

R&A

# ANNUAL REVIEW 2022



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Ashleigh Buhai tees off at Muirfield.

# FOREWORD.

I took over as Chairman during 2022 after the successful four-year term of Ian Pattinson and would like to reflect on a significant year for the organisation.

While The 150th Open in St Andrews was the undoubted highlight of 2022, it is our work across all levels of the sport that has given me such huge satisfaction.

We are working with our network of national associations and across the golf industry as a whole to broaden access to golf for people of all ages and abilities and from many different backgrounds. The inclusive nature of the sport was perhaps best demonstrated to a global audience during the Celebration of Champions at the start of Open week.

Whether it is encouraging young people to pick up a club in a development programme in Argentina or encouraging more women into the sport in Norway, we are committed to increasing participation and capitalising on the growth of golf seen during the Covid-19 pandemic.

We enjoyed a full calendar of both amateur and professional championships during 2022 and I was particularly impressed with the quality of play and the importance of our amateur championships, including those in Asia-Pacific and Latin America.

A huge amount of dedicated planning by our staff goes into putting on these championships and I was struck by the high regard in which The R&A is held for delivering them. Notably, The R&A has worked tremendously hard over a number of years in educating referees and tournament administrators and has rightly earned a wonderful reputation.



Of course, The 150th Open proved to be a very special week and everyone at The R&A again relished staging golf's original championship. It truly was a landmark occasion at the home of golf for one of sport's most iconic events.

At the culmination of an engrossing week's golf, the Championship produced a wonderful finish as Cameron Smith was crowned Champion Golfer of the Year. I offer my thanks and appreciation to The Royal and Ancient Golf Club of St Andrews, St Andrews Links Trust, Fife Council, staff, contractors, volunteers and the many others who contributed to The 150th Open – the biggest ever with 290,000 spectators from across the world attending.

The following month, with the outstanding support of our title sponsor, a superb AIG Women's Open was played at Muirfield for the first time, where Ashleigh Buhai won in a play-off after a very exciting finish.

The year also saw Clive Brown take over as Captain of The Royal and Ancient Golf Club and, like his predecessor Peter Forster, he is working tremendously hard in an ambassadorial role to represent the Club globally. There was, however, sadness at the death of Her Majesty Queen Elizabeth II, the Club's Patron.

The Club has adapted to what was needed to prepare for the redevelopment of the Clubhouse and the work continues to progress. Indeed, we all look to the future positively. Using the profits generated by The Open, The R&A will continue to work hard, in conjunction with our affiliated national associations, partners and other stakeholders, to develop the game and ensure this wonderful sport continues to prosper.

**Niall A Farquharson**  
Chairman, The R&A

.....  
 "We are working with our network of national associations and across the golf industry as a whole to broaden access to golf for people of all ages and abilities and from many different backgrounds."  
 .....



# CEO REVIEW.

**It was a notable year for the organisation in 2022 and I look back proudly on the success we have had in progressing our activities to support golf around the world.**

While the overall environment remains challenging and unsettling, we achieved record gross revenue of £151 million in 2022 and a strong balance sheet with net assets of £174 million. Our balance sheet is up 70% since year-end 2015, which allows us to maintain our ambitious programme of investment in the sport.

We are progressing with our five-year strategy and are continuing to lead the sport and help it modernise and adapt, within a competitive leisure

market, to meet the needs of people who want to enjoy a healthy and social pastime. While we look forward to advancing our work at all levels, last year offered the chance to reminisce and celebrate our past.

The staging of The 150th Open at St Andrews was a truly historic occasion and allowed us to reflect history in a modern way. Quite literally, 'everything had led to this' for golf's original championship at the famed Old Course. The standard of staging,

commercial results, fan awareness and engagement were at levels never seen before.

The excitement began in the spring when golf fans around the world – as well as over 3,000 in person – were able to view a spectacular Celebration of Light. Iconic moments from the historic Championship were beamed spectacularly on to the Clubhouse of The Royal and Ancient Golf Club of St Andrews and a tribute was made to Ukraine and its people.

At the start of The Open, it was incredibly special to see male and female champions past and present sharing the stage with leading amateurs and golfers with a disability in our Celebration of Champions. The event wonderfully highlighted the inclusivity of our sport.

The quality of golf all week was remarkable with Cameron Smith emerging as a worthy Champion Golfer of the Year after his superb back nine on the final day denied Cameron Young and Rory McIlroy. It is an Open that will live long in my memory, as it will for millions of others.

We increased the prize fund of The Open by 22% to USD14 million, meaning it has grown by more than 60% since 2016. We have made this substantial investment while

balancing our wider commitments to developing golf around the world. We are very conscious of the broader role of The R&A and how we need to ensure that we maintain this balance and support global growth.

Our staging of the AIG Women's Open at Muirfield was also historic. It was the first time the renowned East Lothian venue had staged the Championship and we worked closely with The Honourable Company of Edinburgh Golfers to further enhance our commitment to women's golf.

Ashleigh Buhai from South Africa was a deserving winner, claiming her first major title after a tense play-off. With the generous support of our title sponsor, the prize fund for the AIG Women's Open has grown by 125% since 2018 as we continue to elevate the Championship on and off the course.

The year was not just about professional championships. We delivered a full calendar of amateur championships and matches and placed new focus on growing awareness and spectator attendance at The Amateur Championship at Royal Lytham & St Annes and The Women's Amateur Championship at Hunstanton. We also saw the full return of our overseas championships, a significant achievement given the continuing impact of the pandemic globally.

It was a year where we also continued to inspire and engage new generations to take up golf. The perception of the sport is extremely important to me and we must continue to work with national associations and the wider golf industry to make it more accessible, appealing and inclusive across all ages, abilities and backgrounds.

.....  
"We are progressing with our five-year strategy and are continuing to lead the sport and help it modernise and adapt, within a competitive leisure market, to meet the needs of people who want to enjoy a healthy and social pastime."  
.....





“By increasing our global influence and leadership among our affiliated national associations, business partners and key political and media stakeholders, we will continue to make strongly the case that golf is open to all and ensure it is thriving for many years to come.”

