

The R&A Review 2015|16



Contents

| | |
|------------------------------|---------|
| Foreword | 1 |
| Review | 2 – 3 |
| The Open | 4 – 5 |
| Championships | 6 – 7 |
| Rules | 8 – 9 |
| Research and Testing | 10 – 11 |
| Working for Golf | 12 – 13 |
| Working for Golf Ambassadors | 14 – 15 |
| Course Management | 16 – 17 |
| Heritage | 18 – 19 |
| World Amateur Golf Ranking | 20 – 21 |
| Olympic Golf | 22 – 23 |
| Timeline | 24 – 25 |
| Affiliated Organisations | 26 – 27 |
| Executive Management | 28 |



Foreword

2015 was a year of change at The R&A. It marked the beginning of my three-year term as Chairman and, as I succeed Professor Wilson Sibbett, the organisation is well placed for the future. The year also saw the successful transition from one Chief Executive to the next as Peter Dawson passed the baton to Martin Slumbers after several months working in tandem. Our sport is indeed fortunate that Peter remains President of the International Golf Federation and will oversee golf's return to the Olympics in Rio de Janeiro in 2016.

In Martin Slumbers' first six months as Chief Executive we have undertaken a thorough review of our business strategy. I am pleased to report that we have a five-year development plan in the pipeline that will be embedded throughout the organisation as we move forward.

The 144th Open in St Andrews delivered a record attendance of more than 237,000 and our Champion Golfer of the Year, Zach Johnson, thrilled the crowds at the home of golf. Nine amateurs from five different countries teed it up at the start of the Championship and the talent displayed by these young athletes strongly suggests that our sport is in good health.

No fewer than five amateurs qualified to play the final two rounds of the Championship, and Irish amateur Paul Dunne shared the overnight lead after the third round, which is a remarkable achievement. He finished tied 30th in the end but a few weeks later was part of the team that gave Great Britain and Ireland a decisive victory over the United States of America in the Walker Cup.

It was a privilege to witness one of the sport's greatest players draw down the curtain on his illustrious career in The Open at St Andrews. Five-time Champion Golfer of the Year Tom Watson waved an emotional farewell on his final walk down the 18th fairway of the Old Course in The Open. He has been a fantastic ambassador for golf and for its oldest Championship.

The ability to embrace change over time marks out successful organisations. The R&A, as a world governing body, draws on the strengths of its founding club, The Royal and Ancient Golf Club of St Andrews, established in 1754. Similarly, the Ladies Golf Union, also based in St Andrews, and formed in 1893, has led the women's game in Great Britain and Ireland with distinction for over 120 years. I am delighted that in the months ahead these organisations will merge to the benefit of the sport.

A handwritten signature in black ink that reads 'Clive Edginton'. The signature is fluid and cursive, with a prominent 'C' and 'E'.

Clive Edginton
Chairman, The R&A



Above:
A new report on the value of Golf to the UK Economy is launched in Parliament (left to right), The R&A Chief Executive, Martin Slumbers, All-Party Parliamentary Golf Group, Chairman, Karl McCartney MP and the Head of the Sport Industry Research Centre at Sheffield Hallam University, Professor Simon Shibli.



Review

It has been a busy and successful year for The R&A and for me, personally, a very important one. It was a privilege to be appointed Chief Executive and to have the opportunity to lead the organisation which plays such a central governance role in golf. I am extremely grateful to my predecessor Peter Dawson, who led The R&A with distinction, and very much appreciate the support and guidance he offered me during our hand-over period.

The Open is at the heart of what we do at The R&A. Despite the disruption caused by challenging weather conditions at St Andrews, we enjoyed a hugely successful Championship in 2015. The weather delays led to the first Monday finish in The Open for more than 25 years but it was wonderful to see the fans turning out in such good numbers to witness the drama and excitement of the play-off in which Zach Johnson emerged triumphant to become Champion Golfer of the Year. An independent study found that the Championship generated £140 million for the local economy, making it the biggest golf event ever to have been staged in Great Britain and Ireland.

The commercial success of The Open is critical in terms of enabling The R&A to deliver its governance commitments and support the development of golf around the world. In the financial year to 31 December 2015 we reported operating profits of £1.5m (2014: £8.9m). The reduction reflects the planned improvements to the staging of The Open that were carried out, including investment in enhancing the infrastructure and the spectator experience. This outcome was achieved after our Working for Golf and governance commitments were met in full, resulting in a £11.8m charge (2014: £10.9m). Our grant funding for the sport increased to £6.6m (2014: £6.2m).

We continue to invest in The Open to improve the experience of spectating at this world class sporting event and to enhance the experience of watching on television or online. We look forward to working with our new broadcast partners Sky Sports and NBC and I have no doubt they will deliver outstanding coverage of golf's greatest Championship.

One of the key areas of focus for us at The Open is on managing the Championship as sustainably as possible. The GreenLinks programme addresses the many different factors which can help us achieve this objective, ranging from monitoring energy use and waste management to using Fairtrade and locally-sourced produce at the Championship. We will be working to develop this programme both at Royal Troon and in years to come.



