



Foreword

St Andrews is well-recognised as a special place and I count myself fortunate to live and work here both as an academic at the University and now, for a three-year term as Chairman of The R&A.

Celebrations have begun to mark the 600th anniversary of the founding of the University of St Andrews in 1413 whereas, by contrast, The R&A's Trust Company structures, endowed by The Royal and Ancient Golf Club of St Andrews, founded in 1754, will record a first decade of independent operation in the year ahead.

Valued institutions earn the right to take a long-term view in navigating a proper course for the constituencies they serve. It gives me particular pleasure to note that the commercial success of The R&A has enabled an endowment fund gift of £500,000 to the University's 'Better Chance' initiative which aims to increase scholarship and bursary funding. It is intended that The R&A International Scholarship will be awarded annually giving the successful student the opportunity to travel widely and engage with other cultures. Perhaps the promotion of international understanding between countries and communities has long been an under-researched benefit of competitive sport.

Meanwhile, The R&A's influence in the global game of golf continues to grow and national governing bodies in Azerbaijan, Cameroon and Curacao became affiliates in 2012 bringing the total to 149 organisations from 135 countries. Our affiliates look to us to maintain The Rules of Golf and to deliver a wide range of services, from grassroots development funding through to essential support for Olympic golf, the amateur game at elite level and for advocacy of sustainable course management across continents. Critically this work is carried out at no cost to the sport and is funded from resources generated by The Open Championship.

The Chairmanship of The R&A is largely unsung but my predecessor Allan Gormly achieved much in his tenure including an ever closer working relationship with our co-governing body the United States Golf Association.

I commend our 2012 report to you and welcome any feedback that you care to provide.

A handwritten signature in dark ink, appearing to read 'W. Sibbett'.

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



Review

Embracing change and the controversy it can create are challenges faced in every walk of life. The proposed new Rule to prohibit anchored strokes has generated a healthy level of debate as we seek an outcome in the best interests of the game. This debate has also reignited, for some, the concept of bifurcation where one part of the game plays by a different set of Rules. As rule makers we see a single universal rulebook as an essential and abiding feature of the game of golf binding together players of all ability levels.

2012 also saw the announcement of modest alterations to the Old Course in readiness for The Open Championship in St Andrews in 2015. Again the challenge of encouraging the game to embrace these changes has seen the ancient links trending on social media and attracting coverage in sports sections. Work on the course, being conducted by the St Andrews Links Trust, is underway and in tandem we will capitalise on the level of interest shown by the game to explain the integrity and subtlety of the changes being implemented.

We are committed to the delivery of the best Open Championship experience for players, spectators and a worldwide following. Our television metrics continue to rise and from Royal Lytham & St Annes Ernie Els' second Open Championship victory was broadcast in over 3,800 hours of television coverage. Forty broadcasting organisations were involved with a combined global reach of 500 million households. The Open now enjoys the support of eight Patrons: Doosan, HSBC, MasterCard, Mercedes-Benz, Nikon, Polo Ralph Lauren and Rolex with global IT innovator NTT Data joining the group for the first time at Muirfield in 2013. Going forward a total of 34 years of Patron support is contracted which speaks volumes for the value of an association with golf's oldest Major Championship.

