

Annual Review. 2021





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Foreword



Last year's Foreword was compiled during the continuing temporary closures of golf courses in many parts of the world, amid speculation on how the infrastructure of our sport might recover from the impact of the economic damage wrought by the worst of the pandemic in 2020.

While 2021 continued to present many challenges, I believe those connected with the governance and administration of golf can look back on last year with both relief and some quiet satisfaction.

Even before the pandemic, participation in golf had been steadily building as a result of a range of new initiatives. However, the realisation by government and new participants that golf, already a healthy sport to play, could be pursued more safely than many other forms of recreation, gave it a higher profile. An unexpected opportunity therefore arose to grow the sport to a point where, globally, a record 66.6 million people are now enjoying various forms of golf.

Notwithstanding this boost, many restrictions on international travel and social interaction remained in place for much of last year. As an example, in May 2021, not even the GB&I-based families of team members were able to attend the Walker Cup match at Seminole. However, the match was played and the away team, some of whom had not competed for months, came close to producing a surprise win.

The subsequent, but gradual relaxation of these restrictions, paved the way for a near full calendar of both amateur and professional championships.

After our decision to cancel The Open in 2020, it was a huge relief when approval was given for 32,000 fans to attend each Championship day last July at Royal St George's. They were treated to a festival of links golf at its best, before Collin Morikawa prevailed to lift the Claret Jug and become the first male golfer to win two different majors on his first attempt.

Last August, with the help of our title sponsor, a terrific AIG Women's Open was played at Carnoustie, where Anna Nordqvist won after a very exciting finish. Louise Duncan continued the form that won her the Women's Amateur Championship by putting in a wonderful top-ten performance.

As we moved into 2022, we saw many years of planning culminate in The 150th Open in St Andrews before a full capacity of lucky ticket holders. It was

a very special celebration of both the past and present of the oldest major championship, first played in 1860 and provided many unforgettable moments for those privileged to attend.

Using the profits generated by The Open, The R&A will continue to work hard, in conjunction with our affiliates, partners and other stakeholders, to capitalise on the growth of golf, which absolutely must be sustained.

As the end of my four years as Chairman of The R&A approaches, there are many further opportunities that lie ahead to broaden access to golf for people of all ages and abilities and from many different backgrounds. A thriving future for our sport depends on us working together to seize those opportunities.

Ian Pattinson
Chairman, The R&A



Chief Executive's Review

Despite the continuing challenges of the Covid-19 pandemic in 2021, it is pleasing to be able to report on progress that the organisation has made on our activities in golf.

Whilst the last two years have been incredibly difficult for us all, The R&A has emerged strongly from the pandemic with record gross revenue of £115 million in 2021 and a strong balance sheet with net assets of £177 million, which allows us to continue our ambitious programme of investment into the sport.

It was a testament to the drive and expertise of everyone involved in staging The 149th Open at Royal St George's that we were able to welcome a significant number of fans to the Kent links, particularly after the deep disappointment of having to cancel the Championship in 2020.

Fans are so important to major sporting championships; they bring passion and excitement; celebrate greatness and commiserate heartbreak. They played a huge role in creating a very special atmosphere as the world's best players competed for the Claret Jug at Royal St George's, where Collin Morikawa memorably triumphed on his Open debut.

To stage the Championship, we received excellent support from the government and public health authorities, fans, players, our patrons, partners and everyone at Royal St George's, as we worked through an extremely challenging process. The Open is a very special Championship in the world of sport and we are fortunate that so many people care as deeply about it as we do.

Similarly at Carnoustie, we were delighted to welcome back fans to celebrate the world's leading women golfers for the AIG Women's Open.

We and our partners at AIG are incredibly proud of what we achieved for women's golf at the AIG Women's Open in 2020 – played safely behind closed doors at Royal Troon – and we will always remember Sophia Popov's outstanding victory. In 2021, the presence

of spectators helped elevate the AIG Women's Open from memorable to truly special. Anna Nordqvist triumphed in style during a thrilling week on the Angus links.

It was also a year that reflected our commitment to both championships in terms of prize money. We are further enhancing the status of our professional championships at the same time as making good progress towards our investment of £200 million over ten years in growing golf around the world.

By increasing the prize fund for The Open to a record \$11.5 million in 2021, we believe it fully reflects the Championship's stature in world sport. We further increased this in 2022 for The 150th Open. As the only men's major championship played outside of America, The Open has a global role to play and we are determined to continue to attract the top players.

We are also absolutely committed to elevating the AIG Women's Open and enhancing its status as one of golf's premier championships. We set a new benchmark for prize money in women's major championship golf in August – moving to an overall total of \$5.8 million – and, thanks to AIG, we will build on it still further in 2022 at Muirfield. Together with AIG, we are taking action to make change happen and sending out a strong signal that more needs to be done by everyone involved to grow women's golf.

Our #FOREeveryone campaign aims to help build on the positive trend to encourage more women and girls to play golf. The initiative, which we communicated to golfers directly in 2021 after an initial industry launch in 2020, aims to showcase the sport and provide advice on how to get started.

Those thinking of playing golf can go on the #FOREeveryone website to get practical advice, as well as hear from women golfers about why they play, highlighting the opportunity to improve physical and mental health, spend time with family and friends, or experience the thrill of competition.

Aligned to that, we want to make golf more welcoming and inclusive for people of all ages, abilities and backgrounds, thereby offering a variety of fun and affordable activities that attract more families and young people into the sport.

We continued to make strides towards that goal in 2021, notably with The R&A securing approval in August for our plans to redevelop the existing public golf course at Lethamhill in Glasgow to create a brand new community golf facility in the north-east of the city.

The new development, which is planned to open in 2023, includes the creation of a nine-hole course, putting greens, short-game area, adventure golf and a floodlit double-decker driving range to allow visitors to enjoy a wide range of golf activities, including shorter forms of the sport.

