already seen by over 300,000 people, the exhibition spent over a year in the United States, touring the High Museum of Art, Atlanta, the Oklahoma City Museum of Art, the Museum of Fine Arts in St Petersburg, Florida and the Philadelphia Museum of Art.

Through the museum's partnership work, temporary exhibition galleries were taken over by Museum and Gallery Studies masters students from the University of St Andrews. Mentored by museum staff, the postgraduate students curated an innovative exhibition entitled, 'Ladies First: Pioneering Moments in Women's Golf'.

The exhibition was complemented by an outreach programme of lectures, coaching clinics and competitions, attracting visitors and clubs from across the country.

During the year, museum curatorial staff contributed chapters to several golf books, including *Legendary Golf Clubhouses of the US and Great Britain* by Richard Diedrich, and *Great Golf Collections of the World* by Dick McDonough and Peter Georgiady.

Above:
'The Golfers' part of the touring Art of Golf show

Opposite:
The expanded British Golf Museum as it will look in 2015

Gallery displays in the Ladies First student exhibition





Olympic Golf

The R&A is a leading supporter of the International Golf Federation and golf's participation in the Olympic Games. In 2016, following a gap of 112 years, the sport re-enters the games that will be staged in Rio de Janeiro, Brazil. Golf will make its first appearance at the Youth Olympic Games (YOG) in Nanjing, China in August 2014.

The inaugural Youth Olympic Games was staged in Singapore in 2010 and 3,524 athletes, between the ages of 15 and 18 from 204 nations took part in a 26-sport programme. The second summer Youth Olympic Games is expected to attract over 3,800 young athletes and the sport count has increased to 28 with the addition of golf and rugby sevens. The format for golf will be boys' and girls' individual stroke play events and a mixed stroke play team discipline, both played over 54-holes. The Gary Player-designed Nanjing Zhongshan International Golf Course is the Youth Olympic Games competition venue.

Ahead of the event in Nanjing the International Olympic Committee (IOC) has appointed American golfer Michelle Wie as a Youth Olympic Games Ambassador. Her role is to share advice and experience with the first generation of golfers to compete in the Youth Olympics while inspiring young people around the world to get involved in sport and to embrace Olympic values. The International Golf Federation has also announced former LPGA Tour Player Grace Park as the sport's Youth Olympic Games Athlete Role Model. A six-time winner on tour, Park will provide support and advice for the young competitors in Nanjing.

The sport's return to Olympic competition in 2016 will feature individual stroke play, over 72-holes, in both men's and women's events. The field size in each event is limited to 60 players.

The additional worldwide exposure that golf can expect as an Olympic sport is significant with London 2012 achieving a global audience of 4.2 billion people from 5,600 hours of coverage. London also set a new benchmark for the 'dual screen' phenomenon where Games followers consumed Olympic content across multiple screens and devices simultaneously.

Work on the Olympic golf course on the Reserva de Marapendi site is underway but has been subject to land rights and construction delays. However, the Olympic course, an important legacy of the games as the only 18-hole public facility in Brazil, will be ready for Olympic competition.

The IOC's World Conference on Sport and the Environment was held in Sochi, Russia at the end of 2013. In step with The R&A's support for GEO Certified™, the international ecolabel for golf, the importance of voluntary, verifiable environmental standards was a recurrent theme.

Above:

The Rio 2016 Olympic logo and golf's pictogram for the games

Opposite:

IGF Executive Director, Antony Scanlon updates delegates on the 2016 Rio Games at International Golf Conference in St Andrews

Work on the 10th hole of the Olympic course in Rio

Timeline 2013|14

January 2013



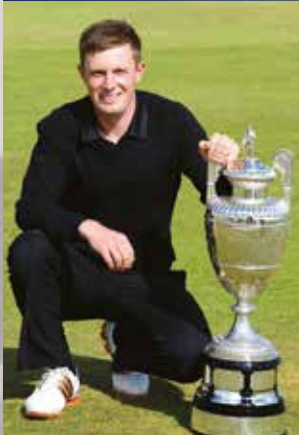
England's Callum Shinkwin and Canada's Brooke Henderson win the South American Amateur Championship