We create pathways through investment, whether that is a grassroots programme to inspire more children into the sport in South Africa or through staging elite amateur championships in Great Britain and Ireland, Asia-Pacific and Latin America.

Last year provided two wonderful examples where the strength of these pathways was evident. Athaya Thitikul was the first Women's Amateur Asia-Pacific Champion aged only 15 in 2018. Four years later, the Thai player became world number one in the professional ranks. The former Boys' Amateur Champion and Walker Cup player, Matt Fitzpatrick, has gone on a similar journey, winning his first major title at the US Open in June.

Both players are excellent role models for others, as in their own ways are our growing number of ambassadors. In January, Gareth Bale became a global ambassador to support our activities to inspire new audiences to play golf. Bale, one of football's biggest stars, was part of a successful pilot campaign using animation with Wales Golf to highlight golf's benefits for mental and physical health, that will now be rolled out among other national associations.

We worked with Scottish Golf on developing a new pilot scheme aimed at increasing interest and attracting a new generation of players. Beginner programmes have been specifically designed for new audiences and are being promoted through an online booking platform Golf.Golf, supported by a series of targeted marketing campaigns. This too will be rolled out around the world in due course.

Golf It! – the name of our new community, family-focused golf facility concept in Glasgow – is ready to open this summer. I am hugely passionate about this project and believe it will be transformational for golf and The R&A. The high quality indoor and outdoor attraction is a new innovation and is the first stage of a much broader opportunity to make golf more open and inclusive.

Through the implementation of our strategy, strengthening our sport's reputation and closer connectivity with our affiliated national associations, we will become a real force in the development of golf as a participation sport.

With a new update to the Rules of Golf, the full implementation of the World Handicap System™ and the progress on the Distance Insights project, we are also continuing our modernisation of the governance of golf.

In May, the launch of our new **Playbook** summarised what we do for golf and what is important to us as an organisation. It makes the key elements of our strategy more accessible and helps us tell the story of The R&A clearly and consistently as we work with our key audiences – whether fans, partners or other stakeholders.

In June, in time for our leading amateur championships in the UK, we saw the revamp of our website at [www.randa.org](http://www.randa.org). The new site – providing a streamlined look and feel with a focus on striking imagery, engaging content and captivating video – represents the most significant step change since the introduction of the previous site in 2007 and places a greater emphasis on encouraging participation.

The redevelopment of The R&A World Golf Museum with new experiences is now being enjoyed by locals and visitors alike. We also announced our plans to move to a purpose-built new HQ for staff just outside St Andrews, an exciting development that will transform The R&A by achieving greater collaboration, co-ordination, operational efficiency and flexibility than ever before.

As we look to the future and continue our strategy, the organisation wishes to attract additional philanthropic support to enable greater investment in golf and allow it to go faster and further. Previously solely funded by The R&A, opening up our Foundation to like-minded donors will now enable us to join together to further grow the sport.

By increasing our global influence and leadership among our affiliated national associations, business partners and key political and media stakeholders, we will continue to make the case strongly that golf is open to all and ensure it is thriving for many years to come.

**Martin Slumbers**  
CEO, The R&A



The Celebration of Light, a spectacular light and sound show, beamed on to the Clubhouse of The Royal and Ancient Golf Club of St Andrews.

# 2022 FINANCIAL SUMMARY.

## Overview

The R&A remains on track to achieve its aim of investing over £200 million in golf over a ten-year period, with an investment of £21.7 million made during 2022. This includes its golf development activities, governance of the sport and staging world class golf championships.

The cumulative investment in the sport since 2017 is now £114 million. This investment is supported by the proceeds of The Open. The 150th Open at St Andrews was a very successful championship from a commercial point of view, with record income being generated from the sale of media rights to broadcasters

around the world, sponsorship, hospitality, retail and other commercial activities.

During 2022, The R&A provided grants totaling £2.2 million to various projects and initiatives around the world, as well as making charitable donations of £6.8 million to The R&A Foundation in support of the charity's work in developing the sport.

The R&A continued to make significant investment in the staging of world class amateur championships around the world including The Amateur, The Women's Amateur, the Girls' and Boys' Amateur, the Women's Amateur Asia-Pacific championship and the Women's Amateur Latin America championship.

The R&A Group generated strong operating profits of £12.7 million during 2022. It was a challenging and volatile year in the financial markets and the fair value of the group's investments reduced by £16.6 million during 2022. That compared to an increase in the fair value of those investments of £10.7 million in the prior year. That downward adjustment in the value of the investments led to a loss before tax of £4.4 million in the year ended 31 December 2022. Despite this, the underlying trading performance of the group remained strong and the group's net assets at the end of the year were valued at £174 million.