Opposite:
The proposed new Rule 14-1b would prohibit anchored strokes

The Open Championship attracts worldwide media coverage

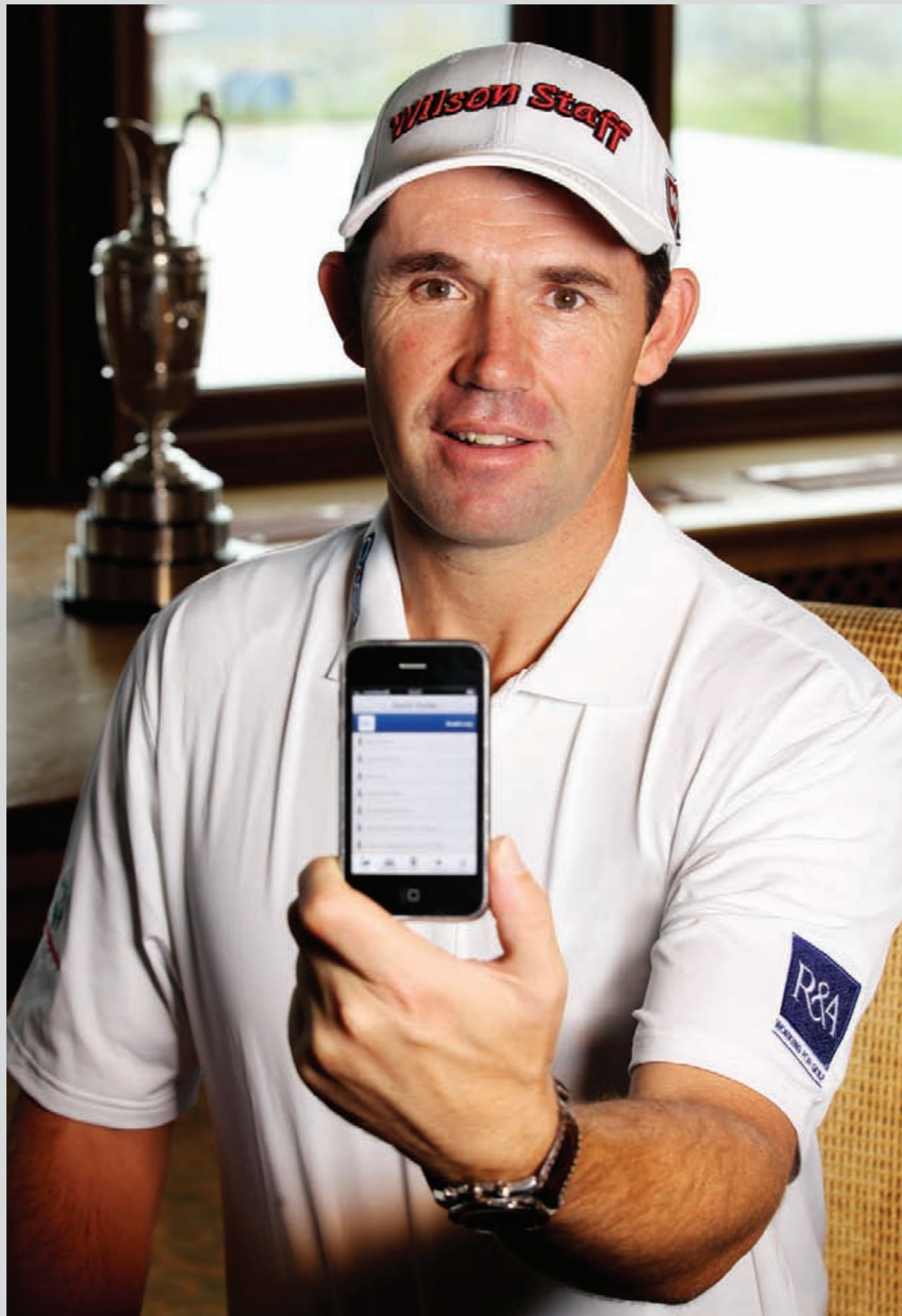


After a £2.2m (2011: £2.5m) charitable donation to The R&A Foundation we report increased operating profits of £5.9m (£5.6m) in 2012. This outcome was achieved after our 'Working for Golf' and sports governance commitments to the game were met in full, at a cost of £10.8m (£9.9m). Total grant funding for the game is up to £6.1m (£5.9m). While the cost of staging amateur events during the year was down to £0.8m (£1.4m), a direct consequence of a non-Walker Cup year.

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

Our R&A Trust Company structure, established in 2004, ensures that the game is the sole beneficiary of our commercial success. By the end of 2013 our forecast is that £93 million will have been generated for our sport in 10 years of operation.

Peter Dawson
Chief Executive, The R&A



Rules

Playing by the Rules has a special significance in golf. There are some 55 million players of the game worldwide and statistically only a tiny minority of rounds played face scrutiny from a referee. Overwhelmingly, golfers regulate themselves using their knowledge of the Rules to facilitate their play, but calling penalties on themselves if knowingly they transgress.

As rule makers The R&A ensures that the Rules are relevant to the needs of today's players and a perpetual review process is therefore both demand-driven and focused on the long-term sustainability of the game.

As in most endeavours of merit, education holds the key to success and 2012 witnessed the inaugural R&A and Indian Golf Union (IGU) Joint Rules of Golf School in Chandigarh, the capital city of two state governments, Punjab and Haryana, with a population of nine million. Today there are 125,000 registered golfers in India playing on 300 courses but the game is growing at an unprecedented rate. The R&A Rules of Golf Committee Chairman, Chris Hilton, and the Chairman of the IGU Rules of Golf Committee, Ishwar Achanta, led the Rules school. The R&A's Rules education programme is now delivered over three levels with Level 1 being converted into an online package that includes video instruction by The R&A Working for Golf Ambassadors, Pdraig Harrington and Suzann Pettersen. This is due for launch in the spring of 2013.



Second level entry is aimed at those who achieve a 70% or better pass in the online exam and is designed to enhance knowledge and understanding of the Rules of Golf. While Level 3 gives further guidance on the Rules and offers important advice on all aspects of tournament administration and refereeing.

The R&A's Rules of Golf jurisdiction includes South America and Asia where the game is fast growing in popularity. During the year the Rules education team delivered programmes in Argentina, Brazil, China, Hong Kong, India and Thailand. While keeping pace with demand in Asia will see the inaugural school conducted in Laos in the first quarter of 2013.