This is a vital step towards realising our ambition of creating a new golf facility which presents the sport in a fun, affordable and accessible way for the enjoyment of families, young people and community groups living locally. We are hugely excited about the potential of this project and will be making a significant investment in transforming the existing course at Lethamhill into a first-class venue that provides an accessible pathway into golf and inspires people to get out, have fun and experience the many health benefits that playing golf with family and friends can provide.

Facilities like Lethamhill can help golf capitalise on the current growth trend in the sport. Indeed, record numbers are now playing the sport worldwide and we encourage golf clubs and facilities to grasp the opportunity to retain new and returning players.

Towards the end of the year, new research figures revealed by The R&A and Sports Marketing Surveys (SMS) showed golf has enjoyed a significant increase in popularity worldwide with over five-and-a-half million additional golfers taking up the sport.



“We want to make golf more welcoming and inclusive for people of all ages, abilities and backgrounds, thereby offering a variety of fun and affordable activities that attract more families and young people into the sport.”

The number of 'total golfers' globally increased from 61 million to 66.6 million in a five-year growth period to 2021, surpassing the previous high mark of 61.6 million set in 2012. The measure includes club members and non-member independent golfers playing nine or 18 holes and users of driving ranges in markets where course availability is limited.

The research figures indicate that the growth trend began before Covid-19 and then accelerated during the pandemic as the popularity of golf grew due to golfers being able to socially distance safely outdoors and boost their physical and mental health.

The rise in participation was also highlighted in the 2021 European Golf Participation Report, which highlighted that over 10.6 million golfers now enjoy playing full-length courses on the

continent – a healthy increase from the 7.9 million last monitored in 2016.

We embarked on a new five-year strategy in 2021 and we continue to strive to deliver across key areas of our work – notably development, sustainability and governance.

We provided an update with the USGA on the Distance Insights project at the start of the year, as we re-engaged with the golf industry on this critical topic. We issued specific Areas of Interest to help mitigate continuing distance increases and three proposed changes to the Equipment Rules to ensure their effectiveness in relation to distance limits.

In October 2021, The R&A and the USGA announced that a new Model Local Rule (MLR G-10), would be available beginning on 1 January 2022 to provide those

running professional or elite amateur golf competitions with the option of limiting the maximum length of a golf club (excluding putters) to 46 inches. We continue our work on this important project, working with the USGA to gain insights from stakeholders and consider options for the future.

It was also pleasing to see our amateur championships calendar largely restored in 2021. The Men's Home Internationals and Girls' U16 Amateur Championship were postponed in April due to Covid-19, but played later in the year. We also successfully staged The Amateur and Women's Amateur championships, both impressively live streamed for the first time by our digital team and generating over 100,000 views. Both Louise Duncan and Laird Shepherd were deserving champions, with Laird making an incredible comeback in The Amateur final to memorably win at Nairn.

We also welcomed the return of our international amateur championships, with the Asia-Pacific Amateur Championship, Women's Amateur Asia-Pacific Championship and the inaugural Women's Amateur Latin America Championship all staged. The Women's Amateur Latin America presented by The R&A and the ANNIKA Foundation follows the successful introduction of the Women's Amateur Asia-Pacific by The R&A in 2018.

As a two-time winner of the Asia-Pacific Amateur, it was also pleasing to see Hideki Matsuyama win the Masters Tournament at Augusta National. The Japanese player received support from The R&A throughout his university career under The R&A's Foundation Scholar programme.

While it was a positive year, there was also sadness. HRH Prince Philip,

the Duke of Edinburgh, a member of The Royal and Ancient Golf Club of St Andrews, passed away. The golf world lost broadcaster Renton Laidlaw and journalists Jock McVicar and Göran Zachrisson.

We also remembered one of golf's greats. Few sportspeople have ever commanded as much affection as Seve Ballesteros. To mark the 10th anniversary of his passing, we celebrated the life and career of Seve with a trio of unique tributes: the production of a feature-length documentary film, the publication of a stunning photobook by renowned sports photographer David Cannon and an 18-month exhibition at The R&A World Golf Museum in St Andrews.

After an extensive redevelopment, the Museum galleries have been redisplayed

and re-interpreted, now welcoming visitors once more to explore the rich history of golf.

As we begin our new strategy, we must continue to lead the sport and help it modernise, change and adapt to meet the needs of people who want to enjoy healthy, social and fulfilling leisure pursuits perhaps more than ever before. We must continue to advocate golf is open to all and work with our network to make it more appealing, inclusive and accessible to ensure it is thriving for years to come.

Martin Slumbers
Chief Executive, The R&A

2021 Financial Summary

Overview

The R&A is aiming to invest £200 million into golf over a ten-year period including its golf development activities, governance of the sport and staging world class championships.

This investment is largely supported by the proceeds of The Open. The 149th Open at Royal St George's was a successful championship from a commercial point of view thanks to an increase in income generated by the sale of media rights to broadcasters in a number of key territories, sponsorship and commercial activities.

The proceeds generated by The Open enabled the organisation to invest £19.6 million into the sport in 2021, bringing the total investment made to £92 million since the current business strategy was initiated in 2017.

During 2021, The R&A provided grants totalling £1.8 million to various projects and initiatives, as well as charitable donations to The R&A Foundation of £4.0 million to support the charity's work in developing the sport.

Significant investment was also made in enhancing the staging of world-class amateur championships in Great Britain and Ireland, as well as Asia, including the Curtis Cup and the Women's Amateur Asia-Pacific Championship.

After all costs, the organisation generated a profit before tax of £25.1 million in the year to 31 December 2021. This profit included an upwards fair value adjustment of £10.7 million to the group's investment portfolio.

The R&A's balance sheet at the end of 2021 was strong, with net assets of £177 million.

£25.1m

The organisation generated a profit before tax of £25.1 million in the year to 31 December 2021

Group Financial Results

The parent company of The R&A's Group of Companies is R&A Trust Company (No.1) Limited. The consolidated financial results for the group are recorded in this entity. The figures set out below are not the statutory accounts but a summary of information extracted from the group's financial statements for the year ended 31 December 2021.

The R&A's primary charitable entity is The R&A Foundation. The R&A Foundation prepares standalone financial statements which do not form part of the consolidated financial results of The R&A Group of Companies. The R&A Foundation is a registered Scottish charity.