## Group Financial Results

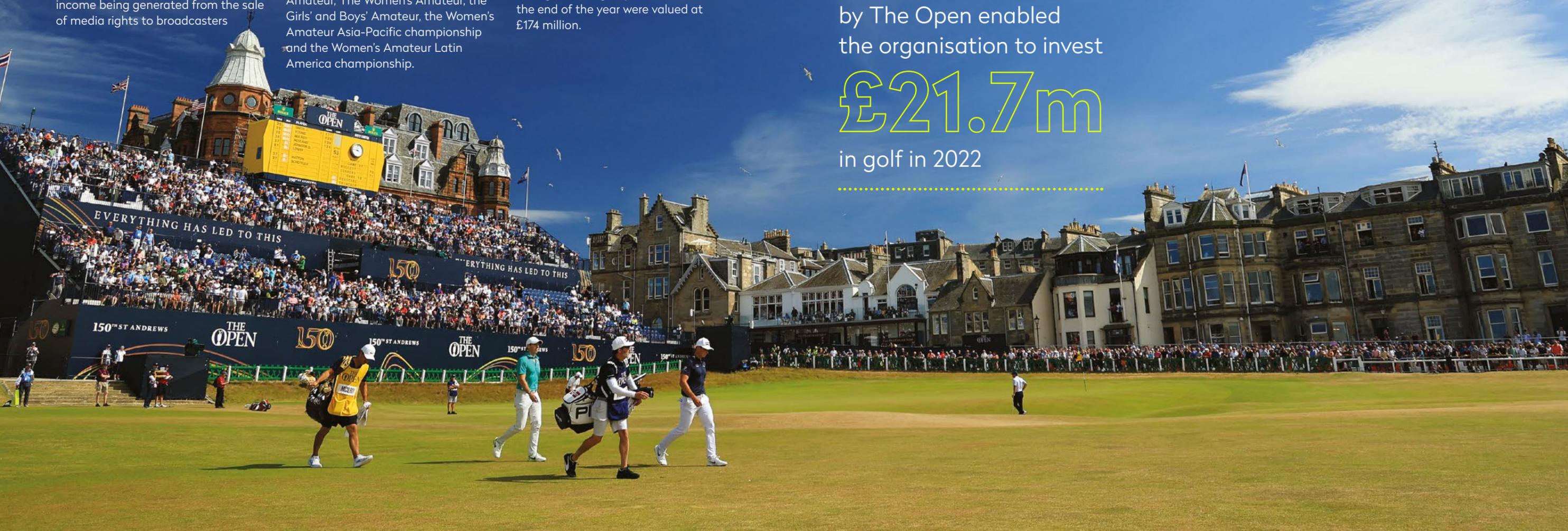
The parent company of The R&A's Group of Companies is R&A Trust Company (No. 1) Limited. The consolidated financial results of the group are recoded in this entity. The figures set out on the following page are not the statutory accounts, but a summary of information extracted from the group's financial statements for the year ended 31 December 2022.

The R&A's two charitable entities are The R&A Foundation and The R&A World Golf Museum. They both prepare standalone financial statements which do not form part of the consolidated financial results of The R&A Group of Companies. The R&A Foundation and The R&A World Golf Museum are both registered Scottish charities.

The proceeds generated by The Open enabled the organisation to invest

# £21.7m

in golf in 2022



# 2022 FINANCIAL HIGHLIGHTS.

## £151m

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

## £12.7m

The operating profits of  
The R&A Group in 2022

## £6.8m

Direct golf development  
grants the group made  
during the year

## £159m

The market value of  
the group's investment  
portfolio at the end of 2022

## £174m

The group's net assets  
at the end of 2022

### Group Income Statement

	31.12.2022 £000's	31.12.2021 £000's
Turnover	150,729	116,505*
Cost of sales	(109,561)	(83,425)
Gross profit	41,168	33,080
Administration expenses	(28,110)	(23,917)
Grants payable	(2,211)	(1,771)
Other operating income	1,868	7,169
Operating profit	12,715	14,561
Charitable donation	(6,801)	(4,038)
Investment (losses) / gains	(12,122)	14,287
Net interest income	1,783	297
(Loss) / Profit before tax	(4,425)	25,107

### Balance Sheet

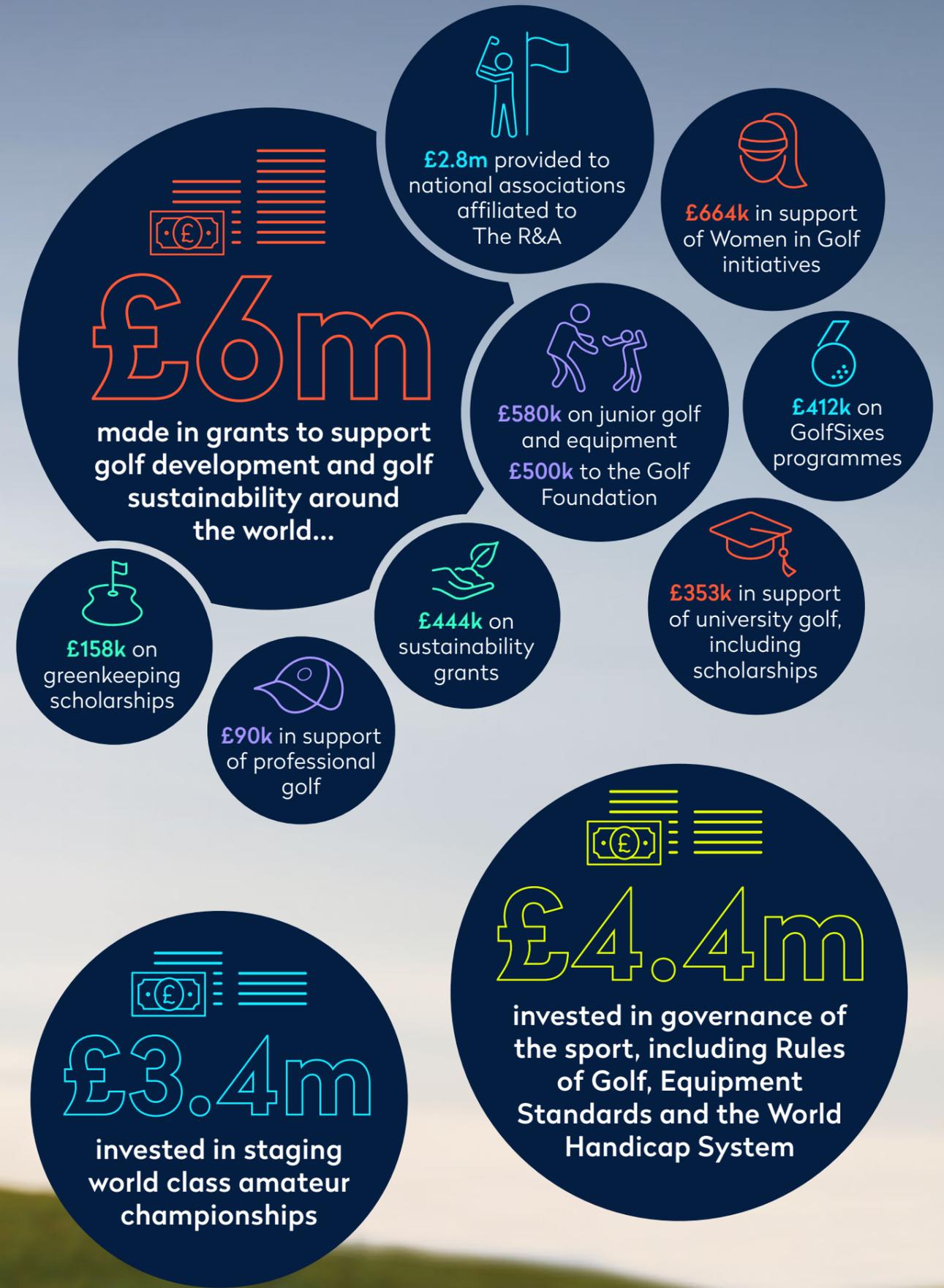
	31.12.2022 £000's	31.12.2021 £000's
<b>Fixed assets</b>		
Tangible assets	17,861	11,741
Intangible assets	1,279	1,163
Investments	158,688	158,297
Negative goodwill	(508)	(539)
Sub-total	177,320	170,662
<b>Current assets</b>		
Stocks	454	784
Debtors	28,245	23,827
Cash and deposits	32,138	42,815
Creditors less than one year	(55,365)	(49,678)
Net current assets	5,472	17,748
Creditors more than one year	(8,529)	(11,857)
Net assets	174,263	176,553
<b>Capital and reserves</b>		
Called up share capital	5,000	5,000
Profit and loss reserves	169,263	171,553
Net assets	174,263	176,553