Much of 2012, working independently but collaboratively with the USGA, was taken up with the proposal, announced by the two governing authorities, to prohibit the method of stroke that involves anchoring the club to any part of the player's body. It is integral to the governing authorities' role to be vigilant and act on developments that are seen to alter the fundamental nature of the game. The consultative process is on-going and if it is decided to implement the proposal, the Rule change will be effective from 2016.

Above:
Pdraig Harrington filming for the online Rules programme

Opposite:
Harrington promotes the Rules mobile app



Research and Testing

Ensuring that the Rules remain relevant to the way the game is played today is informed by a continuous regime of research and testing. The resulting data capture comes from the widest possible range of players from high handicappers to the super elite. The R&A Working for Golf Ambassador Padraig Harrington travelled to the University of Ulster in Belfast for a rigorous biomechanical swing analysis session hitting the ball over 300 times. Harrington revels in the pure feedback that performing in a computer-generated imagery environment delivers. It can give a precise study in 3D of the positives and negatives of a player's golf swing.

The R&A is a long term supporter of the work of Professor Eric Wallace, Director of the Sport and Exercise Sciences Research Institute and Professor of Biomechanics and Sports Technology at the University of Ulster, and works with him on several PhD projects. Professor Wallace's current research interests include the biomechanics of the female golf swing, the relationship between driver properties and the biomechanics of the swing through to the golf swing of total knee replacement players.

Other research carried out by The R&A's science team in 2012 concerned the effect of playing with irons of different constructions and testing the 'Tee it Forward' concept designed to speed up the game by encouraging golfers to play from tees appropriate to their average driving distance.

During the year over 2,000 golf clubs were submitted by equipment manufacturers to The R&A for testing for conformity to the Rules. The archive of submitted equipment established in 1956 now holds more than 30,000 golf clubs.

Communication with the industry is an important aspect of the research and testing team's work programme and attendance at the major trade shows in China, Japan and the United States is a given in any year.

Understanding the science of the game is becoming increasingly popular and The R&A's Director - Research and Testing, Dr Steve Otto was a guest lecturer at the 25th Edinburgh International Science Festival.

Over 150 golf enthusiasts heard him deliver his lecture 'The Science of Golf from Tee to Green' and learned that the golf ball accelerates from zero to 180 miles per hour in less than 1,000th of a second. In that time, where the ball will land has already been determined by the parameters of spin, velocity and the dimple pattern on the ball itself.

*Opposite:
Dr Steve Otto, The R&A Director - Research and Testing, speaking at the Edinburgh International Science Festival*



The Open Championship

The Open's relationship with England's Golf Coast stretches back to 1897 at Royal Liverpool. The same venue on the Wirral Peninsula has been confirmed as host of the 2014 Championship. The trio of Royal Liverpool, Royal Birkdale and Royal Lytham & St Annes anchors The Open in the North West. Thirty stagings in 117 years is the cumulative prize for the region's devoted Open Championship fans.

2012 was Royal Lytham & St Annes' turn and 181,000 spectators braved difficult weather conditions over the week. On the evening prior to the Friday of The Championship, 10 millimetres of rainfall was recorded. The players relied on the Rules of Golf to help them negotiate casual water and flooded bunkers. However, it took a heroic night shift effort from The R&A team, greenkeepers, contractors and volunteers to prepare the golf course and tented village for the Friday morning of the Championship. The last day of the working week is always the busiest day of the Championship and, incredibly, the paygates opened on time for the start of play at 6.00am.

From day one it looked like Australia's Adam Scott was the form player as he carded a six under par 64 to equal the course record. US golfer Brandt Snedeker matched this feat with his second round and was to lead by one stroke with Tiger Woods a further three back going into the weekend. Snedeker and Woods ended the Championship tied third, but by the eve of the final round, Adam Scott again looked the man to beat with a four shot advantage.



Thousands on the course and millions on global television were to share Scott's anguish as he bogeyed 15, 16 and 17 and needed par at 18 to take the clubhouse leader, Ernie Els, into a play-off. Scott missed his par putt and Els had won his second Open Championship a decade on from his victory at Muirfield where he will defend his title in 2013.

The commercial success of The Open Championship is maintained through continuous reinvestment and in 2012 new double deck hospitality units proved popular with corporate guests. The hospitality investment of £2 million was on top of the installation cost of underground fibreoptic cabling at Royal Lytham & St Annes designed to accommodate multiple digital platforms from television cameras to IP telephony and to ensure The Open can embrace the very latest technologies into the future.

As always, The Open benefits its local host region and in Lancashire in 2012 an independently researched economic impact and golf tourism benefit, on global television, of £65 million was delivered.