Turning to our governance work, we funded an important piece of research in 2015 which will help to inform our work in supporting golf in the United Kingdom and give us a benchmark against which we can measure future progress. The independently-conducted research into the value of golf to the UK economy found that golfers spent £4.3 billion on their sport in 2014, accounting for 14% of all consumer spending on sport, and that golf paid close to £1 billion in taxes to the government.

The golf industry in the UK employs 74,480 people with a third employed directly by golf clubs in England, Wales, Scotland and Northern Ireland. Golf's Gross Value Added (GVA), the wages and profits measure of economic activity, is calculated at £2 billion or 7% of GVA attributed to all sport in the United Kingdom. The research creates a useful framework for providing a measure of jobs and prosperity in golf in the UK.

The R&A carried out an extensive international survey into golfers' views on pace of play in 2014/15 which attracted more than 56,000 responses from golfers in 122 countries. One of the key findings of the research was that 60% of golfers said they would enjoy golf more if they played in less time. The findings were discussed at the Time for Golf conference in November, which was attended by professionals and administrators from throughout the world of golf. Their insights helped shape a new manual offering guidance in three main areas: course set-up, management and player behaviour.

Recognising that many people face growing pressures on their time, we have developed a new nine hole championship to be staged at Royal Troon on the eve of The Open to promote nine holes as a valid format for golf, which can be played competitively for handicap purposes or simply for enjoyment. We hope to see this event continue to develop in future years.

I was delighted to be able to announce that agreement was reached between the Ladies' Golf Union and The R&A to proceed with a planned merger. The merger is due to take effect from 1 January 2017 and will enable us to combine both organisations' experience and expertise in staging championships and supporting the development of the sport.

Martin Slumbers
Chief Executive, The R&A



The Open

The 144th Open at St Andrews was memorable in so many ways. After facing delays due to extreme winds in the third round, the Championship stretched into a Monday finish for only the second time in its history. Severiano Ballesteros triumphed on a Monday in 1988 after play was washed out on the Saturday at Royal Lytham & St Annes. This time it was the turn of American Zach Johnson to carve a niche in history by becoming Champion Golfer of the Year after a delayed finish.

More than 35,000 spectators took advantage of a special £10 Monday ticket to witness the Championship climax but 72 holes were not enough to separate Marc Leishman (Australia), Louis Oosthuizen (South Africa) and Johnson. The play-off was contested in front of the largest arena in the 155-year history of the Championship with almost 10,000 seats around the 1st, 17th and 18th holes. In front of enthralled galleries, Leishman fell away and Oosthuizen was denied back-to-back St Andrews victories. It was Zach Johnson's day to join the elite band of Champions who have triumphed at the Home of Golf and the record books will show that he posted the lowest final round score of any Champion (66) at St Andrews before lifting the Claret Jug.

On the eve of The Open, 28 Champions participated in the Champion Golfers' Challenge. The event was played on the 1st, 2nd, 17th and 18th holes and huge galleries turned out to welcome their golfing heroes. Five-time Champions Peter Thomson and Tom Watson rubbed shoulders with three-time winners, Gary Player, Sir Nick Faldo and Tiger Woods. More recent Champions in the starting field included Phil Mickelson, Darren Clarke and Pádraig Harrington. In the end, it was the team led by the legendary Arnold Palmer, featuring Bill Rogers, Paul Lawrie and Clarke, which won the £100,000 cash prize to be donated to the charities of their choice.

At the other end of the age spectrum, The R&A's 'Kids Go Free' policy of admitting accompanied children to The Open free of charge surpassed the 300,000 admissions mark since the initiative was introduced at Royal Troon in 1997.

More than 237,000 spectators attended the Championship over the five days. With 5,800 hours of coverage broadcast globally, The Open reached some 500 million households on television. In the week of the Championship, TheOpen.com registered 10.1 million unique users and on social media the Championship reached 160,000 Facebook likes while more than 260,000 followers kept up-to-date on Twitter.

Above:
Arnold Palmer tees off in the Champion Golfers' Challenge

Opposite:
The Champion Golfer of the Year, Zach Johnson

Jordan Spieth plays a chip to the green during The Open



Championships

Viewed from every aspect the Walker Cup is a massive prize. It stands more than one metre tall and measures half a metre handle-to-handle. In recent years the biennial ten-man amateur team competition has featured leading players such as Rory McIlroy and Jordan Spieth. Team honours are even in the modern era with Great Britain & Ireland and the USA enjoying seven wins apiece since 1989.

The 45th Walker Cup was held at Royal Lytham & St Annes. The match was played over two days with 18 singles and eight foursomes matches and concluded with a record victory for GB&I by 16½ to 9½. Team Captain Nigel Edwards carved out a second victory from three contests in charge and demonstrated the growing strength of men's amateur golf in GB&I.