\*Turnover was lower in 2021 as a result of The Open attendance being restricted due to the Covid-19 pandemic.



# 2022 INVESTMENT HIGHLIGHTS.

In 2022, The R&A invested **£21.7 million** in golf. Since launching this initiative in 2017, the cumulative investment in the sport by the end of 2022 was **£114 million**.



# PROFESSIONAL CHAMPIONSHIPS.

## The 150th Open

The 150th Open in St Andrews was a wonderful celebration of golf, attended by a record 290,000 spectators and watched by millions of fans around the world.

Given the challenges of the Covid-19 pandemic in previous years, players and fans alike savoured a week to remember at the renowned Old Course. Working closely with national and local agencies, The R&A staged a hugely successful Championship at the home of golf.

The week began with a very special exhibition for fans young and old in the Celebration of Champions. A star-studded field of Champion Golfers, women's major champions, male and female amateur winners and golfers with disability champions played a four-hole challenge that was broadcast live across the globe.

By the end of the week, **Cameron Smith** had put together one of the great rounds in major championship history to become Champion Golfer of the Year, receiving a record USD2.5 million in prize money. The total prize

fund for The Open was USD14 million, representing a 22% increase on 2021. The Australian, 28, started the final day four strokes back from Rory McIlroy and Viktor Hovland but shot an incredible 64, which featured five birdies in a row from the beginning of the back nine and another on the 18th, to overhaul McIlroy and fend off Cameron Young by a stroke.

Smith's finishing score of 20-under-par was the joint-best score to par in Open history, matching Henrik Stenson's winning mark at Royal Troon in 2016, and the lowest recorded in The Open at St Andrews. Italy's Filippo Celli, 21, claimed the Silver Medal as the leading amateur.

The Championship also achieves significant income and exposure for the regions in which it is held each year, with **The 150th Open generating more than £300 million in total economic benefit to St Andrews and Scotland**, more widely, underlining its value as a major global sporting event to the country.

Furthermore, £150,000 was provided through The Open Legacy fund to support sustainability in the local community.

This investment for community groups and organisations supports projects and initiatives that benefit people living locally and leave a positive, lasting impact on the immediate and surrounding areas.

Supported by GEO Foundation for Sustainable Golf and input from Fife Council, areas eligible for funding included low carbon energy/power infrastructure, travel and transport, health and wellbeing, waste and resources, food, biodiversity, green spaces, and education and learning. A total of eight community projects were allocated with donations ranging from £2,000 to £63,000.

The Open returns to Royal Liverpool in 2023, where McIlroy triumphed in 2014.



From left: Watch highlights of the victorious Cameron Smith, Ashleigh Buhai and Darren Clarke.



## AIG Women's Open

In a historic week for golf, Muirfield hosted the AIG Women's Open for the first time, where **Ashleigh Buhai** from South Africa triumphed in dramatic style.

Over the famous East Lothian links, 33,303 fans enjoyed attending the Championship as Buhai defeated Korea's In Gee Chun at the fourth extra hole of a sudden-death play-off to win her first major title.

The 33-year-old let slip a five-shot overnight lead with a closing four-over 75 – largely due to a triple bogey at the 15th – to finish level with Chun on ten-under-par, before holding her nerve to finally win with a par at the fourth time of playing the par-4 18th.

She received USD1.1 million after the overall prize fund was increased to USD7.3 million, a 26% increase on 2021.

Hinako Shibuno of Japan, the 2019 Champion, finished one shot back in third after narrowly missing a chip from just off the green that would have made it a three-way play-off.

Buhai joined famous past winners from South Africa to win at Muirfield after Ernie Els (2002) and Gary Player (1959) both won The Open at the venue. The 2023 AIG Women's Open will be played at Walton Heath, with St Andrews hosting the 2024 Championship and Royal Porthcawl in 2025.

## The Senior Open presented by Rolex

**Darren Clarke** secured his first senior major title with a narrow victory in the Senior Open presented by Rolex at Gleneagles. In a weather-delayed final round over the King's Course, the Northern Irishman held off Pádraig Harrington to finish on ten-under-par for a one-shot triumph.

Clarke, who mixed two birdies with a lone bogey in tough conditions on the final day, became only the fourth player in history to win The Open and the Senior Open, following Gary Player, Sir Bob Charles and Tom Watson. The 2023 Championship heads to Royal Porthcawl in Wales.



Cameron Smith drives at the 18th en route to victory.  
Photo by Keyur Khamar/PGA TOUR

# AMATEUR CHAMPIONSHIPS.

The R&A staged a full schedule of amateur championships and matches in 2022, a significant achievement given the varying impacts of Covid-19 around the world.