Above:
The Official Open Championship Hospitality Programme benefits from a £2m investment

Left:
The Champion, Ernie Els, commiserates with the runner-up Adam Scott

Opposite:
Spectators enjoy an excellent view of Els on his way to victory

Els acknowledges the galleries on his 72nd hole



Championships

In addition to golf's oldest major, The Open Championship, The R&A is responsible or has shared responsibility for a further ten championships in the golfing calendar. They range from the Amateur Championship, pre-eminent in the amateur game and first contested in 1885, through to the Asia-Pacific Amateur Championship established in partnership with the Asia-Pacific Golf Confederation and the Masters Tournament in 2009 to foster the growth of the game in the region.

The Boys' Amateur Championship, the Boys' Home Internationals and the biennial Walker Cup match have been fixtures since the 1920's. The Jacques Leglise and St Andrews Trophies, international matches played at Boys' and Men's level respectively, between Great Britain and Ireland (GB&I) and the Continent of Europe were added in the 1950's. Seniors golf is contested in the Seniors Open Amateur Championship created in 1969 and in the professional ranks in The Senior Open Championship presented by Rolex and first played in 1987. The R&A runs The Senior Open Championship as a joint venture with The European Senior Tour.

The Junior Open Championship was established in 1994 and is played in alternate years by boys and girls nominated by R&A affiliates.

Amateur golf is the lifeblood of the game and in 2012 The R&A created a dedicated Amateur Championships team to optimise the presentation and enjoyment of these events for players, spectators and the media. The 117th Amateur Championship played over Royal Troon and Glasgow Gailes Links was won by Northern Irishman, Alan Dunbar who defeated Austrian Matthias Schwab by one hole in the 36-hole final.

With a starting field of 288 world ranked players from more than 30 countries, the Amateur Championship is played at different courses each year and, according to researchers at Sheffield Hallam University's Sport Industry Research Centre, it contributes a direct economic impact of more than £450,000 to the local economy. While a significant golf tourism legacy benefit is indicated by the fact that the Amateur is now screened on television in 20 countries across four continents.

In 2012 the Boys' Amateur Champion was Hallamshire's Matt Fitzpatrick. In the Seniors Open Amateur American Chip Lutz successfully defended his title while in the Junior Open Championship Asuka Kashiwabara from Japan was an outstanding winner.

The Jacques Leglise and St Andrews Trophy matches were played at Portmanock and in both series the Continent of Europe triumphed over GB&I. England were the victors in the Boys Home Internationals and China's Guan Tianlang - at 14 years of age - is the new Asia-Pacific Amateur Champion.

Fred Couples taking his second seniors major title won The Senior Open Championship at Turnberry.

Above:
Fred Couples takes The Senior Open title at Turnberry

The victorious Continent of Europe Team in the St Andrews Trophy Match

Opposite:
Amateur Champion Alan Dunbar about to play from the greenside rough

Guan Tianlang won the Asia-Pacific Amateur Championship in Thailand aged 14



World Amateur Golf Ranking

The World Amateur Golf Ranking (WAGR) continues to grow in reach and stature around the world. Week after week it offers the most accurate ranking of performance in the elite amateur game and players on every continent eagerly anticipate its publication online each Wednesday. Jointly administered by The R&A and the USGA, WAGR is also a developing service for national federations, tournament administrators and professional tour organisers as they rationalise exemption criteria, select national teams and assemble orders of merit.

The two governing bodies have taken a lead in using WAGR data and at The Amateur Championship at Royal Troon and Glasgow Gaires Links in 2012 all 288 competitors from 33 countries were found from the top 1,165 WAGR ranked players.

At the end of 2012 WAGR comprised 4,030 counting events across the men's and women's game. The men's ranking included 1,437 counting events in The R&A's jurisdiction and 1,126 in the United States and Mexico. While in the women's ranking 921 events were counted in territories affiliated to The R&A and 546 in the jurisdiction of the USGA. More than 10,000 individual players now feature in the rankings. Reliable weekly publication accessed online and optimised for mobile devices is a major contributing factor in WAGR's continuing success.

At the end of the 2012 playing season 15-year-old New Zealander Lydia Ko topped the women's ranking for the second consecutive year. Her season included a tour win, the Australian Ladies' Professional Golf - New South Wales Open, victory in the Australian Women's Amateur and a runner-up finish in the Australian Women's Stroke Play Championship. In the United States she took low amateur honours in the US Women's Open and was a semi-finalist at the US Girls' Junior Championship.

In the men's ranking Chris Williams from Moscow, Idaho, and a senior at the University of Washington, ended the season on top. He won three times in 2012; the NCAA Division I Southwest Regional Championship, the Washington State Amateur and the Western Amateur. He also placed second in the Sahalee Players' Championship and was second lowest individual in the World Amateur Team Championship in Turkey.

The Mark H McCormack Medal is awarded annually to the men's and women's WAGR No.1 and carries exemptions for men to The Open Championship and the US Open and for women to the Ricoh Women's British Open and the US Women's Open.