February 2013



The R&A's first introductory Rules School in Laos

June 2013



Garrick Porteous becomes the first Englishman in a decade to win The Amateur Championship

July 2013



Phil Mickelson wins The Open Championship for the first time at Muirfield

August 2013



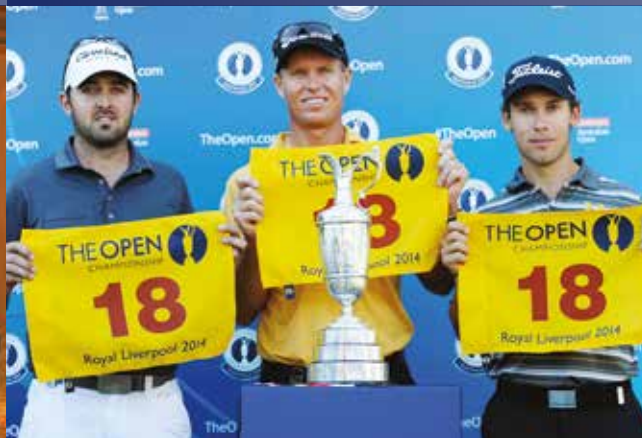
Ewen Ferguson wins The Boys Amateur Championship at Royal Liverpool and Wallasey

November 2013



Participants at the China National Rules School

December 2013



Rhein Gibson, John Senden and Bryden Macpherson qualify for The Open at Royal Liverpool through Open Qualifying Series – Australia

March 2013



R&A Asia-Pacific Director, Dominic Wall at the Sustainable Turfgrass Management in Asia welcome dinner

April 2013



R&A Trophies visit schools in Kent ahead of The Amateur Championship at Royal Cinque Ports and Prince's

May 2013



Sir Matthew Pinsent shares his Gold Medal-winning experiences at the International Golf Conference in St Andrews

September 2013



Great Britain and Ireland win the Jacques Leglise Trophy in the annual boys match against the United States

October 2013



Some of the leading players gather in Longkou City, China for the Asia-Pacific Amateur Championship

January 2014



Carnoustie joins St Andrews and Turnberry as a GEO-Certified Open Championship venue

February 2014



The new Rules of Golf iPad app is launched in Spanish

March 2014



Europe defeats Asia/Pacific to retain the Sir Michael Bonallack Trophy in Bangalore, India

Affiliated Organisations

The R&A has national affiliated organisations in 138 countries and territories in Europe, America, Asia, Africa and Oceania and a further 12 transnational affiliated organisations.