In particular, a new focus on raising awareness and spectator attendance at The Amateur and Women's Amateur championships was a key objective.

Over 4,100 spectators attended The Amateur at Royal Lytham & St Annes, with more than 3,100 fans attending at Hunstanton for the Women's Amateur. Building on the success of the first-ever live broadcasts of both finals in 2021, free-to-air coverage extended to the quarter-finals, semi-finals and 36-hole finals in 2022.

The action was live streamed on The R&A's digital channels, with The Open also broadcasting the final day of The Amateur on its YouTube channel. For the first time, the 36-hole finals at the Boys' and Girls' Amateur championships at Carnoustie were also live streamed.

Producing and broadcasting coverage is allowing The R&A to reach new audiences with 116,500 YouTube views for the final two days of The Amateur across all channels.

For the Final, which saw South African teenager **Aldrich Potgieter** overcome Englishman Sam Bairstow 3&2, 41% of the YouTube audience tuned in from the UK with 9.6% in South Africa and 7.5% in Australia.

Highlighting The R&A's commitment to sustainability, each of the live broadcasts also achieved Albert Certification for carbon neutral sustainable production.

England's **Jess Baker** enjoyed a memorable week to defeat Swede Louise Rydqvist 4&3 over the Norfolk links of Hunstanton, while players from England and Sweden – **Lottie Woad** and **Albert Hansson** – were crowned R&A Girls' and Boys' Amateur champions.

It was a historic week in Angus with the match play stages of both championships played simultaneously at one venue for the first time, illustrating The R&A's focus on inclusivity in golf and developing all levels of the sport. Earlier in April, Scotland's **Grace Crawford** claimed the Girls' U16 Amateur Championship at Enville.

Internationally, the United States of America secured a comfortable victory in the Curtis Cup at Merion in June. The contest was played less than a year after the previous meeting at Conwy in Wales, which had been delayed because of the pandemic.

In January, **Aaron Jarvis** made a birdie on the final hole for a one-shot victory over four players in a tense ending to the Latin America Amateur Championship at Casa de Campo in the Dominican Republic. In doing so, the teenager became the first player from the Cayman Islands to compete in The Open and the Masters Tournament.

Australia's **Harrison Crowe** rallied on the back nine to edge China's Bo Jin by one shot and claim the Asia-Pacific Amateur Championship (AAC) at Amata Spring Country Club in Thailand. Reaching more than 190 countries, the AAC is the most widely broadcast amateur golf event across the world.

The following week the fourth edition of the Women's Amateur Asia-Pacific championship was won by Chinese Taipei's **Ting-Hsuan Huang** at Siam Country Club in Thailand.

**Valentina Rossi** of Argentina then delighted the home fans at Pilar Golf after overcoming a four-shot deficit to win the Women's Amateur Latin America championship presented by The R&A and ANNIKA Foundation.

US Walker Cup captain **Mike McCoy** and Canada's **Terrill Samuel** were crowned winners of the R&A Senior Amateur and Women's Senior Amateur championships at Royal Dornoch, played together for the first time.

England edged out Ireland to top the standings in the first-ever combined team format for men and women in the R&A Home Internationals at Ballyliffin. Ireland won the women's competition, while England also secured the men's event.

At Downfield, in the R&A Boys' and Girls' Home Internationals, England swept all three competitions, winning the combined event and the boys' and girls' competitions too.

Scotland made history at Pyle & Kenfig as the first winners of the reformatted R&A Women's and Men's Senior Home Internationals.

The Continent of Europe achieved a historic double by sealing victory over Great Britain and Ireland in the Junior Vagliano and Jacques L'eglise trophies at Blairgowrie – the first time that the matches have been played alongside each other.

American **Rose Zhang** claimed the Mark H McCormack Medal as the leading women's player in the 2022 World Amateur Golf Ranking® (WAGR®) for the third consecutive year, emulating previous three-time medallists Leona Maguire and Lydia Ko.

**Keita Nakajima** was again the recipient of the Mark H McCormack Medal as the leading men's player in the WAGR® in 2022. The Japanese talent became the first male player to receive the honour twice, having also won it in 2021.

The WAGR®, which is supported by Rolex, was established in 2007 when the men's ranking was launched and saw more growth in 2022 to over 5,700 counting events in total.

The men's ranking encompasses 3,400 counting events, ranking 4,590 players from 110 countries. The women's ranking was launched in 2011 and has a calendar of 2,300 counting events with 2,924 ranked players from 90 countries.



Above, watch Aldrich Potgieter and Jess Baker triumph.



Clockwise, England won the first-ever combined team format for men and women in the R&A Home Internationals; Boys' Amateur Champion Albert Hansson; Girls' Amateur Champion Lottie Woad.



Hannah Darling tees off at Hunstanton.



# GOVERNANCE.

The R&A's governance of the sport worldwide, together with the United States Golf Association (USGA), continued in key areas.

At the start of the year, a **Model Local Rule (MLR)** to further limit the use of Green Reading Materials was introduced. 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.



Explore developments on the World Handicap System and Distance Insights project.



## 1,000,000

1 MILLION DOWNLOADS OF THE OFFICIAL R&A RULES APP

In response to feedback from several professional tours, the purpose behind the local rule is to ensure that players and caddies use only their eye and feel to help them read the line of play on the putting green.

In March 2022, The R&A and USGA released updated areas of interest and research topics on hitting distance in golf as part of the **Distance Insights project**.

In doing so, the governing bodies are continuing work to address the long-term cycle of increased hitting distances and course lengthening that threatens golf's long-term sustainability and undermines the core principle that a broad and balanced set of playing skills should remain the primary determinant of success in golf.

The update followed a consultation with the industry and focused on the Notice and Comment and Areas of Interest from February 2021, which in turn were based on the outcomes of the Distance Insights project itself, published in February 2020.

The update stated that The R&A and the USGA will investigate the potential reduction of hitting distance from increasing the testing speed for golf balls to reflect the clubhead speeds achieved by today's longest hitters alongside the retention of the current limit.