Opposite:
World No 1 Chris Williams (centre) with the Eisenhower Trophy winning US team

Lydia Ko, the WAGR No.1 for a second consecutive year, also won the New Zealand Women's Open Professional Championship



Working for Golf

What was called development at The R&A is now called Working for Golf. The change is more than branding and is a clear statement of intent from the governing body. Development planning rests with affiliated national governing bodies and The R&A will use its resources to promote knowledge sharing, demonstrate support and, where needed, provide an element of financial backing.

The R&A funds its commitments to the global game with £10 million annually. The aim is to make a little go a long way using pathfinder expertise and investment calculated to make a difference.

In 2012, the opening of the new National Golf Centre in Portugal's capital city of Lisbon is a prime example of how The R&A can help. Although the country is an established golf tourism destination, the Portuguese Golf Federation (PGF) is keen to build its indigenous player base. Accessible and affordable training facilities are now available in the heart of the city in Jamor, a university district offering multiple sports' options for local people. An R&A Working for Golf capital grant of £75,000, together with £25,000 annually for a national junior programme, was instrumental in bringing the nine hole course and state-of-the-art driving range into being. Showing government backing for the initiative, Portugal's Secretary of State for Youth and Sport, Alexandre Mestre, joined R&A Golf Development Committee Chairman, Ronnie Hanna, PGF President, Manuel Agrellos and Portuguese European Tour player, Ricardo Santos at an official opening event.

Every second Open Championship is complemented with a Junior Open played over a neighbouring course. In 2012 Fairhaven hosted 123 boys and girls from 68 different countries nominated to play by their R&A affiliated national governing bodies. By hosting and supporting amateur championships and international matches and selected professional tours around the world The R&A maintains active development contacts on every continent. At Fairhaven Japanese school student Asuka Kashiwabara triumphed over the field by a record margin of 14 strokes and all competitors had the opportunity to meet Open Champion Darren Clarke at the event's opening ceremony.

Creating a platform for knowledge sharing in the game also falls under the Working for Golf remit.

A recent Working for Golf seminar in Warsaw brought together R&A affiliates from 11 countries in Eastern Europe. Delegates were updated on the work of The R&A and the return of golf to the Olympics.

Above:
The Open Champion Darren Clarke at The Junior Open

The new National Golf Centre in Lisbon is supported by The R&A

Opposite:
Japan's Asuka Kashiwabara is the 2012 Junior Open Champion



Working for Golf Ambassadors

The R&A has two Working for Golf Ambassadors, Pdraig Harrington and Suzann Pettersen, who give their time to support golf development and educational activities throughout the year. Both ambassadors made R&A Rules education films between tournaments in 2012 at courses close to home.

Harrington presents a 'Quick Guide to The Rules of Golf' covering the top ten Rules that every golfer should use to gain more enjoyment from the game, speed up play and save shots. The ten-minute short was filmed on a wet and windy day at Dun Laoghaire Golf Club near Dublin. He also helped to promote the first R&A Decisions on the Rules of Golf App, a new digital alternative to the biennially published book that is a vital reference work for Rules enthusiasts, golf administrators and tournament referees. The App contains the 2012-2015 Rules of Golf and over 1,200 decisions from the governing body, including video clips of reported incidents, which give guidance and help to clarify the Rules.

Suzann Pettersen took part in a Rules education film shot on location at Arnold Palmer's Bay Hill Club and Lodge in Orlando, Florida where she walks through a series of playing scenarios with an R&A Rules official. The handpicked selection includes a number of Rules associated with playing the ball, events on the putting green, incidents where the ball has moved, been deflected or stopped and relief situations and procedures.

Inspiring young people to play golf is work that Pettersen does with The R&A and as an athlete ambassador for the Right to Play organisation founded by fellow Norwegian, Johann Olav Koss, the four-time Olympic Champion speed skater and social entrepreneur. In 2012 she visited a total of six schools around Mozambique's capital Maputo and in the southern city of Xai-Xai. The visit to the Southeast African state was a month after the Suzann Pro Challenge event in Oslo that raised more than £62,000 for Right to Play. The Pro Challenge was supported by The R&A. Pettersen played six holes each with Annika Sorenstam, Lorena Ochoa and Yani Tseng and emerged as the winner in this unique contest.

On tour Suzann Pettersen ended the 2012 season winning the LPGA Hanabank Championship while Pdraig Harrington won the PGA Grand Slam of Golf in Southampton, Bermuda after taking the Open Champion's slot in the four Major Champions of the year event as a late replacement for the injured Emie Els.



*Opposite:
Pdraig Harrington delivers a junior clinic in St Andrews*

Suzann Pettersen takes the Working for Golf message to Mozambique



Course Management

The tools for effective course management come in all shapes and sizes. Mowers and rakes will always be with us but a new technology toolkit must enable the monitoring and benchmarking of business performance, habitual testing and improvement of playing surfaces and help inform the debate on golf's sustainable future. Support from The R&A in providing this toolkit is both comprehensive and without charge to the sport.