2021 Financial Highlights



£19.6m

The proceeds generated by The Open enabled the organisation to invest £19.6m into the sport in 2021

£1.8m

The group made charitable donations of £1.8 million to The R&A Foundation in support of its charitable activities during the year

£4.0m

The group made direct golf development grants of £4.0 million during the year

£115m

The highest turnover The R&A Group has generated in its history

£158m

The market value of the group's investment portfolio grew to £158 million from £134 million last year

£14.6m

The group generated operating profits of £14.6m in 2021

£177m

The group's net assets increased to £177 million from £159 million in the previous year

Summary of 2021 Financial Results

The financial results for R&A Trust Company (No. 1) Limited for the year ended 31 December 2021 are summarised as follows:

Group Income Statement

	31.12.2021 £000's	31.12.2020 £000's
Turnover	114,578	13,429*
Cost of sales	(80,673)	(24,810)
Gross profit / (loss)	33,905	(11,381)
Administration expenses	(24,711)	(23,193)
Grants payable	(1,771)	(2,356)
Other operating income	7,138	52,291
Operating profit	14,561	15,361
Charitable donation	(4,038)	(13,544)
Investment gains / (losses)	14,287	11,106
Net interest income	297	186
Profit before tax	25,107	13,109

Balance Sheet

	31.12.2021 £000's	31.12.2020 £000's
Fixed assets		
Tangible assets	11,741	11,908
Intangible assets	1,163	642
Investments	158,297	134,240
Negative goodwill	(539)	(570)
Loans recoverable	4,333	5,187
Sub-total	174,995	151,407
Current assets		
Stocks	784	1,559
Debtors	16,940	28,756
Currency hedge assets	2,554	3,634
Cash and short term deposits	42,815	24,944
Creditors falling due within one year	(60,465)	(49,233)
Net current assets	2,628	9,660
Creditors falling due after one year	(1,070)	(2,399)
Pension asset / (liability)	-	-
Net assets	176,553	158,668
Capital and reserves		
Called up share capital	5,000	5,000
Profit and loss reserves	171,553	153,668
Net assets	176,553	158,668

* Turnover was lower in 2020 due to the cancellation of The Open.

Our Investment in Golf

In 2021, The R&A invested £19.6 million into golf. Since launching this initiative in 2017, the cumulative investment in the sport by the end of 2021 was £92 million, which includes £42 million in golf development, £24 million in governance of the sport, £13 million in staging world class amateur championships and £13 million in supporting other golf activities.

2021 Investment Highlights

£5.7 million

made in grants to support golf development around the world:

Golf Development

£1.1m
provided to national associations affiliated to The R&A

£616k
in support of Women in Golf initiatives



£885k

on sustainability projects



£167k

in support of university golf, including student scholarships



£135k

on greenkeeping scholarships

£1.3m

in support of championships and events, including junior golf

Governance

£5.2m

invested in governance of the sport including Rules of Golf, Equipment Standards and the World Handicap System

£547k

in support of professional golf

Amateur Championships

£3.3m

invested in staging world class amateur championships including 16 championships for men, women, boys and girls

£500k

to The Golf Foundation

£483k

in support of the elite performance

Other activities

£1.6m

in supporting other projects, including the legacy funds which provide support to the local communities in which The Open is staged each year



Governance

The R&A and USGA provided an update on the Distance Insights project at the start of last year, offering comprehensive research and analysis on the contributors to and long-term impacts of hitting distance in golf.

The update outlined that The R&A and the USGA have re-engaged with the golf industry on the project. The governing bodies issued specific Areas of Interest to help mitigate continuing distance increases and three proposed changes to the Equipment Rules to ensure their effectiveness in relation to distance limits.

The Areas of Interest notice, sent to golf equipment manufacturers, followed the conclusions of the Distance Insights Report delivered in 2020. Its publication is part of the established Equipment Rulemaking Procedures, which give the opportunity for golf's stakeholders to provide research and perspectives on topics that might lead to equipment rules changes.

The R&A and the USGA also released the annual driving distance report (2020 Annual Driving Distance Report). As normal, the report examines driving distance on the major professional golf tours including the PGA TOUR, DP World Tour, Japan Golf Tour, Korn Ferry Tour, PGA TOUR Champions Tour, LPGA Tour and Ladies European Tour going back as far as data are available, alongside comments on data from the wider game.

A comparison of these major professional tours, both men's and women's, indicates that the average driving distance on both the men's and women's tours has increased by approximately 3.2% since 2003 until the end of the 2020 season.

Club golfers, meanwhile, are continuing to enjoy the benefits of the new World Handicap System (WHS). Over 100 national associations have now successfully transitioned to the WHS – a milestone achievement in creating a modern handicap system for all golfers everywhere. From Andorra to Argentina, India to Italy and Norway to New Zealand, national associations have implemented the new system.

Launched in January 2020, the WHS provides golfers with a unified and more inclusive handicapping system for the first time. Developed by The R&A and USGA in close coordination with existing handicapping authorities, the WHS provides all golfers with a consistent measure of playing ability, with handicaps calculated in the same way wherever they are in the world.

To help club golfers in their understanding of the Rules of Golf or aid aspiring referees looking to achieve more knowledge and qualifications, The R&A staged a dedicated Rules Week across its digital platforms in February, engaging golfers and referees alike across a variety of themes.

It provided valuable engagement for golfers at home under lockdown restrictions – both from a theoretical and practical point of view – and featured daily highlights including a video piece that went behind the scenes of the notable Jordan Spieth ruling en route to winning The Open at Royal Birkdale in 2017.

The week also saw the launch of a new video series created for junior golfers to learn about the Rules of Golf and improve their enjoyment of the sport by understanding how to apply them on the course.

The Rules Skool Open featured ten episodes and each instalment followed the progress of featured player George Harper Jnr as he got to grips with the Rules of Golf when faced with a number of different situations during the championship.