The 120th Amateur Championship was played at Carnoustie and Panmure with 288 players in the starting field from 30 countries. In keeping with its international character The Amateur also attracts the strongest field in world golf outside the professional ranks. In the 36-hole final Frenchman Romain Langasque defeated Scotland's Grant Forrest 4&2 and earned his starting place in The Open, the US Open and, by tradition, an invitation to the Masters Tournament.

Further proof that the sport is in excellent health came at The Open in 2015 when nine amateurs were in the starting



field. Ireland's Paul Dunne became the first amateur since the legendary Bobby Jones in 1927 to lead The Open. A third round 66 placed him in a three way tie at the top of the leaderboard with the 2010 Champion, Louis Oosthuizen and PGA Champion, Jason Day. Dunne and fellow Walker Cup team member England's Ashley Chesters finished The Open tied 30th and 26th respectively while the USA's Jordan Niebrugge won the Silver Medal as the leading amateur.

A strong international field assembled in Ireland for The Seniors Amateur at Royal County Down. American Patrick Tallent backed up his 2014 US Senior Amateur title with a memorable victory.

At boys' level Scotland claimed their first Boys Home International title in nine years beating England 9½-5½. The annual four nations round robin series of matches was played at Conwy (Caernarvonshire) Golf Club during its 125th anniversary year.

In the 89th Boys Amateur Championship at Royal Birkdale and Southport and Ainsdale, Sweden's Marcus Svensson took the title following in the footsteps of his countryman Oskar Bergqvist who triumphed at Prestwick and Dundonald Links in 2014.

The annual International Match for boys representing GB&I and the Continent of Europe for The Jacques Leglise Trophy ended in a 12½-12½ tie at Royal Dornoch.

Above:
Scotland triumphed at the Boys Home Internationals

Opposite:
Ewen Ferguson of GB&I celebrates a putt during the Walker Cup

The 120th Amateur Champion, Romain Langasque



Rules

The new edition of the Rules of Golf was launched on 1 January 2016 and was the culmination of a four-year review cycle conducted by The R&A and the USGA. There were several significant changes to the Rules for the new edition. Rule 18-2b (Ball Moving after Address) was withdrawn and a one-stroke penalty under Rule 18-2 will now only be applied when the facts show that the player has caused the ball to move. A new exception was introduced to Rule 6-6d (Wrong Score for Hole) to remove the penalty of disqualification from a player who signs for the wrong score having failed to include penalty strokes that the player is unaware had been incurred. The penalty for the first use of an impermissible device under Rule 14-3 (Artificial Devices, Unusual Equipment and Abnormal Use of Equipment) has also been reduced from disqualification to loss of hole in match play or two strokes in stroke play. Finally, the new Rule 14-1b (Anchoring the Club), prohibiting the use of anchored strokes, first announced in May 2013, was introduced.

The most significant change to the new edition of the Rules of Amateur Status was the introduction of the new Rule 3-1b which enables amateurs to compete in events offering prize money which can be donated to a recognised charity as long as it has been approved in advance by the governing body. This change has been made to reflect the growing number of charitable golf exhibitions organised around the world in aid of worthwhile causes and disaster relief agencies.

Over and above the four-year review cycle of the Rules, work is continuing on a fundamental review of the Rules of Golf designed

to make them simpler and more accessible. As well as making the Rules easier to understand for golfers at all levels of the sport, the main aims are to write them in a more modern, cohesive fashion, take into consideration the effect the Rules can have on issues such as pace of play and sustainable course management, ease the process of translation into other languages and utilise technology in modernising the presentation of the Rules. With more than four million copies of the Rules of Golf being distributed in almost 100 countries and translated into 36 languages worldwide, this is a substantial task.

Rules education is a key focus of The R&A and a series of seminars and schools are held around the world each year. A Tournament Administrators and Referees School (TARS), which gave delegates the opportunity to undertake the Level 3 Rules Exam, and a 'Teach the Teachers' seminar were held in Malaysia, while Referees Schools were held in Canada and Germany. A TARS was held in Ireland for the first time, with 52 delegates taking part at Athlone Golf Club. The international TARS held in St Andrews in 2016 attracted 90 delegates from 45 different countries.

A suite of digital Rules education resources are available, including the online Rules Academy, where users are guided through a Level 1 Rules course by R&A Working for Golf Ambassadors Pdraig Harrington and Suzann Pettersen. The Rules of Golf app is available free of charge and work is underway on various foreign language versions. New for 2016, an updated Decisions book app has been produced and is available free of charge.

*Opposite:
The penalty for the first use of a impermissible device has been reduced in the 2016 Rules of Golf*

Delegates from 45 Countries attended a Tournament Administrators and Referees School in St Andrews



Research and Testing

The new R&A Research and Testing Centre is rising from the ground at Kingsbarns, near St Andrews. Construction work is well advanced and the building is on schedule for completion in late summer 2016. From its base in St Andrews, The R&A has been working closely with colleagues at the USGA in New Jersey to ensure that the latest technology is ready to serve the sport as soon as the new centre opens. The extensive new facility will house a range of state-of-the-art testing equipment, including two new ball-striking robots.