Work in 2012 has secured the scheduled launch of CourseTracker (coursetracker.org), a new revenue / expenditure modelling tool for course and club managers that delivers online, enterprise specific reports on course performance, revenue protection and a gap analysis to best-in-class. Securely hosted by The R&A, CourseTracker gives registered users control on data protection and the presentation-friendly information they need to secure informed management decisions and to optimise the return from golf course assets.

Registered users are reporting ease of operation, clear guidance on the allocation of resources and access to new data for decision-making. R&A affiliates are offering their endorsement in growing numbers.

The year also marks the completion, in close collaboration with the Sports Turf Research Institute (STRI), of a seven-year project to deliver a suite of tests and protocols that promote excellence in the management of playing surfaces. Critically, these tests should be affordable at club level and promote sustainable best practice.

Annually, an organic matter test is recommended and monthly moisture and firmness measurements advised. The testing regime is completed with the new Holog Out test. Carried out weekly or daily, it helps identify and remedy playing surface impairments that reduce the probability of the golfer holing a putt. Impairments impacting on the chance of holing putts would include foot printing, disease scarring, grass seed head production, seasonal growth variation and general wear and tear. The test also quantifies disruption to the reliability of putting surfaces from intensive maintenance procedures and informs preparatory work for important events.

The R&A's ongoing advocacy of sustainable best practice included the publication of a new blueprint guide entitled 'Affordable Golf Facility Development: Growing the Game'. The illustrated brochure offers practical advice and case study evidence for culturally sensitive, economically and environmentally sustainable development.

Supporting greenkeeper education and purchasing greenkeeping machinery are R&A programmes that have received over £2m of funding since 2004. To date, new greenkeeping machinery has been delivered to golf courses in 38 countries, more than half of which are in Sub-Saharan Africa. While greenkeepers from 20 countries have been funded to study at UK based centres of excellence, Myerscough and Elmwood.



Above:
New greenkeeping machinery at Nyali Golf Club in Kenya

Testing greens at The Open Championship

Opposite:
The new Holog Out test in action



Heritage

There is a duty placed on every sport to preserve its history and in the case of golf that is a multi-generational task. The Royal and Ancient Golf Club of St Andrews began this work in meticulously written minute books from 1754 and The R&A now builds on this legacy of its founding club.

The British Golf Museum in St Andrews is the public face of The R&A's heritage commitment and in 2012 visitor numbers reached a new high of 68,000. Visitor attractions must deliver on a number of levels. According to the Arts Council England: "Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens, which they hold in trust for society".

In recognition of its commitment to upholding these goals, the British Golf Museum was awarded Full Accreditation status in 2012.

Collaboration with other leading museums and galleries allows collections to be viewed by a wider audience. The museum has on loan a series of twenty etchings from the Royal Scottish Academy titled, 'A round of the Links: Views of the Golf Greens of Scotland'. The sepia etchings, by the artist George Aikman ARSA (1831-1905), are derived from original watercolour paintings by John Smart RSA (1838-1899). The series depicts well known courses throughout Scotland, traversing the country from Aberdeen to Machrihanish, and giving a unique insight into how they appeared over 100 years ago.

The R&A Heritage remit also includes acquiring important artworks, documents, memorabilia and film archive material. In the year two important paintings by the artist J. Michael Brown were acquired at auction. One, painted in 1896, depicts play in the 1895 Amateur Championship at St Andrews. Leslie Balfour-Melville is about to play his second shot at the first hole and his gallery of onlookers includes luminaries of the game, including 'Old' Tom Morris, Harry Vardon and J. H. Taylor. The record shows Leslie Balfour-Melville was to triumph over John Ball at the 19th hole.

Golfing equipment with a distinguished provenance is also of enduring interest to golf fans. Tony Jacklin CBE was at the peak of his powers in the late 1960s and early 1970s and the Ping putter used in his two Major victories, The Open Championship at Royal Lytham & St Annes in 1969 and the US Open Championship at Hazeltine National, Minnesota in 1970, is now on display in the British Golf Museum.

Above:
Tony Jacklin's Open Championship-winning Ping putter

Opposite:
The Amateur Golf Championship in 1895

Schoolchildren design tartan golfing trousers in the British Golf Museum



Olympic Golf

Work on the golf course for the Olympic and Paralympic Games in Rio 2016™ is underway and according to Local Organising Committee Chairman, Carlos Arthur Nuzman, the golf course will host its first test event on schedule in 2015. The course in the Barra da Tijuca district will be the first public course in Rio de Janeiro, Brazil's second city with a population of 6.3 million. The Olympic golf course is an important legacy of the Rio 2016™ Games.