Europe

Albanian Golf Association
Albania

National Golf Association of Armenia
Armenia

Austrian Golf Association
Austria

Azerbaijan Golf Federation
Republic of Azerbaijan

Royal Belgian Golf Federation
Belgium

Bulgarian Golf Association
Bulgaria

Cyprus Golf Federation
Cyprus

Czech Golf Federation
Czech Republic

Danish Golf Union
Denmark

England Golf
England

Estonian Golf Association
Estonia

Finnish Golf Union
Finland

French Golf Federation
France

German Golf Association
Germany

Hellenic Golf Federation
Greece

Hungarian Golf Federation
Hungary

Golf Union of Iceland
Iceland

Golfing Union of Ireland
Ireland

Irish Ladies Golf Union
Ireland

Israel Golf Federation
Israel

Italian Golf Federation
Italy

Latvian Golf Federation
Latvia

Lithuanian Golf Federation
Lithuania

Luxembourg Golf Federation
Luxembourg

Macedonian Golf Federation
Macedonia

Malta Golf Association
Malta

Netherlands Golf Federation
Netherlands

Norwegian Golf Federation
Norway

Polish Golf Union
Poland

Portuguese Golf Federation
Portugal

Romanian Golf Federation
Romania

Russian Golf Association
Russian Federation

Scottish Golf Union Limited
Scotland

Scottish Ladies Golfing Association Limited
Scotland

Golf Association of Serbia
Serbia

Slovak Golf Association
Slovakia

Golf Association of Slovenia
Slovenia

Royal Spanish Golf Federation
Spain

Swedish Golf Federation
Sweden

Swiss Golf Association
Switzerland

Turkish Golf Federation
Turkey

Ukrainian Golf Federation
Ukraine

Golf Union of Wales
Wales

America

Argentine Golf Association
Argentina

Bahamas Golf Federation
Bahamas

Barbados Golf Association
Barbados

Belize Amateur Golf Association
Belize

Bermuda Golf Association
Bermuda

Bolivian Golf Federation
Bolivia

Brazilian Golf Confederation
Brazil

Golf Canada
Canada

Cayman Islands Golf Association
Cayman Islands

Chilean Golf Federation
Chile

Colombian Golf Federation
Colombia

Costa Rica Golf Association
Costa Rica

Curacao Golf Association
Curacao

Dominican Republic Golf Association
Dominican Republic

Ecuador Golf Federation
Ecuador

El Salvador Golf Federation
El Salvador

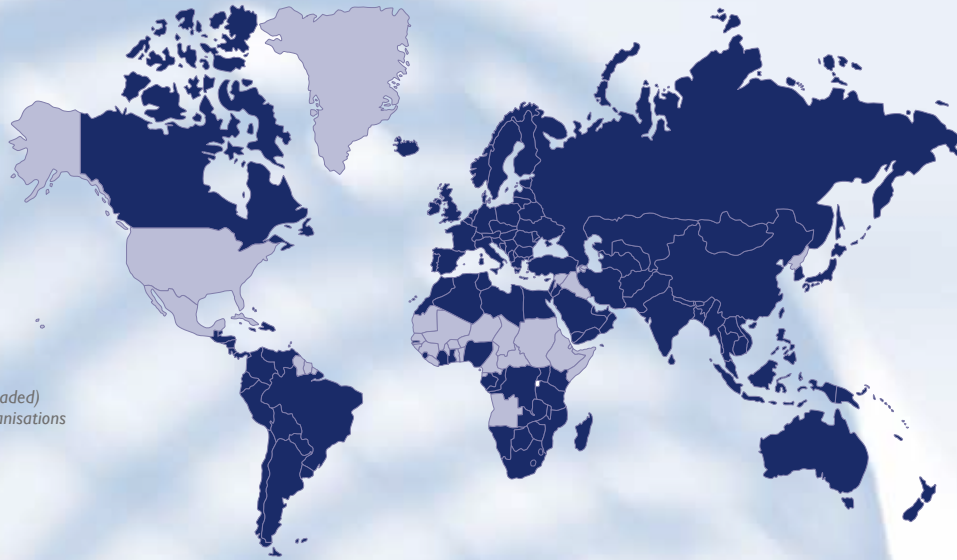
Falkland Islands Golf Association
Falkland Islands

Guatemala National Golf Association
Guatemala

Guyana Golf Union
Guyana

Honduras Golf Federation
Honduras

Jamaica Golf Association
Jamaica



Right:
Map – 138 countries (shaded)
host national golfing organisations
affiliated to The R&A

Nicaraguan Golf Federation
Nicaragua
Panama Golf Association
Panama
Paraguay Golf Association
Paraguay
Peruvian Golf Federation
Peru
Puerto Rico Golf Federation
Puerto Rico
St Maarten Golf Association
Netherlands Antilles
Trinidad & Tobago Golf Association
Trinidad & Tobago
Uruguay Golf Association
Uruguay
Venezuela Golf Federation
Venezuela
Virgin Islands Golf Federation
US Virgin Islands

Asia

Afghanistan Golf Federation
Afghanistan
Bahrain Golf Association
Bahrain
Bangladesh Golf Federation
Bangladesh
Royal Bhutan Golf Federation
Bhutan
Cambodian Golf Federation
Cambodia
China Golf Association
People's Republic of China
Chinese Taipei Golf Association
Chinese Taipei
Emirates Golf Federation
United Arab Emirates
Hong Kong Golf Association Limited
Hong Kong
Indian Golf Union
India
Indonesian Golf Association
Indonesia