The ball-testing robot will only ever hit a driver and once calibrated will strike golf balls under laboratory conditions to accurately measure driving distance. A second robot will be used to support fundamental research projects designed to better inform the sport's governing bodies and assist golf's global equipment manufacturing industry.

Investment in human resources is also critical. New permanent staff are being recruited and The R&A continues to sponsor graduate research into the pure physics of the sport. A new doctorate researcher will investigate the variability of golfer performance day-to-day, which may better inform equipment selection.

The move to the new Research and Testing Centre, from three separate locations in St Andrews, has also prompted the barcoding and re-cataloguing of more than 35,000 golf clubs submitted to The R&A for testing for conformity to the Rules since 1956. This back catalogue forms the body of evidence on which decisions on equipment rule changes down the years have been made.

New social scientific research was conducted in 2015 into pace of play, which many commentators believe has a bearing on participation in the sport. The six-month study undertaken by The R&A and affiliated National Governing Bodies set out to inform the debate. More than 56,000 individual responses to the online questionnaire were received from 122 countries. The key findings were presented at a specially convened industry forum in St Andrews.

The study found that while 70% of golfers are largely satisfied with the duration of their rounds, 60% expressed the view that they would enjoy golf more if they played in less time. Of the 25-44 year-olds, who said that they were never happy with pace of play, 21% said that golf would need to take as much as one-and-a-half hours less for them to play more often and 19% said they would welcome the opportunity to play nine holes more often as an alternative format. A pace of play manual has been published by The R&A based on the outcomes of the original research and the forum discussions.

*Opposite:
The new R&A Research and Testing Centre at Kingsbarns under construction*



Working for Golf

The R&A supports the development of golf at all levels of the sport from grassroots through to the elite amateur and professional tiers. Through its Working for Golf programme, The R&A invests £10 million each year in an array of initiatives supporting golf and Rules education around the world.

One such initiative in 2015 was close to St Andrews, where The 144th Open was played, and involved The R&A supporting the rebuilding of the short game area and construction of an improved putting green at a public driving range at Wellsgreen in Fife. A family golf day was held on the six-hole par three course to celebrate the opening of the new facility.

Among other initiatives to receive support from The R&A in Scotland are two successful junior coaching programmes; the St Andrews Links Junior Golf Association (SALJGA), which The R&A has supported since its inception in 2002, and the Carnoustie Links junior programme. Over £200,000 has been invested in these programmes to encourage young golfers and support participation at and around these two public venues for The Open. The Paul Lawrie Foundation is another successful Scottish project, and one of a number of foundations of Open Champions, to receive R&A support.

Working for Golf extends well beyond Scotland, however, and The R&A supports grassroots initiatives, coaching, amateur events, professional golf, student golf, women's golf and equipment provision in a number of different countries. In 2015 The R&A delivered 30 sets of golf clubs to children who receive coaching at Otkupo Golf Club in Nigeria. A training session for coaches

and volunteers was also held at the club to help raise coaching standards. In total, The R&A distributes more than 1,000 sets of golf clubs and 30 pieces of greenkeeping machinery each year.

The R&A operates with the support of 152 affiliated organisations representing 140 countries around the world. During The Open in 2015, an affiliates' forum was held in St Andrews and was attended by representatives of more than 50 nations. Presentations were delivered on a number of topics including the proposed world handicap system and the focus of the event was on sharing ideas and experience across different regions.

Student golf is another area of focus for The R&A and it currently supports 15 universities in the UK and more than 100 individual Foundation scholars. Three of those scholars, Jack McDonald, Gary Hurley and Cormac Sharvin, played key roles in Great Britain and Ireland's record victory over the USA in the Walker Cup at Royal Lytham & St Annes. Collectively, they secured eight points for GB&I. Hurley was also a member of the European team which faced the USA in the Palmer Cup match in Chicago, where the Americans dominated with an 18-12 victory.