Claire Hargan of The R&A's Rules team helped to explain how the Rules are applied in each situation while her colleague Conor Finlay provided practical demonstrations for young golfers to build their knowledge and understanding of the Rules.

An official qualification in refereeing to spearhead a new and enhanced Rules education programme was also launched. The programme aims to provide a clear pathway for individuals who are seeking

to become qualified golf referees and tournament administrators by combining technical knowledge of the Rules with practical on course experience, as well as providing continuous professional development to ensure officials build on their skills following qualification. The qualification in refereeing programme will also benefit from the input of former European Tour chief referees.

The organisation also continues to support golfers with both digital and printed versions of the new Rules of Golf. Over 2 million copies of the Player's Edition of the Rules of Golf have been produced while the Rules App for smartphones, which covers 18 languages, had 778,000 downloads by the end of December 2021.

In October, golf's new Rules of Amateur Status were published by The R&A and the USGA ahead of coming into effect on 1 January 2022.

The work was the latest step to make the Rules easier to understand and apply and follows the modernisation process of the Rules of Golf in 2019. The new Rules were informed by golfer and golf industry feedback as part of a comprehensive review, to ensure they continue to reflect how the modern game is played by millions of golfers around the world.

The result is a set of Rules that removes many of the restrictions that previously applied to amateur golfers, while ensuring that the integrity of the game is protected by limiting the form and value of the prizes an amateur golfer can accept.

At the end of the year, golf's governing bodies made available a Model Local Rule (MLR) to further limit the use of Green-Reading Materials. MLR G-11 enables a committee to limit players to using only the yardage book that it has approved for use in the competition.

This local rule is intended only for the highest levels of competitive golf and, even then, only for competitions where it is realistic for the committee to undertake an approval process for yardage books. It was available from 1 January 2022.

Professional Championships

The 149th Open

The 149th Open was successfully played at Royal St George's in July after the Championship had been cancelled in 2020 due to the Covid-19 pandemic.

The R&A worked closely with the UK Government and public health authorities to agree The Open's inclusion in the Events Research Programme, which enabled 32,000 fans to safely attend on each Championship day.

In glorious conditions as the week progressed in Kent, the return of fans to The Open for the first time since Shane Lowry's win at Royal Portrush in 2019 helped create a wonderful atmosphere as a gripping contest for the Claret Jug was played out. In total, 152,330 fans attended in the week of the Championship.

On his Open debut, Collin Morikawa shot a superb bogey-free final round for a memorable triumph. The American wrestled hold of the lead with three

birdies to finish the front nine and held off the move of Jordan Spieth to win by two strokes in Sandwich.

The 24-year-old, who won his first major on his PGA Championship debut in 2020, became the first Open debutant to win since Ben Curtis did so at the same venue in 2003. Morikawa's closing four-under-par 66 saw him win on 15-under-par, with 2017 Champion Golfer Spieth his nearest challenger on 13-under, with Jon Rahm finishing joint third on 11-under with overnight leader Louis Oosthuizen.

Ahead of the Championship, The R&A announced an increase in prize money for The 149th Open to a record \$11.5 million. Champion Golfer of the Year Morikawa became the first winner to receive over \$2m (\$2.07 million), while the increase represented a \$750,000 overall rise from 2019.

The Open also generates significant income and exposure for the regions in which it is held each year and the

staging at Royal St George's delivered £113.4 million in economic benefit to Kent, according to independent research commissioned by The R&A. The Open's first playing in Sandwich since 2011 provided a total economic impact of £19.4 million for the Kent region.

The town of Sandwich also benefitted from a £100,000 windfall from The Open Legacy Fund, an initiative run by The R&A to leave a positive and long-lasting impact on the local environment and communities in which The Open is staged.

The R&A agreed to provide £75,000 in funding towards the redevelopment of the Guildhall Market Square, alongside additional investment from Dover District Council, Sandwich Town Council, Prince's Golf Club and Discovery Park.

A Green Initiatives Grant Programme was also launched by The R&A, Dover District Council and Sandwich Town Council which enabled six community groups

and organisations in Sandwich to be successful in securing funding to support initiatives that offer social, environmental and health and well-being benefits for the town and its residents.

AIG Women's Open

At Carnoustie, The R&A was delighted to welcome spectators back to watch the world's best players compete over the Angus links in the 2021 AIG Women's Open. Total attendance for the week was 28,758 as fans enjoyed watching the international field of 144 players, which contained as many as 32 nationalities.

During a thrilling week at Carnoustie where Scotland's Louise Duncan wowed the home crowds en route to finishing as leading amateur in a tie for tenth overall, it was Anna Nordqvist who held her nerve brilliantly to claim a dramatic one-shot victory and her third major title.

On an engrossing final day, the Swede parred each of Carnoustie's demanding

final four holes for a 69 that gave her a 12-under-par aggregate of 276. Nordqvist, whose husband Kevin hails from nearby Dundee, was level with fellow Scandinavian Nanna Koerstz Madsen as the final pair played the 18th, but the latter made a double-bogey to slip back into a share of fifth.

Nordqvist, who went on to help Europe claim only a second win on American soil since the Solheim Cup began in 1990, won \$870,000 for her success.

Ahead of the Championship, an increase in overall prize money by \$1.3 million to \$5.8 million was announced to continue to enhance the AIG Women's Open's status as a leading major sporting event. With the support of title sponsor AIG, the prize fund will increase by a further \$1 million to no less than \$6.8 million in 2022 for the staging at Muirfield.

This more than doubles the prize fund from 2018 before AIG's partnership with The R&A commenced.

The Senior Open presented by Rolex

Stephen Dodd held off Miguel Angel Jiménez, Darren Clarke and Bernhard Langer to win the Senior Open presented by Rolex and a maiden senior major title at Sunningdale. The Welshman was tied with Jiménez with one hole remaining, but played a sublime approach shot to ten feet before rolling in the birdie putt to reach 13-under-par and finish one stroke clear of the Spaniard.

It was announced that the championship will return to Royal Porthcawl for the first time in six years at the Welsh venue in 2023, a year after the 2022 staging at Gleneagles.