Selected designer, Gil Hanse has taken up residence in Rio to supervise construction work and the design team includes World Golf Hall of Famer, Amy Alcott, winner of 29 LPGA Tour events including five Majors. International Golf Federation Vice President, Ty Votaw presented the winning design with Gil Hanse to the assembled media at a World Golf Championships event in the spring of 2012.

The winning design for the course clubhouse has also been announced following an open competition for young Brazilian architects in practice for 15 years or less. A total of 57 projects were submitted to a distinguished judging panel and local Rio de Janeiro based design team, Pedro Evora and Pedro Rivera were the winners. Pedro Evora is the grandson of Brazilian Olympic basketball bronze medallist from the London Games of 1948, Affonso Evora. The clubhouse design is described as an: 'open space, with full contact with nature, integrated with the landscape of Barra'.

Welcomed throughout the game, the International Golf Federation has published a Statement on Sustainability that places the safeguarding of the environment as a top global priority. The position is endorsed by over 150 organisations in membership of the IGF including The R&A. Four measures of success are referenced for the sustainable future of golf: For the game – improved financial performance and enhanced profile; For golfers – quality playing surfaces, value, challenges and rewarding experiences; For the environment – conservation of resources and biodiversity enhancement, and For communities - employment, recreation green space and educational opportunity.

Ahead of the Olympic games, golf will be an individual stroke play and mixed team medal sport for boys and girls at the Youth Olympic Games in Nanjing in 2014. Athletes will be amateur golfers born between 1 January 1996 and 31 December 1998 and National Olympic Committees will qualify athletes utilising the World Amateur Golf Ranking.

The R&A Chief Executive, Peter Dawson, is President of the International Golf Federation.

Above:
The Olympic clubhouse is designed to be in full contact with nature

Opposite:
LPGA and World Golf Hall of Famer Amy Alcott is part of the design team

Gil Hanse talks to the media with IGF Vice President, Ty Votaw

Timeline 2012|13

January 2012



The inaugural R&A and Indian Golf Union Joint Rules of Golf School in Chandigarh

February 2012



The R&A backed Faldo Series 2012 is set to benefit 7,000 players in 27 countries

March 2012



Championship Trophies gathered as Rolex announces support through 2020

April 2012



David Booth and Kelsey Macdonald are the Foundation Scholars' Tournament champions

May 2012



'Surviving Open Champions' painting by J. Michael Brown acquired for The R&A collection

June 2012



Alan Dunbar is The Amateur Champion at Royal Troon

July 2012



The Open Champion for a second time, Ernie Els, meets the media at Royal Lytham & St Annes

August 2012



Hallamshire's Matt Fitzpatrick takes the Boys' Amateur title

September 2012



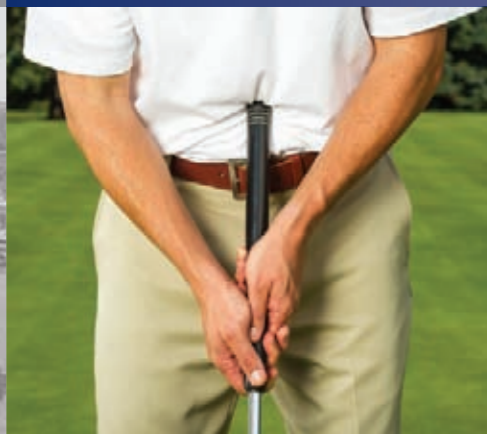
The Continent of Europe wins the Jacques Leglise Trophy match at Portmarnock

October 2012



The R&A supports the national team and coach education in Myanmar

November 2012



The R&A and USGA announce the proposal to prohibit anchored strokes

December 2012



The R&A Foundation Scholars Eilidh Briggs and Charlotte Austwick triumph in Argentina

January 2013



courstracker.org is launched at the BIGGA trade show in Harrogate

February 2013



The annual Tournament Administrators and Referees School in St Andrews

March 2013



Kiradech Aphibarnrat, Hideki Matsuyama, Daisuke Maruyama and Ashun Wu win 2013 Open Championship spots at IFQ Asia in Thailand



Right:
Map – 135 countries (shaded)
host national golfing organisations
affiliated to The R&A

Affiliated Organisations

The R&A has national affiliated organisations in 135 countries and territories in Europe, America, Asia, Africa and Oceania and a further 12 transnational affiliated organisations.