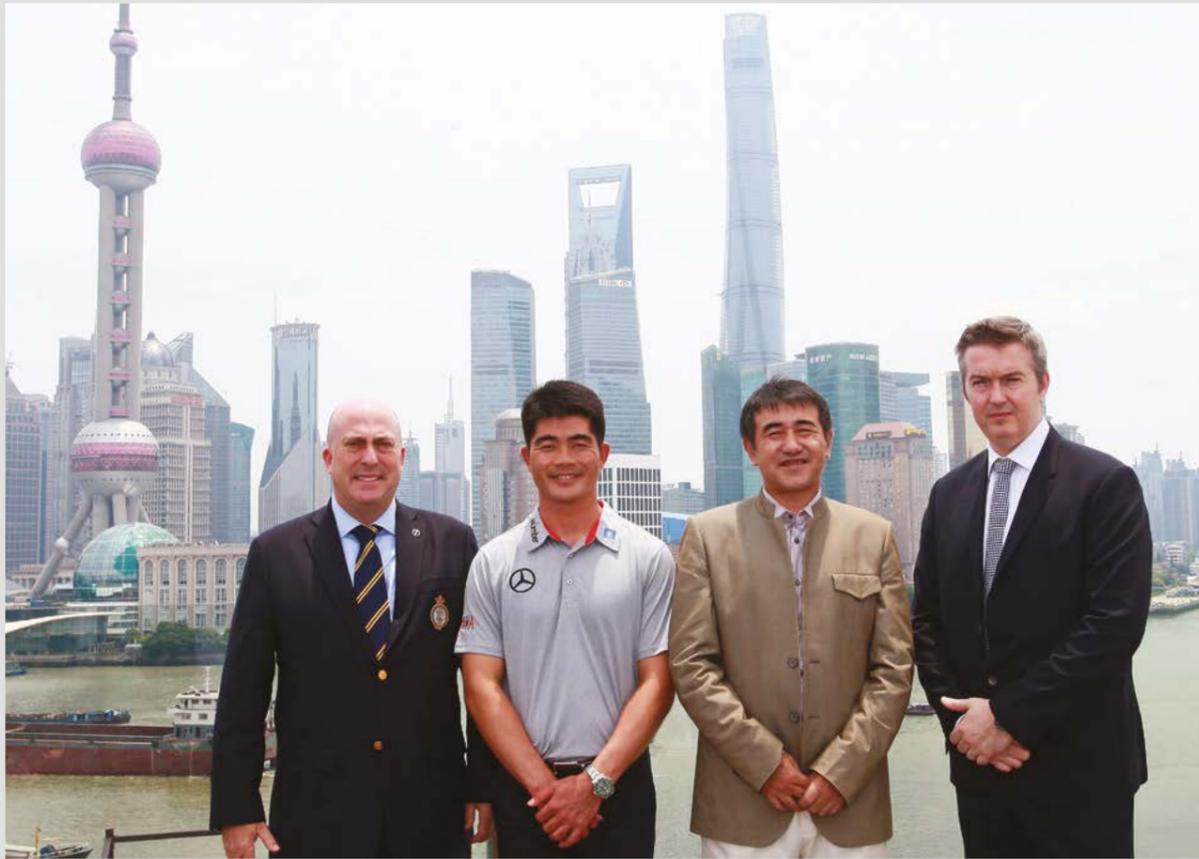
A significant milestone was reached in The R&A's support for women's golf when long-term funding for the Ladies' European Tour and its Access Series surpassed £1.6 million. Highlighting the pathway for development, eight current and former R&A Foundation scholars took part in the Access Series in 2015. As well as continuing to support the Curtis Cup, The R&A invested £30,000 in supporting an England Golf programme designed to encourage more women and girls to take up golf.

Above:
Graduates from the Ladies' European Tour Access Series

The victorious GB&I Walker Cup team

Opposite:
Children receive coaching at Otkupo Golf Club in Nigeria

Cormac Sharvin (left) was part of the winning GB&I Walker Cup team



Working for Golf Ambassadors

The R&A invests up to £10 million each year in supporting golf development activity, Rules education programmes, and governance around the world. This is all made possible by the success of The Open and the revenue generated each year. Under the Working for Golf banner, The R&A works with its 152 affiliated organisations representing 140 countries to support a wide range of initiatives to increase participation and interest in golf. The R&A's Working for Golf Ambassadors Liang Wen-Chong, Suzann Pettersen and Padraig Harrington play important roles in raising awareness of golf, increasing understanding of Rules and etiquette and encouraging more people of all ages to take up the sport.

In 2015, The R&A launched the second phase of its Rules promotion in China. Liang spearheaded the initiative, which was supported by the China Golf Association (CGA) and Rolex, and participated in short videos covering the Rules in four situations in golf; lost ball and out of bounds, playing the ball as it lies, an unplayable ball and water hazards. The four Rules clips were recorded in Mandarin and produced with English subtitles. The content was made available to media outlets in China free of charge and picked up by a number of golf websites and broadcasters.

Liang, who is captaining the Chinese Olympic Golf Team, also played a key role in supporting The R&A's Sustainable Golf Seminar at the China National Convention Centre in Beijing. More than 100 course operators, academics and stakeholders from the golf industry attended the seminar which Liang opened with Mr Wang Liwei, the Vice President of the CGA. The aim of the event was to give practical guidance on course management and sustainability, and discuss some of the issues facing course operators, such as water supply and environmental regulations. A similar seminar was held in Bangkok.

Suzann Pettersen continues to play an active role in encouraging young golfers to take up the sport and is an enthusiastic supporter of the Right to Play charity in her native Norway. The fourth staging of the Suzann Pro Challenge saw the event moved to the centre of Oslo with an urban golf challenge aimed at encouraging the public to try golf. A range of Norwegian celebrities took part.

Fresh from winning the Honda Classic on the PGA TOUR in 2015, Padraig Harrington took part in filming for a series about Champion Golfers of the Year to be shown on Sky Sports. Harrington, who memorably won The Open at Carnoustie in 2007 and Royal Birkdale in 2008, spoke about the drama and emotion of those victories and his feelings in joining so many other great players in lifting the Claret Jug.