Amateur Championships

The R&A makes a significant investment in the staging of world-class amateur championships for men and women and boys and girls each year – and a full schedule of events returned last year after the disruption of the Covid-19 pandemic in 2020.

Notably, for the first time, live broadcasts of the finals of The Women's Amateur Championship and The Amateur Championship were produced, providing coverage of both 36-hole matches. They were both live streamed free to air on The R&A digital channels and combined views reached more than 100,000.

Working with broadcast partners IMG, ground-breaking new technology was used to produce the live coverage from Kilmarnock (Barassie) and Nairn. It was a genuine 'first' for a golf production of this size and significance and fans were able to watch all the action in each final from the first tee shot until the champions were crowned.

At Nairn, Laird Shepherd produced one of the greatest ever comebacks to win The 126th Amateur Championship in emotional scenes. In an all-English 36-hole Final with Monty Scowsill, Shepherd – a former R&A Foundation Scholar – remarkably fought back from eight down after 17 holes and from four down with four to play to triumph at the 38th hole in an extraordinary match.

Scotland's Louise Duncan also played impressive golf to record a dominant victory in The 118th Women's Amateur Championship at Kilmarnock (Barassie). The 21-year-old won by 9&8, the largest winning margin in the championship's history, over Jóhanna Lea Lúdvíksdóttir of Iceland.

In May, the USA claimed a hard-fought 14-12 victory over a valiant Great Britain and Ireland side to win the 48th Walker Cup at Seminole in Florida. It was their third consecutive triumph, but Stuart Wilson's visiting side, who required an Elite Athlete Exemption to travel to the United States given Covid-19 travel restrictions, had closed to within a point only to narrowly lose the final singles session.

The rescheduled Curtis Cup match was played in August at Conwy in Wales, where GB&I led after the opening three sessions. However, the USA won six of the eight singles matches to fight back and retain the trophy with a 12½-7½ victory over Elaine Ratcliffe's side. The three days of competition were again live streamed through The R&A's YouTube and Facebook channels as well as randa.org, with spectators also back in attendance at Conwy following a relaxation in Covid-19 regulations which previously placed restrictions on public gatherings.

Hannah Darling fought off a late comeback bid from Beth Coulter to continue her dream summer and win The R&A Girls' Amateur Championship at Fulford. The Scot began the week with Curtis Cup selection and ended it in style by defeating Ireland's Coulter by two holes.

Jack Bigham defeated Italy's Riccardo Fantinelli on the 37th hole to win the final of The R&A Boys' Amateur Championship at Royal Cinque Ports. After the pair could not be separated after the regulation 36 holes, it was the England international who held his nerve and won at the first extra hole.

England's Rosie Bee Kim continued her love for The R&A Girls' U16 Amateur Championship after claiming a memorable victory at Enville. The Great Britain and Ireland Junior Vagliano Trophy player made a closing birdie to win by two shots. Aged 10, Kim was the youngest competitor in the field for the inaugural staging of the championship at Fulford in 2018 and won the Under-12s section that year, as well as in 2019.

With international championships also returning to the calendar, Keita Nakajima became the third player from Japan to win the Asia-Pacific Amateur Championship (AAC) in November. He defeated Hong Kong's Taichi Kho on the second hole of a thrilling play-off at Dubai Creek Golf & Yacht Club.

The 2021 AAC was broadcast in more than 160 countries, again placing the AAC as the most televised amateur golf championship in the world.

The following week the third edition of the Women's Amateur Asia-Pacific Championship was won by Japan's Mizuki Hashimoto at Abu Dhabi GC.

Colombia's Valery Plata then won the inaugural Women's Amateur Latin America Championship presented by The R&A and ANNIKA Foundation at Pilar Golf. The Championship aims to unearth emerging talent and provide a pathway for the region's elite women amateurs to the international stage.

Aileen Greenfield enjoyed the highlight of her career with a dramatic play-off victory over Catherine Rawthorne in The R&A Women's Senior Amateur Championship at Ashridge, while after a trio of near misses, Iowa's Gene Elliott finally found success in The R&A Senior Amateur Championship at Ganton.

England made home advantage count in a clean sweep of The R&A Women's, Boys' and Girls', and Senior Men's and Women's Home Internationals held at Woodhall Spa. Ireland took The R&A Men's Home Internationals title for the first time since 2017 at Hankley Common.

The Continent of Europe defeated GB&I 16½-8½ to win the Jacques L'Église Trophy at Falsterbo in Sweden, while the Continent of Europe also won the Junior Vagliano Trophy after comprehensively beating GB&I 14-4 at Hilversumsche in the Netherlands.

Teenager Rose Zhang of Irvine, California claimed the Mark H McCormack Medal as the leading female player in the 2021 World Amateur Golf Ranking® (WAGR®) for a second straight success. Keita Nakajima of Japan won the Mark H McCormack Medal as the leading men's player in the 2021 WAGR.

The World Amateur Golf Ranking, which is supported by Rolex, was established in 2007 when the men's ranking was launched. The men's ranking currently encompasses over 2,900 counting events, ranking 4,887 players from 109 countries. The women's ranking was launched in 2011 and has a calendar of nearly 1,900 counting events with 2,926 ranked players from 83 countries.



Golf Development



The R&A is committed to advancing golf's appeal across the world and last year a number of initiatives were introduced to help drive participation, notably around young people and women and girls' golf.

In January, Modest! Golf – whose founder is music icon Niall Horan – were appointed to work on designing and developing a series of future grassroots programmes aimed at inspiring more young people into golf and retain them within the sport. They will help to promote more opportunities for juniors to be introduced to golf through offering fun and accessible formats of the sport that are more in tune with how today's generation uses its leisure time.

The Women in Golf Charter encourages more women to seek opportunities and careers within the sport. It now has over 1,000 signatories around the world, including Acushnet, the parent company of Titleist and FootJoy, who became the first global golf brand to sign the Charter.

The Women in Golf Leadership Development Programme, launched in 2019, is part of the organisation's ongoing commitment to the Charter. It is aimed at supporting the development and progression of women who have the

potential to become future leaders within the golf industry and 100 women have now graduated from the programme.