Europe

- Albanian Golf Association Albania
- Austrian Golf Association Austria
- Azerbaijan Golf Federation Republic of Azerbaijan
- Royal Belgian Golf Federation Belgium
- Bulgarian Golf Association Bulgaria
- Cyprus Golf Federation Cyprus
- Czech Golf Federation Czech Republic
- Danish Golf Union Denmark
- England Golf England
- Estonian Golf Association Estonia
- Finnish Golf Union Finland
- French Golf Federation France
- German Golf Association Germany
- Hellenic Golf Federation Greece
- Hungarian Golf Federation Hungary
- Golf Union of Iceland Iceland
- Golfing Union of Ireland Ireland
- Irish Ladies Golf Union Ireland
- Israel Golf Federation Israel
- Italian Golf Federation Italy
- Latvian Golf Federation Latvia
- Lithuanian Golf Federation Lithuania

- Luxembourg Golf Federation Luxembourg
- Macedonian Golf Federation Macedonia
- Malta Golf Association Malta
- Netherlands Golf Federation Netherlands
- Norwegian Golf Federation Norway
- Polish Golf Union Poland
- Portuguese Golf Federation Portugal
- Romanian Golf Federation Romania
- Russian Golf Association Russian Federation
- Scottish Golf Union Limited Scotland
- Scottish Ladies Golfing Association Limited Scotland
- Golf Association of Serbia Serbia
- Slovak Golf Association Slovakia
- Golf Association of Slovenia Slovenia
- Royal Spanish Golf Federation Spain
- Swedish Golf Federation Sweden
- Swiss Golf Association Switzerland
- Turkish Golf Federation Turkey
- Ukrainian Golf Federation Ukraine
- Golf Union of Wales Wales

America

- Argentine Golf Association Argentina
- Bahamas Golf Federation Bahamas
- Barbados Golf Association Barbados
- Belize Amateur Golf Association Belize
- Bermuda Golf Association Bermuda
- Bolivian Golf Federation Bolivia
- Brazilian Golf Confederation Brazil
- Golf Canada Canada
- Cayman Islands Golf Association Cayman Islands
- Chilean Golf Federation Chile
- Colombian Golf Federation Colombia
- Costa Rica Golf Association Costa Rica
- Curacao Golf Association Curacao
- Dominican Republic Golf Association Dominican Republic
- Ecuador Golf Federation Ecuador
- El Salvador Golf Federation El Salvador
- Falkland Islands Golf Association Falkland Islands
- Guatemala National Golf Association Guatemala
- Guyana Golf Union Guyana
- Honduras Golf Federation Honduras
- Jamaica Golf Association Jamaica

- Nicaraguan Golf Federation Nicaragua
- Panama Golf Association Panama
- Paraguay Golf Association Paraguay
- Peruvian Golf Federation Peru
- Puerto Rico Golf Federation Puerto Rico
- St Maarten Golf Association Netherlands Antilles
- Trinidad & Tobago Golf Association Trinidad & Tobago
- Uruguay Golf Association Uruguay
- Venezuela Golf Federation Venezuela
- Virgin Islands Golf Federation US Virgin Islands
- Asia**
- Afghanistan Golf Federation Afghanistan
- Bahrain Golf Association Bahrain
- Bangladesh Golf Federation Bangladesh
- Royal Bhutan Golf Federation Bhutan
- Cambodian Golf Federation Cambodia
- China Golf Association People's Republic of China
- Chinese Taipei Golf Association Chinese Taipei
- Emirates Golf Federation United Arab Emirates
- Hong Kong Golf Association Limited Hong Kong
- Indian Golf Union India
- Indonesian Golf Association Indonesia

- Islamic Republic of Iran Golf Federation Islamic Republic of Iran
- Japan Golf Association Japan
- Jordan Golf Federation Jordan
- Kazakhstan Golf Federation Kazakhstan
- Korea Golf Association Korea
- Golf Federation of the Kyrgyz Republic Kyrgyz Republic
- Lao National Golf Federation Lao People's Democratic Republic
- Lebanese Golf Federation Lebanon
- Malaysian Golf Association Malaysia
- Mongolian Golf Association Mongolia
- Myanmar Golf Federation Myanmar
- 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
- Golf Union of Malawi Malawi
- Mauritius Golf Federation Mauritius
- Royal Moroccan Golf Federation Morocco
- Namibia Golf Federation Namibia
- Nigeria Golf Federation Nigeria
- Senegalese Golf Federation Senegal
- Sierra Leone Golf Federation Sierra Leone
- South African Golf Association South Africa
- Swaziland Golf Union Swaziland
- Tanzania Golf Union United Republic of Tanzania

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



Executive Management



Peter Dawson
Chief Executive



Johnnie Cole-Hamilton
Executive Director -
Championships



John Murray
Executive Director -
Finance



David Rickman
Executive Director -
Rules and Equipment
Standards



Michael Tate
Executive Director -
Business Affairs



Duncan Weir
Executive Director -
Working for Golf



Robin Bell
Marketing Director



Malcolm Booth
Communications
Director



Angus Farquhar
Commercial Director



Angela Howe
Museum and Heritage
Director



Steve Isaac
Director - Golf Course
Management



Peter Lewis
Director - Film
Archive



Jim McKane
Chief Accountant



Grant Moir
Director - Rules



Dr Steve Otto
Director - Research
and Testing



Rhodri Price
Director - Championship
Operations



Dominic Wall
Director - Asia/Pacific



Michael Wells
Director -
Championship Staging