Above:
Working for Golf Ambassadors Liang Wen-Chong and Suzann Pettersen

Opposite:
Liang Wen-Chong launches the second phase of a Rules education programme in Shanghai

Working for Golf Ambassador, Padraig Harrington



Course Management

The R&A works internationally to support sustainable golf development initiatives that benefit the sport. Enhancing the playability of golfing facilities in parts of the world where golf is in its infancy can be achieved at low cost but long-term investment is required to produce measurable results.

In 2004, a twin-track approach was taken to support both Greenkeeping Scholarship and Greenkeeping Machinery programmes with an annual grant aid budget of £225,000. Funding for these programmes has now passed £2.7million and their effectiveness is manifest on the ground.

In Africa, the provision of new turf maintenance equipment is funded by The R&A. This capital expenditure is backed up by educational workshops for greenkeepers to support best practice in machinery use and maintenance, and to encourage equipment and knowledge sharing with neighbouring courses. Recent workshops in Kenya and Uganda, delivered in association with the National Governing Bodies, reached 50 greenkeepers from 20 clubs. Similar events are scheduled in Zimbabwe and Zambia.

The African Turf Academy at Silver Lakes Golf Club in Pretoria, South Africa, aims to equip aspiring Tour professionals with career options in golf. The two-year Tour Player Development Programme also leads to an internationally recognised greenkeeping qualification endorsed by Elmwood College in Scotland. The academy is helping

to retain golfing talent in the sport and is supported with a four-year £50,000 grant from The R&A.

Advocacy for sustainable development in golf extends to debate-leading contributions at major industry events. In 2015, The R&A shared a platform with the United Nations Environment Programme (UNEP) in the opening session of the HSBC Golf Business Forum in Shanghai, China. The session, facilitated by the Golf Environment Organisation (GEO), heard the UNEP Senior Director of Sustainable Lifestyles, Cities and Industry present the view that golf should communicate more strongly its sustainability efforts and mitigation actions.

The R&A is the leading supporter of GEO, providing £1.05m of funding over a three-year period to the international non-profit organisation. This is to enable them to deliver a credible and accessible system of sustainability standards, support programmes, recognition and capacity-building for the golf industry.

At The 144th Open at St Andrews, the GreenLinks programme was introduced to address the broader sustainability considerations around staging the Championship. New procurement policies focus on ethically-sourced food and drink from local suppliers. While collaborating with partner organisations, The Open is minimising the volume of waste material sent to landfill through effective waste segregation and recycling initiatives.

Above:
The new GreenLinks mark of sustainability at The Open

Opposite:
A greenkeeping equipment workshop in Africa

The HSBC Golf Business Forum in Shanghai, China



Heritage

The British Golf Museum in St Andrews reopened in July 2015 after the biggest redevelopment in its 25-year history.

In the week of The Open 20,000 people flocked through its doors. During the third round suspension of play 4,500 spectators took in the array of exhibits. The remodelled Museum features new galleries that reinterpret the origins and evolution of golf in Scotland from the 15th Century as well as a new café and shop.

A special exhibition celebrating the achievements of five-time Champion Golfer of the Year, Tom Watson, was held to coincide with the opening. On show were all five of his Claret Jug trophies and winner's gold medals alongside the putter he used in 1975 when he won The Open for the first time at Carnoustie.

A new public art installation entitled 'Faces of Golf' went on show during The Open and now forms part of the permanent collection at the British Golf Museum, which is rated a 5-Star Visitor Attraction by national tourism agency VisitScotland. The work in bronze features 116 faces of famous men and women golfers and was gifted to the museum by its creator, renowned

British-American sculptor, Lawrence Holofcener. The faces depicted range from Mary Queen of Scots, renowned for her passion for golf, to the Champion Golfer of the Year in 2014, Rory McIlroy. The installation includes the faces of 93 men, of which 44 are his fellow Champions, and 23 women including Major winners, Dame Laura Davies and Annika Sorenstam. The artwork was unveiled by Open and US Open Champion and European Ryder Cup Captain, Tony Jacklin.

The R&A's Heritage Department acquires important artifacts and publishes significant contributions to the literature on golf. The painting 'The Alps at Prestwick' was acquired during the year. Painted in 1874 by Scottish artist Robert Cree Crawford, the watercolour accurately depicts the challenge of the 2nd hole, as it was in 1851 on The Links at Prestwick, the birthplace of The Open.

The question of 'Why are there eighteen holes?' is explored in the book of the same name which was published this year by The R&A. Authored by The R&A's Director of Historical Research, Peter N. Lewis, the book examines the central role St Andrews played in the development of the traditional format for golf.

Above:
1969 Champion Golfer of the Year Tony Jacklin unveils the 'Faces of Golf'

Opposite:
Five-time Champion Golfer of the Year Tom Watson with his trophies in St Andrews

New galleries tell the story of the origins and evolution of golf in Scotland



**WORLD
AMATEUR
GOLF
RANKING™**



World Amateur Golf Ranking™

The WORLD AMATEUR GOLF RANKING™ (WAGR™) began in 2007 for men and 2011 for women. It is the established yardstick for elite amateur players around the world to measure their performance against that of their peers.