The governing bodies narrowed the focus of previously announced research topics for drivers, specifically

within the context of potential Model Local Rules, to explore a reduction of spring-like effect to reduce hitting distance and changes to the Moment of Inertia (MOI) limit to enhance the reward of a central impact.

The R&A and USGA also made industry stakeholders aware they are considering whether these potential changes could be coupled with other changes to the Equipment Rules that could provide the potential for enhanced innovation for recreational golfers.

As part of the ongoing commitment to engagement with stakeholders, a further communication was issued in June 2022 intended to give further details to facilitate more informed feedback from stakeholders.\*

Club golfers, meanwhile, continue to benefit from the **World Handicap System (WHS)**.

With over 100 national federations successfully transitioning to the new WHS since 2020, including most of the leading golf nations, the system's impact among less familiar countries for golf is also notable.

For example, Mongolia – a landlocked nation in eastern Asia which has only four golf courses – previously had no real handicap system in place. While it only has 1.7 people per km across its rugged 1.56 million km landscape, the Mongolian Golf Association has embraced the WHS to the benefit of all its golfers with over 8,000 scores submitted.

The WHS provides golfers with a unified and more inclusive handicapping system for the first time, giving a consistent measure of playing ability, with handicaps calculated in the same way around the world.

Towards the end of the year, The R&A and USGA unveiled the four-yearly **update to the Rules of Golf** to continue to make the Rules easier to understand and apply.

The 2023 edition continues the modernisation process, with an emphasis on both inclusion and sustainability. For the first time, the modified Rules for players with disabilities have been fully incorporated into the playing rules without the need to adopt a local rule.

The governing bodies, supported by longstanding partner Rolex, will also promote digital and mobile app access to the Rules while significantly reducing the production and distribution of printed books.

Several penalties have been relaxed and language has been clarified to help golfers at all levels of play.

The Official R&A Rules App – which contains 17 languages – reached the milestone of one million downloads and is now the main way for golfers worldwide to access the Rules of Golf.

\*A further communication was published in March 2023.

# GOLF DEVELOPMENT.

The year placed increased focus on attracting people from all ages, abilities and backgrounds into golf through the organisation's development activity.

With an audience of over 100 million social media followers and a real enthusiasm for golf, footballer **Gareth Bale** became a global ambassador.

Bale joined pop icon Niall Horan and Modest! Golf in backing the drive to encourage more people to play golf by using the power of influencers from the sports and entertainment world.

The **appointment of Zane Scotland as a diversity ambassador** continued the theme, aimed at supporting the development of initiatives to encourage more people from ethnically diverse communities into golf.

Scotland is assisting with research to understand the challenges that exist for ethnically diverse communities and identify actions that can be taken to break down barriers. He will also play an important role in engaging with active golf societies, including British Black Golfers and the Muslim Golf Association, to foster valuable relationships and generate involvement in future activity.

Research into participation, led by The R&A – together with England Golf, Golf Ireland, Scottish Golf and Wales Golf – illustrated that the sport is still thriving in Great Britain and Ireland since the Covid-19 pandemic.

Two participation reports showed that 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 GB&I in 2021.



With increased focus on the health benefits of the sport to encourage participation, Bale and Wales Golf worked together with The R&A on a pilot health project.

The **'Golf is Good' campaign** used recent scientific research to promote the health and wellbeing benefits of playing the sport through cutting-edge animation. It produced positive results with 65% of current golfers who had seen golf and health advertising playing more golf than usual in 2022, compared to 48% of current golfers who had not seen the advertising.

The three-part **'Iona Investigates'** video series, presented by broadcaster Iona Stephen, also brought golf's physical, mental and social health benefits to life. Famous faces from other sports, including former Liverpool footballer Jason McAteer and ex-England cricket international James Taylor, and leading medical professionals, fitness instructors and club golfers all contributed.

The **2nd International Congress on Golf and Health** further highlighted the sport's health-enhancing benefits among leading medical professionals and research experts from across the globe, while a successful new 'golf on prescription' pilot connected eligible primary care patients through the NHS with appropriate local golf activities in Fife.

Encouraging more women and young people to take up golf remains central to the organisation's work in the sport.

**Golf It!**, the new community-based golf and entertainment project coming to Glasgow, will make golf more

accessible and inclusive. The facility has already successfully launched an ambitious education and community programme that will see golf lessons delivered to 42,500 pupils across Glasgow over the next five years.

Working with three schools across the North East of Glasgow, the programme aims to introduce pupils to golf in a fun and meaningful way and teach the fundamentals of the sport.

More young people enjoyed **GolfSixes League** in 2022 as part of an expansion across Europe. The short-form initiative has proved hugely successful in GB&I with a 47% increase in junior membership at participating clubs in 2022.

The move into Belgium, Germany, the Netherlands, Poland, Spain and Switzerland is a collaboration between The R&A, the Confederation of Professional Golf, the Ryder Cup European Development Trust, the DP World Tour and the Ladies' European Tour.

To support the expansion of golf in key markets, two development managers were appointed in Africa, the Middle East and India. Eden Thompson will work in the African region, with Neal Graham supporting activities in the Middle East and India.

Women working in various roles throughout the golf industry also graduated from the **Women in Golf Leadership Development Programme (WIGLDP)** in 2022 as the initiative continues to offer opportunities for career development within the sport.

The programme is organised and funded by The R&A and forms a significant part of the commitment to the Women in Golf Charter. In total, 70 women have gone through or are going through the WIGLDP and 48 women have completed the Foundation programme.

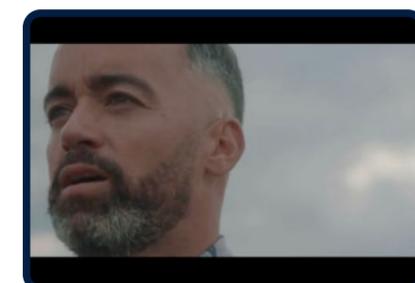
Across student golf, nine-hole golf and women and girls' golf, development work also continues to create opportunities.

David Kitt and Lorna McClymont topped the Order of Merit standings at the conclusion of the Student Tour Series, before the new series for 2022-23 began with events in Scotland and France.