Islamic Republic of Iran Golf Federation
Islamic Republic of Iran
Japan Golf Association
Japan
Jordan Golf Federation
Jordan
Kazakhstan Golf Federation
Kazakhstan
Korea Golf Association
Korea
Golf Federation of the Kyrgyz Republic
Kyrgyz Republic
Lao National Golf Federation
Lao People's Democratic Republic
Lebanese Golf Federation
Lebanon
Malaysian Golf Association
Malaysia
Mongolian Golf Association
Mongolia
Myanmar Golf Federation
Myanmar
Nepal Golf Association
Nepal
Oman Golf Committee
Oman
Pakistan Golf Federation
Pakistan
National Golf Association of the Philippines
Philippines
Qatar Golf Association
Qatar
Saudi Arabian Golf Federation
Saudi Arabia
Singapore Golf Association
Singapore
Sri Lanka Golf Union
Sri Lanka
Thailand Golf Association
Thailand
Vietnam Golf Association
Vietnam

Africa

Algerian Golf Federation
Algeria
Botswana Golf Union
Botswana
Cameroon Golf Federation
Cameroon
Democratic Republic of Congo Golf Federation
Democratic Republic of Congo
Egyptian Golf Federation
Egypt
Gabonese Golf Federation
Gabon
Gambia Golf Association
The Gambia
Ghana Golf Association
Ghana
Ivory Coast Golf Federation
Cote d'Ivoire
Kenya Golf Union
Kenya
Liberia Golf Association
Liberia
Libyan Golf Federation
Libyan Arab Jamahiriya
Madagascar Golf Association
Madagascar
Golf Union of Malawi
Malawi
Mauritius Golf Federation
Mauritius
Royal Moroccan Golf Federation
Morocco
Namibia Golf Federation
Namibia
Nigeria Golf Federation
Nigeria
Senegalese Golf Federation
Senegal
Sierra Leone Golf Federation
Sierra Leone
South African Golf Association
South Africa
Swaziland Golf Union
Swaziland

Tanzania Golf Union
United Republic of Tanzania
Tunisian Golf Federation
Tunisia
Uganda Golf Union
Uganda
Zambia Golf Union
Zambia
Zimbabwe Golf Association
Zimbabwe
Oceania
Golf Australia
Australia
Cook Islands Golf Federation
Cook Islands
National Golf Association of Fiji
Fiji
New Zealand Golf Incorporated
New Zealand
Papua New Guinea Golf Association
Papua New Guinea
Samoa Golf Incorporated
Samoa
Vanuatu Golf Association
Vanuatu
Transnational Affiliated Organisations
Africa Golf Confederation
Asia-Pacific Golf Confederation
Caribbean Golf Association
Council of National Golf Unions
European Golf Association
Ladies European Tour
Ladies Golf Union
Oceania Golf Union
PGA European Tour
Professional Golfers Association
Professional Golfers Associations of Europe
South American Golf Federation



Executive Management



Peter Dawson
Chief Executive



Johnnie Cole-Hamilton
Executive Director -
Championships



John Murray
Executive Director -
Finance



David Rickman
Executive Director -
Rules and Equipment
Standards



Michael Tate
Executive Director -
Business Affairs



Duncan Weir
Executive Director -
Working for Golf



Robin Bell
Marketing Director



Malcolm Booth
Communications
Director



Angus Farquhar
Commercial Director



Angela Howe
Museum and Heritage
Director



Steve Isaac
Director - Golf Course
Management



Peter Lewis
Director - Film
Archive



Jim McKane
Chief Accountant



Grant Moir
Director - Rules



Dr Steve Otto
Director - Research
and Testing



Rhodri Price
Director - Championship
Operations



Dominic Wall
Director - Asia/Pacific



Michael Wells
Director -
Championship Staging



Based in St Andrews, The R&A organises The Open Championship, major amateur events and international matches. Together with the United States Golf Association, The R&A governs the game worldwide, jointly administering the Rules of Golf, Rules of Amateur Status, Equipment Standards and World Amateur Golf Rankings. The R&A's working jurisdiction is global, excluding the United States and Mexico.

The R&A is committed to working for golf and supports the growth of the game internationally and the development and management of sustainable golf facilities. The R&A operates with the consent of 152 organisations from the amateur and professional game and on behalf of over 30 million golfers in 138 countries.



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