The #FOREeveryone campaign, which was first launched in 2020 as an initiative to support golf facilities and encourage more women and girls into golf, was further developed in a drive to showcase the sport and provide practical advice on how anyone can get started.

The campaign highlights the many benefits of playing golf, including the opportunities to improve physical and mental health, spend time with friends and family, or the simple thrill of competition, while challenging unhelpful misconceptions that non-golfers have about the sport.

As part of the campaign, The R&A is working with England Golf, Golf Ireland, Scottish Golf, Wales Golf and the PGA to encourage new golfers and welcome them to venues across Great Britain and Ireland as they start playing locally.

In 2021, The R&A also continued to provide investment to support Women and Girls' Development Officer roles in GB&I, Australia and Japan and maintain the focus on the female game.

Six national federations in Asia – Chinese Taipei, Indonesia, Malaysia, Philippines, Thailand and Vietnam – also benefitted from a Leading Golf Programme to assist in their planning and development process to grow golf in their respective countries. This fully online process, provided a platform for the six federations to reflect on their current strategic direction, key challenges and to share ideas and best practice.

Overall, golf participation is on a positive upward curve. New figures illustrated that participation in Great Britain and Ireland in 2021 remained strongly above pre-Covid-19 pandemic levels. In total, 5.3 million on-course adult golfers – the second-highest number since monitoring began over 30 years ago – enjoyed playing on full length courses (9 or 18 holes) in Great Britain and Ireland in 2021.

Over 3.5 million people used a driving range – the second highest figure of the last 20 years – while 15% of the population tried or started golf again in any on or off-course format because of the pandemic (in 2020 or 2021).

Notably, the research figures indicate the growth trend began before Covid-19 and then accelerated during the pandemic as the popularity of golf grew due to golfers

being able to socially distance in a safe outdoor setting and stay active to boost their physical and mental health.

In Great Britain, the number of adults playing a nine or 18-hole course began to gradually increase pre-Covid-19, rising from 2.5 million in 2017 to 2.8 million in 2018, then to 3 million in 2019, before surging to 5.2 million in 2020.

The second edition of the European Golf Participation Report – published by The R&A and the European Golf Association using research conducted by Sports Marketing Surveys – also highlighted there are over 10.6 million golfers now enjoying playing golf in Europe, a healthy increase from the 7.9 million last monitored for 2016.

The R&A's annual funding of the Golf Foundation helps to encourage participation. For example, the GolfSixes League initiative is going from strength to strength as the inclusive, fun and competitive six-hole team format continues to have a highly positive impact on junior membership. More than 5,200 youngsters took part across 74 leagues from 386 golf venues in 2021, leading to a 35% increase in affiliated junior membership across those clubs involved.

In August, golf was also at the centre of a city scheme in Birmingham to keep children active, healthy and happy. The Golf Foundation backed the 'Bring it on Brum' summer holiday activities and food programme which staged a multi-cultural festival for 90 children and families at Cannon Hill Park.

The 41st Curtis Cup at Conwy in August also offered the chance to encourage women and girls into golf. Local golf clubs could claim their share of a £35,000 legacy fund thanks to The R&A and the Welsh Government. The fund, administered by Wales Golf, offered clubs across the Principality the chance to apply for grants of up to £5,000 to get more women and girls playing ahead of the AIG Women's Open, which will be staged on Welsh soil for the first time at Royal Porthcawl in 2025.

Thirty-four club golfers enjoyed the once in a lifetime experience of playing Royal St George's on the eve of The 149th Open when they competed in the final of The R&A 9 Hole Challenge. Over nine holes of the famous Kent links, Matthew Barnes and Chris Houghton of Whittlebury Park GC claimed success in the Stableford competition.

Aided by running initiatives in support of The R&A 9 Hole Challenge, Golf New Zealand reflected on record participation levels for nine-hole golf. More flexible work patterns as a result of the pandemic and an increasing demand for shorter formats of the sport saw 341,534 nine-hole rounds played between 1 October 2020 and 31 March 2021 in New Zealand, an increase of 24% from the previous 12 months and an increase of 35% over two years.

Meanwhile, two young Perthshire golfers claimed a memorable victory at St Andrews in the Grand Final of The R&A Coronation Foursomes. Isla Johnston, aged only 14, and Lauren Cameron, 22, from Pitlochry GC emerged as the successful team from 16 pairings at the Eden Course. Over 17,000 women and girls from more than 850 clubs across GB&I competed for the right to contest the showpiece final at the home of golf in 2021.

The R&A Student Tour Series also returned in September for a second season, with the first championship teeing off at the Fairmont St Andrews. The Series included four championships played in Scotland, Ireland, Spain and Portugal at venues that have hosted The Open, Final Qualifying, LPGA and DP World Tour events.

The R&A Foundation



The R&A Foundation provides funding from the proceeds

of The Open to support the development of golf around the world. In total, The R&A Foundation awarded grants of £4.0 million in 2021 to support golf initiatives around the world. In 2020, the grants awarded by the Foundation were £10.9 million reflecting the significant additional support provided by The R&A's Covid Support Fund in assisting golfing bodies around the world.

These grants aim to advance participation in the sport by providing playing facilities and equipment, funding golf events, coaching, high performance and participation programmes, and projects to promote the health benefits of golf. For example, playing equipment was sent to national associations as diverse as Barbados, Ecuador, Indonesia, Jordan and Tunisia in 2021.

The Golf Foundation receives £500,000 each year from The R&A to support its aim of inspiring more young people to play golf and to increase the retention of juniors in the sport to boost membership.

The national golf charity has helped introduce over five million young people to the sport through schools, community organisations and golf clubs across the UK in the last decade.

The R&A Foundation also funds golf education and participation projects around the globe, including a student scholarship programme. Former scholars include 2018 Champion Golfer of the Year Francesco Molinari (University of Turin); 2021 Masters Champion Hideki Matsuyama; and Catriona Matthew (University of Stirling), the 2009 Women's British Open Champion.