Jointly administered by The R&A and the USGA, both men's and women's rankings converted from a one-year to a two-year monitor in 2016. The change means consistency of playing performance will be recorded over a longer time period leading to even greater confidence in reporting accuracy for players and tournament administrators.

Each year, the leading player on each ranking is awarded the Mark H McCormack Medal. In 2015, the honour for the women's ranking went to Ireland's Leona Maguire and for men to Spain's Jon Rahm-Rodriguez. The achievement secured exemptions for Maguire into the Ricoh Women's British Open and the US Women's Open and for Rahm-Rodriguez into both The Open and the US Open.

Leona Maguire is the first Irish woman to top the WAGR™ women's ranking following Australia's Minjee Lee and three-time McCormack medalist, New Zealand's Lydia Ko. Both Lee and Ko have subsequently enjoyed great success in the professional ranks.

In 2015, Maguire came within a stroke of winning the ISPS Handa Ladies European Masters and was the leading qualifier

in the stroke play stage of the Ladies British Open Amateur Championship. Maintaining her amateur status, Maguire is targeting a third appearance in the Curtis Cup on home soil in 2016 at Dun Laoghaire Golf Club near Dublin and is aiming to represent Ireland when golf returns to Olympic competition in Rio de Janeiro.

Jon Rahm-Rodriguez is the ninth men's player to win the McCormack Medal, the first Spaniard to do so. He won the Spanish Stroke Play Championship back-to-back in 2014 and 2015 and finished tied fifth in the 2015 Waste Management Phoenix Open, a PGA Tour event.

The 2014 McCormack Medal winner, Ollie Schniederjans finished tied 12th in The 144th Open at St Andrews before turning professional. Previous McCormack Medal winners Matthew Fitzpatrick (England), Peter Uihlein (USA) and Danny Lee (New Zealand) have become leading Tour players.

The WAGR™ joint administration maintains a constant watch on the quality standard of ranking tournaments with 1,500 women's events and 2,600 men's events monitored in 2015. Global reach is reflected in the proportion of counting events in regional zones around the world and in 2015, 52% of WAGR™ ranking tournaments were staged in Europe, Asia, Oceania and Africa with 48% staged in America.

*Opposite:
Leona Maguire winner of the 2015 McCormack Medal*

Jon Rahm-Rodriguez competing on the PGA Tour



Olympic Golf

Golf's return to the Olympic Games was decided at the 121st IOC Session in Copenhagen in 2009. The sport was previously part of the Games in Paris in 1900 and in St Louis in 1904. At the same IOC Session Rio de Janeiro was selected as Host City of the XXXI Olympiad.

Since then the R&A has supported the International Golf Federation and Rio 2016 Local Organising Committee in the design and construction of the new Olympic golf course. The course is located at Reserva de Marapendi near Barra da Tijuca to the south-west of central Rio de Janeiro and nine kilometres from the Olympic Village.

An important milestone was passed in early March 2016 when a test event with a field of Brazilian professional golfers, comprising four women and five men, was held at the course.

Par for the course in Olympic competition will be 71, with the women's event played over 5,944m and the men's stretching over 6,522m. The playing format in both the women's and men's competitions is four rounds of individual stroke play with the Olympic Golf Rankings used to determine qualification.

The Olympic golf qualification period ends on Monday 11 July 2016. The top 15 athletes in the men's and women's Olympic rankings will be selected, with a maximum of four athletes per National Olympic

Committee (NOC). Athletes ranked 16th and below will qualify to a maximum of two athletes per NOC until the number of 59 athletes is reached. The total field size in both women's and men's competitions is 60 including one place for the host country, Brazil.

The qualification process also guarantees at least one place per event for an athlete from each of the five continents in the Olympic Movement.

Currently, only three nations feature on Olympic golf's medal table, with the USA, Canada and Great Britain sharing 13 medals between them from the 1900 and 1904 Games.

To mark the imminent return of golf to the Games after a 112-year absence, a special exhibition was staged at The Olympic Museum in Lausanne. The R&A and British Golf Museum were key contributors along with the USGA and Golf Canada. The exhibition was curated by the Olympic Museum and the International Golf Federation. Formed as a 'six-hole golf course', the displays, presented in English and French languages, gave visitors information about the sport, including its history and an overview of the Rules. Other themes included golf equipment, golf's great champions, iconic courses and history in Olympic competition. The exhibition will move on to Rio in time for the Games.