A record 91,000 golfers entered nine-hole qualifying events held at courses throughout Great Britain and Ireland, Australia and New Zealand for the chance to reach The R&A 9 Hole Challenge Final in St Andrews.

Twenty team pairings enjoyed the experience of a lifetime by competing over the Old Course and savouring the atmosphere in front of grandstands on the eve of The 150th Open, with husband and wife duo Robert and Elizabeth Culley from English club Ivinghoe triumphing.

Young Pitlochry pair Isla Johnston and Lauren Cameron also savoured a day to remember by teeing up in the Pro-Am with French player Céline Boutier ahead of the AIG Women's Open at Muirfield by virtue of winning the Coronation Foursomes Grand Final.



View the involvement of Zane Scotland and Iona Stephen in development activities.



Gareth Bale, an R&A global ambassador, worked with The R&A and Wales Golf on a successful pilot of a **golf and health campaign**.

# SUSTAINABLE GOLF.

The R&A is dedicated to a programme of activities that aim to ensure a thriving, sustainable future for the sport.

The Sustainable Golf programme received a refreshed focus in 2022 organised around key priorities – Sustainable Championship Agronomy, Sustainable Agronomy Services, Research (Golf Course 2030), Sustainable Events (GreenLinks) and Greenkeeping Education.

GreenLinks is The R&A's sustainability framework designed to make The Open one of the world's most sustainable major sporting events.

In partnership with Patrons and supported by other partners, a broad range of innovations aiming to raise awareness, reduce impact and stimulate wider action was delivered at The 150th Open.

**The Open Water Initiative**, supported by Mastercard, was enhanced for St Andrews with a first-ever 'Water Wall' which streamlined opportunities to refill water bottles. In total, 48 water refilling stations across the venue offered unlimited, free, chilled purified

local water. Reusable water bottles were available for purchase on-site and a donation from each sold enabled funding for local tree planting enhancement via the Priceless Planet Coalition.

The initiative has led to the equivalent of more than 370,000 plastic bottles being removed at The Open since 2019. It has now been rolled out across the AIG Women's Open and the Senior Open presented by Rolex.



Explore Sustainable Golf activities across various areas.



Sales of plastic-free Life Water cans at The 150th Open and the AIG Women's Open at Muirfield also funded the construction of Drop4Drop charity clean water projects in two villages in Tamil Nadu, India to help improve community health and productivity.

A carbon footprint of The Open was carried out for the fifth year with efforts continuing to reduce the impact of the Championship. Zero waste was sent to landfill via our waste partner, with 35% recycled or composted. Low carbon courtesy fleet vehicles were used to transport players and staff, with 20% being electric powered.

**GC2030 is a long-term research initiative** funded by The R&A and its industry partners to build and share knowledge of sustainability best practice in golf course management. Since its introduction in 2018, nearly £1.5 million has been awarded to research projects looking at the critical risks and issues facing golf with an aim to produce practical guidance and case studies.

The results of the first seven UK-focused sustainable golf research projects were published in late 2022, with all publications available to download on The R&A website. These have brought together the latest research and thinking by industry experts and provide practical advice and guidance on a wide range of sustainable agronomy, resource management and climate issues.

In showcasing guidance from the research, The R&A hosted the first GC2030 Symposium to explore sustainability issues, present the findings of the research and highlight the practical resources. Hosting 100 key stakeholders from Great Britain and Ireland at Royal Mid Surrey Golf Club in October, the event provided both key educational materials and practical opportunities for clubs to adopt more sustainable agronomy practices.

After launching in the Asia-Pacific region in 2021, **The R&A Sustainable Agronomy Service** expanded to the UK and Ireland to support golf facilities with world class agronomy advice and tailored course management solutions rooted in sustainability best practice. Overall, The R&A engaged with over 75 clubs in 2022 and conducted more than 100 site visits.

Understanding the positive connection golf has with the environment, a biodiversity baseline study was undertaken at 23 championship venues. The R&A also renewed its partnership with the conservation charity, the RSPB, to engage more clubs to conserve and promote nature. The opportunity to gather data and share knowledge on improving habitat value in and around the 126,000 ha of greenspace managed by golf courses in the UK was a key activity to scientifically understand the role and value biodiversity has at golf clubs.

Furthermore, the Greenkeeping Education and Scholarship Programme aims to raise the profile and appeal of greenkeeping careers by providing access and funding to the best sustainable agronomy greenkeeping education and career development opportunities in the world.

It funds scholarships at four leading greenkeeping education providers: University Central Lancashire's Myerscough College in England, SRUC Elmwood College in Scotland, Melbourne Polytechnic in Australia and the African Turf Academy with campuses at Silver Lakes, Pretoria and Durban in South Africa. Ten scholarships for foundation degrees and HNC and HND qualifications have been awarded for the 2022-2023 academic year, totalling around £50,000.

The R&A has also committed to supporting the Asian Golf Industry Federation Certificate in Greenkeeping programme for a three-year period to June 2024, enabling it to launch in Malaysia, Singapore and Vietnam and expand to Saudi Arabia.

Other activities in 2022 included supporting female greenkeepers to attend championships, organisation and financial support of education days for The R&A Scholar network, and providing volunteering, networking and professional development opportunities for new talent in the industry.

# THE R&A FOUNDATION.

For over 20 years The R&A Foundation has provided funding from the proceeds of The Open to support golf projects worldwide, from grassroots to the elite level of the sport.



The R&A Foundation awarded **grants of £4.7 million in 2022**, up by 15% on the prior year, to support golf initiatives.

These grants aim to advance participation in the sport by providing playing equipment, funding events and contributing to coaching and high performance programmes. Projects which promote the health benefits of golf, women and girls' golf and golfers with disabilities are also supported.

The year saw the work of the philanthropy team expand to provide further investment and broaden the scope of the Foundation. With the support of donors – both private individuals and organisations – the Foundation aims to unlock golf's potential and create a better future through our sport, working with The R&A's global partners on projects and programmes spanning five major themes: accessibility, health, heritage, sustainability and talent.