In April, Matsuyama entered the history books after becoming the first Japanese man to win a major golf championship thanks to his memorable triumph at Augusta National. Matsuyama, who was also the first Asia-Pacific Amateur Champion to claim a major, studied at Tohoku Fukushi University in Sendai and,

in 2011, led the golf team to a gold medal at the World University Games.

Currently, The R&A supports golf programmes at 17 universities and in the 2020/2021 academic year awarded 160 individual Foundation scholarships.

The organisation also awards development grants to national federations each year to support their initiatives around the world, including adult and junior participation, player development, high performance programmes, coach education and development, and school golf. Funding is also provided to organisations such as the Ladies European Tour and The PGA of Great Britain and Ireland, while The Rolex Challenge Tour Grand Final was supported by The R&A in November.

The R&A also works with professional golfers to support and further the aims of their charitable foundations by providing The R&A Foundation funding to support their activities in golf.

Several of these players are Champion Golfers who receive funding to help grow areas of the sport in their countries and localities. The organisation is a long-standing supporter of the Faldo Series, led by three-time Champion Golfer Sir Nick Faldo, and to date over 45,000 golfers aged 12-21 have participated in its events around the world over the last 25 years.

Other golfers and organisations receiving support include the Paul Lawrie Foundation, which runs activities and competitions for junior golfers; Lawrie's Tartan Pro Tour developmental Scottish circuit; Henrik Stenson's Handicamp initiative that provides golf activities for disabled golfers; the Rose Ladies Series which has provided competitive playing opportunities through the work of Justin Rose and his wife, Kate; and in South Africa, the foundations of Ernie Els and Louis Oosthuizen which support a variety of projects in their native homeland.

Funding is also provided to support the staging of many major events for elite amateur and junior golfers in regions and

countries around the world, including the Caribbean Amateur Championship, the South American Pre Juvenil and the East & Central All Africa Challenge. Funding was also distributed locally to support junior activity in Carnoustie and St Andrews, as well as overseas for a Sunshine Tour caddie facility at Soweto Country Club.

Several disability golf events were also backed, including the Belgian Disabled Championship and the Canadian All Abilities Championship, in addition to our annual support of EDGA. The On Course Foundation, the only golf specific military charity based in the UK, was again supported.

The R&A also provides support to the ANNIKA Foundation, run by Annika Sorenstam, to help organise several events each year in Europe, Australia and Asia. The foundation contributes to the growth of women's golf at the junior, collegiate and professional levels, while teaching the importance of health.



Sustainability

The importance of sustainability in golf continues to drive key areas of The R&A's work, notably in promoting environmental excellence, sustainable agronomy and world-class leadership in resource efficiency and conservation.

Fans attending The 149th Open at Royal St George's were able to support a global reforestation drive in a new partnership between The R&A and Mastercard's Priceless Planet Coalition. Mastercard is an official Patron of The Open and the partnership generated funds to support essential tree-planting projects around the world and raise awareness of the impact of deforestation and climate change.

On-site refillable drinking water stations installed as part of The Open Water

Initiative, launched in 2019 at Royal Portrush to remove all single-use plastic water bottles at the Championship, were equipped with contactless modules for fans to make voluntary donations of £1.50 to the Priceless Planet Coalition. Funds raised were distributed across reforestation projects in Southern Tablelands/Riverina and Western Sydney, Australia, Amazon and Atlantic Forests in Brazil, and the Makuli-Nzaui landscape in Makueni County, Kenya.

In May, as part of our commitment to delivering a sustainable future for golf, The R&A launched an innovative new sustainable agronomy service in the Asia-Pacific region. Based in Singapore, The R&A Sustainable Agronomy Service provides agronomy expertise

to golf facilities to support effective management of courses and achieving best practice in sustainability.

The R&A's sustainability agenda is focused on ensuring golf facilities around the world are taking action now to maintain and enhance the playability of golf courses as the industry faces the challenges of resource reduction, climate change and regulatory changes.

It has set out a commitment to sustainability and to providing enhancements for nature and wildlife in its redevelopment of the public golf course at Lethamhill, as part of creating a new community golf facility in the north-east of Glasgow.

Several ecology surveys have been undertaken by leading ecologists alongside Nature Scot and Applied Ecology, in order to produce a Biodiversity Enhancement and Management Plan which outlines measures to improve biodiversity throughout the venue and enable its integration with the adjacent Hogganfield nature reserve and the wider Seven Lochs Wetlands Park.

These include extensive tree-planting and seeding of native scrub to offset the necessary and careful felling of poor condition or unwanted tree specimens, as well as creating over three hectares of new species-rich wildflower grasslands and wetlands with pollinator-friendly marginal planting.

Local wildlife will also benefit from venue enhancements such as the installation of habitat piles and standing deadwood for invertebrates and small mammals such as hedgehogs; provision of bat roost boxes and bird nest boxes on trees and new buildings; and creation of foraging and burrowing habitat for water voles, a species which is declining in the UK.

Allan Robertson House, the organisation's test facility at Kingsbarns, earned another notable award for sustainability in 2021. The facility was recognised for its outstanding work to fostering nature, conserving resources, taking climate action and strengthening communities after successfully achieving GEO

(Golf Environment Organization) Certified® status.

GEO Certified® represents the most respected global sustainability certification for golf facilities and is based on credibility and transparency in high sustainability standards of best practice.

The R&A continues to invest in its Greenkeeping Scholarship Programme and now has over 400 scholars from 37 countries around the world benefiting from support for their learning and career development. A further 31 students joined the programme over the last year. Scholars are present across all aspects of the turfgrass industry including: greenkeeping, sports stadia, trade, ecology, sustainability and agronomy.

Affiliated Organisations

The R&A, through R&A Rules Ltd, governs the sport worldwide, outside of the United States and Mexico, on behalf of over 41 million golfers in 144 countries and with the consent of 159 organisations from amateur and professional golf.