Above:
George S. Lyon, Olympic Golf Champion 1904

Opposite:
The Olympic Golf Course in Barra da Tijuca

The Olympic test event in Rio

Timeline 2015|16

April 2015



Marika Voss leads the way in The R&A's Rules qualification for Ladies' European Tour rookies

May 2015



Launch of the Golf Foundation's Rio StreetGolf programme at the Maracana Stadium in Rio

May 2015



European Tour player Peter Whiteford launches the new short game area at Wellsgreen, in Fife

June 2015



France's Romain Langasque on his way to victory in The Amateur Championship

July 2015



Ahead of The Open at St Andrews, Paul Lawrie, Arnold Palmer, Darren Clarke and Bill Rogers won the Champion Golfers' Challenge

August 2015



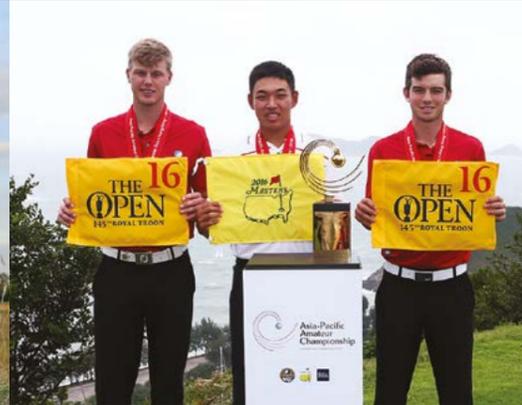
American, Patrick Tallent, the Seniors Amateur Champion in action at Royal County Down

September 2015



Captain, Nigel Edwards, and the GB&I team retained the Walker Cup with a record win over the USA

October 2015



Asia-Pacific Amateur Champion Cheng Jin with runners-up Cameron Davis and Ryan Ruffels

October 2015



Officials from The R&A visit a school taking part in the HSBC Junior Golf Programme in Hong Kong

November 2015



The Claret Jug in Sydney for The Open Qualifying Series Australia

December 2015



Sixteen-year-old Phachara Khongwatmai qualified for The Open at OQS Thailand

January 2016



Winner of the Latin America Amateur Championship, Paul Chaplet of Costa Rica (left) pictured with runner-up, Jorge Garcia of Venezuela

February 2016

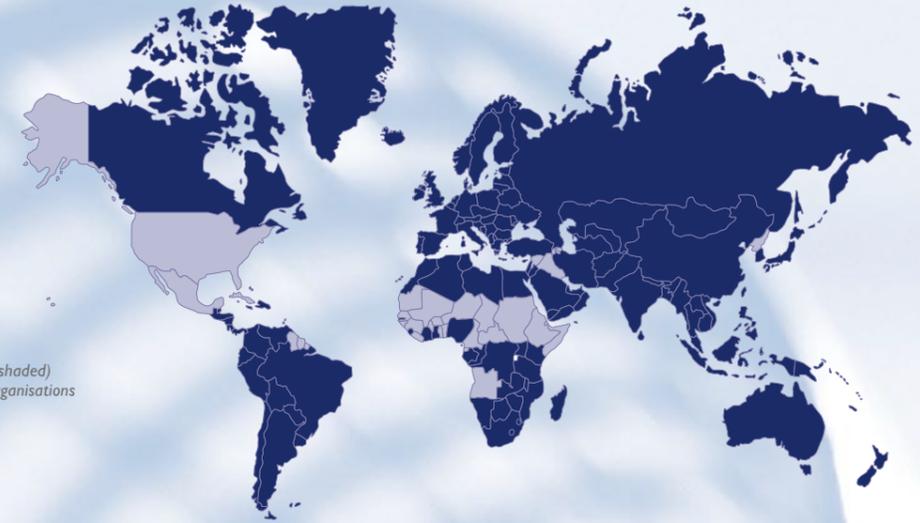


The Tournament Administrators and Referees School (TARS) in St Andrews

March 2016



Stephen Gethins MP, at the launch of the economic value of golf to the UK Economy report at Westminster



Right:
Map – 140 countries (shaded)
host national golfing organisations
affiliated to The R&A

Affiliated Organisations

The R&A has national affiliated organisations in 140 countries and territories in Europe, the Americas, 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
- Georgian Golf Federation, Georgia Georgia
- 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 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

The Americas

- 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

- 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 Kingdom of the Netherlands
- 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 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 Committee Jordan
- Kazakhstan Golf Federation Kazakhstan
- Korea Golf Association Korea
- Golf Federation of Kyrgyzstan Kyrgyzstan
- 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
- Golf 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



Martin Slumbers
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



Kevin Barker
Director - Working
for Golf



Claire Bates
Director -
Handicapping



Malcolm Booth
Director - Marketing
and Communications



Angus Farquhar
Commercial Director



Angela Howe
Museum and Heritage
Director



Steve Isaac
Director - Golf Course
Management



Mark Lawrie
Director - Latin America
and The Caribbean



Jim McKane
Chief Accountant



Grant Moir
Director - Rules



Euan Mordaunt
Director - Amateur
Events



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, major amateur events and international matches. Together with the United States Golf Association, The R&A governs the sport 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 sport internationally and the development and management of sustainable golf facilities. The R&A operates with the consent of 152 organisations from amateur and professional golf and on behalf of over 30 million golfers in 140 countries.



RandA.org

The R&A, St Andrews, Fife, Scotland KY16 9JD
telephone: +44 (0)1334 460 000 fax: +44 (0)1334 460 001
info@randa.org www.RandA.org www.TheOpen.com