Europe

Albanian Golf Federation
 Andorra Golf Federation
 National Golf Association of Armenia
 Austrian Golf Association
 Azerbaijan Golf Federation
 Royal Belgian Golf Federation
 Belarus Golf Association
 Bulgarian Golf Association
 Croatian Golf Association
 Cyprus Golf Federation
 Czech Golf Federation
 Danish Golf Union
 England Golf
 Estonian Golf Association
 Finnish Golf Union
 French Golf Federation
 Georgian Golf Federation
 German Golf Association
 Hellenic Golf Federation (Greece)
 Hungarian Golf Federation
 Golf Union of Iceland
 Golf Ireland
 Israel Golf Federation
 Italian Golf Federation
 Latvian Golf Federation
 Liechtenstein Golf Association
 Lithuanian Golf Federation
 Luxembourg Golf Federation
 Macedonian Golf Federation
 Malta Golf Association
 Netherlands Golf Federation
 Norwegian Golf Federation
 Polish Golf Union
 Portuguese Golf Federation
 Romanian Golf Federation
 Russian Golf Association
 Scottish Golf
 Golf Association of Serbia
 Slovak Golf Association
 Slovenia Golf Association
 Royal Spanish Golf Federation
 Swedish Golf Federation
 Swiss Golf
 Turkish Golf Federation
 Ukrainian Golf Federation
 Wales Golf

The Americas

Argentine Golf Association
 Bahamas Golf Federation
 Barbados Golf Association
 Belize Amateur Golf Association
 Bermuda Golf Association
 Bolivian Golf Federation
 Brazilian Golf Confederation
 Golf Canada
 Cayman Islands Golf Association

Chilean Golf Federation
 Colombian Golf Federation
 Costa Rican Golf Federation
 Curacao Golf Association
 Dominican Republic Golf Association
 Ecuador Golf Federation
 El Salvador Golf Federation
 Falkland Islands Golf Association
 Guatemala National Golf Association
 Guyana Golf Union
 Golf Federation of Haiti
 Honduras Golf Association
 Jamaica Golf Association
 Nicaraguan Golf Federation
 Panama Golf Association
 Paraguay Golf Association
 Golf Peru
 St Lucia Golf Association
 St Maarten Golf Association
 (Kingdom of the Netherlands)
 Trinidad & Tobago Golf Association
 Uruguay Golf Association
 Venezuela Golf Federation
 Virgin Islands Golf Federation

Asia

Afghanistan Golf Federation
 Bahrain Golf Association
 Bangladesh Golf Federation
 Royal Bhutan Golf Federation
 Cambodian Golf Federation
 China Golf Association
 Chinese Taipei Golf Association
 Emirates Golf Federation
 Hong Kong Golf Association
 Indian Golf Union
 Indonesian Golf Association
 Islamic Republic of Iran Golf Federation
 Japan Golf Association
 Jordan Golf Association
 Kazakhstan Golf Federation
 Korea Golf Association
 Golf Federation in Kyrgyzstan
 Lao National Golf Federation
 Lebanese Golf Federation
 Malaysian Golf Association
 Mongolian Golf Association
 Myanmar Golf Federation
 Nepal Golf Association
 Oman Golf Committee
 Pakistan Golf Federation
 National Golf Association of the Philippines
 Qatar Golf Association
 Saudi Arabian Golf Federation
 Singapore Golf Association
 Sri Lanka Golf Union
 Thailand Golf Association
 Vietnam Golf Association

Africa

Algerian Golf Federation
 Botswana Golf Union
 Cameroon Golf Federation
 Democratic Republic of Congo
 Golf Federation
 Egyptian Golf Federation
 Eswatini Golf Union
 Gabonese Golf Federation
 Gambia Golf Association
 Ghana Golf Association
 Ivory Coast Golf Federation
 Kenya Golf Union
 Liberia Golf Association
 Libyan Golf Federation
 Madagascar Golf Federation
 Golf Union of Malawi
 Mauritius Golf Federation
 Royal Moroccan Golf Federation
 Namibia Golf Federation
 Nigeria Golf Federation
 Seychelles Golf Federation
 Senegalese Golf Federation
 Sierra Leone Golf Federation
 Golf RSA
 Tanzania Golf Union
 Tunisian Golf Federation
 Uganda Golf Union
 Zambia Golf Union
 Zimbabwe Golf Association

Oceania

Golf Australia
 Cook Islands Golf Association
 Golf Fiji
 Golf NZ
 Papua New Guinea Golf Association
 Samoa Golf Incorporated
 Vanuatu Golf Association

Transnational Affiliated Organisations

Africa Golf Confederation
 Asia-Pacific Golf Confederation
 Asian Tour
 Caribbean Golf Association
 Confederation of Professional Golf
 Council of National Golf Unions
 EDGA
 European Golf Association
 Ladies European Tour
 Oceania Golf Union
 European Tour Group
 Professional Golfers' Association
 South American Golf Federation

Our World of Golf



41.7

Million Golfers

144

Countries

159

Affiliate Organisations

10,000

Players in the World Amateur Golf Ranking™

28

Championships

2,500

Royal & Ancient Golf Club Members Worldwide

200

Employees



The R&A group of companies was formed in 2004 to take on The Royal and Ancient Golf Club of St Andrews' responsibilities for governing the Rules of Golf, staging The Open, golf's original championship, and developing the sport. The World Golf Museum in St Andrews is part of The R&A Group.

Together The R&A and the USGA govern the sport of golf worldwide, operating in separate jurisdictions with a commitment to a single code for the Rules of Golf, Rules of Amateur Status and Equipment Standards. The R&A, through R&A Rules Ltd, governs the sport worldwide, outside of the United States and Mexico, on behalf of over 41 million golfers in 144 countries and with the consent of 159 organisations from amateur and professional golf.

The R&A has responsibility for running a series of world class amateur events and international matches in women's and girls' as well as men's and boys' golf. The R&A stages the AIG Women's Open and works with the DP World Tour to stage the Senior Open presented by Rolex.

The R&A is committed to investing £200 million over ten years in developing golf and supports the growth of the sport internationally, including the development and management of sustainable golf facilities. For more information, visit www.randa.org.



RandA.org