Last year saw notable examples of the Foundation's support. With long-term backing from The R&A, the **Polish Golf Union** has been able to develop a national training programme fostered over a number of years – with the results starting to show. Adrian Meronk became Poland's first winner on the DP World Tour at the Horizon Irish Open in July, then became the first-ever Polish professional to compete in The Open. Mateusz Gradecki, meanwhile, secured a maiden victory on the Challenge Tour.

Elsewhere, the **Kenya Junior Golf Foundation** has instigated work to encourage young people to take up golf. Expanded access to competitions and including golf on school curriculums are initiatives aiming to grow Kenyan golf from the grassroots up.

The R&A Foundation also supported **Project Ukraine**, an initiative to help young Ukrainian golfers and their families displaced by war. It was founded by nine women from across the golf industry who took part in The R&A's Women in Golf Leadership Development Programme.

The women were inspired by their colleague, Ukrainian Veronika Rastvortseva, after hearing her emotional experiences of the Russian invasion and the devastating impact it had on young athletes.

The Golf Foundation receives £500,000 each year from The R&A to support its aim of inspiring more young people to play golf in Great Britain and to increase the retention of juniors in the sport to boost membership. 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 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 (Tohoku Fukushi University); and Catriona Matthew (University of Stirling), the two-time Solheim Cup-winning captain.

Currently, The R&A supports golf programmes at 17 universities and in the 2021/2022 academic year awarded 160 individual Foundation scholarships.

Foundation Scholar Louise Duncan's meteoric rise through the amateur ranks to major contender and professional golfer was brought to life in a documentary produced by The R&A in 2022. 'Louise Duncan: Making The Cut' was aired by Sky Sports Golf and via owned digital channels.

The R&A Foundation also works with professional golfers to support and further the aims of their charitable foundations by providing funding to support their activities in golf. The Foundation is a longstanding supporter of the Faldo Series, led by three-time Champion Golfer Sir Nick Faldo. To date more than 45,000 golfers aged 12-21 have participated in its events around the world over the last 25 years.

Support is also provided to the ANNIKA Foundation, run by Annika Sörenstam, to help organise several events each year in Europe, Australia and Asia.

Other golfers and organisations who received support included the Paul Lawrie Foundation, which runs activities and competitions for junior golfers, Lawrie's Tartan Pro Tour developmental Scottish circuit and the Rose Ladies Series, which has provided competitive playing opportunities through the work of Justin Rose and his wife, Kate.

Several disability golf events were also backed in addition to annual support of EDGA, which continues to advance the opportunities for golfers with disabilities. The On Course Foundation, the only golf specific military charity based in the UK, was again supported.



Explore support for golf projects aided by The R&A Foundation.



# PEOPLE.

In October, plans were unveiled for a new purpose-built base for staff at St Andrews West, a new transformational project.

Situated on entrance to the town, the area is a large mixed-use development and is already home to the new Madras College, with further land allocated for university and employment use as well as new housing.

The new facility will allow the organisation to consolidate the business, along with ongoing operations at The R&A World Golf Museum, Allan Robertson House at Kingsbarns and the storage facility in Cupar.

“This is an exciting development for the future of the organisation,” said Martin Slumbers, CEO of The R&A. “We will create a location that will showcase the work of The R&A, reflect our status, our heritage and be a collaborative space that employees and visitors will enjoy.”

David Rickman, in his role as Chief of Staff, has assumed additional responsibility for leading the development of the new staff HQ.

The R&A is now in its fifth year of running an Employee Survey, which is designed to measure engagement and a number of themes that impact it. Across the organisation for 2022, an engagement score of 94 (out of 100) was achieved.

Year-on-year, The R&A focuses on the feedback obtained within the survey to further enhance the employee experience. For example, All Staff quarterly meetings provide employees with business updates and latest developments.

Organisational, team and individual objectives are also set as a result of the Employee Survey and are a focus point of The R&A's performance management process.

Wellbeing has been a key focus, particularly given the unpredictable global environment. Within the Employee Survey for 2022, the Wellbeing score of 84 was extremely positive and one to maintain in a non-pandemic world.

Equality, Diversity and Inclusion are a key focus from both an employment and participation perspective and The R&A is also working with external advisers in developing a comprehensive EDI strategy looking five years ahead.

The organisation also continues to develop its leadership through Lead Our Future and Introduction to Leadership Programmes. These are proving to be a great success with an increased score of 11 points since the introduction of these programmes in the 'Leadership' category contained within the Employee Survey.

# TECHNOLOGY.

Technology began a programme of transformation in 2022, including a restructure with the formation of four teams within the department – Technical Delivery, Change Delivery, Operations & Support and Data. A Director of Technology role was also created and appointed.

As part of the digital transformation, the way in which technical projects are governed and delivered has been enhanced via dedicated project management and business analysis resource. This ensures that the business problem is fully understood ahead of delivering a solution that is fit for purpose.

There have also been developments in creating a framework to guide the procurement and standards of built and bought solutions.

Key projects within the year included work across the regular update to the Rules of Golf, an enterprise wide CRM and ShotView for The 150th Open.

In March, a redesign of the World Amateur Golf Ranking® (WAGR®) website was launched to aid the overall user experience. After a change to the content management systems, the opportunity was taken to refresh the website design to make it more functional by allowing users to view ranking data faster, improve search functionality and improve load times of data.

The re-launch of The R&A website was also a significant milestone. The new site – still at [www.randa.org](http://www.randa.org) – represents a key development since the introduction of the previous site in 2007. It was launched in June ahead of The Amateur and Women's Amateur championships.

The new site offers a fresh, clean and streamlined look and feel – with a focus on wonderful imagery, engaging content and powerful video. In line with our new five-year strategy, the style places a greater emphasis on participation to engage with golfers and perspective golfers across all ages, abilities, backgrounds and genders.

Technology have also been reviewing how they operate as a team, and with the organisation, including reviewing opportunities for enterprise wide technologies to support the strategic objectives of The R&A.



# OUR WORLD OF GOLF.

145

COUNTRIES



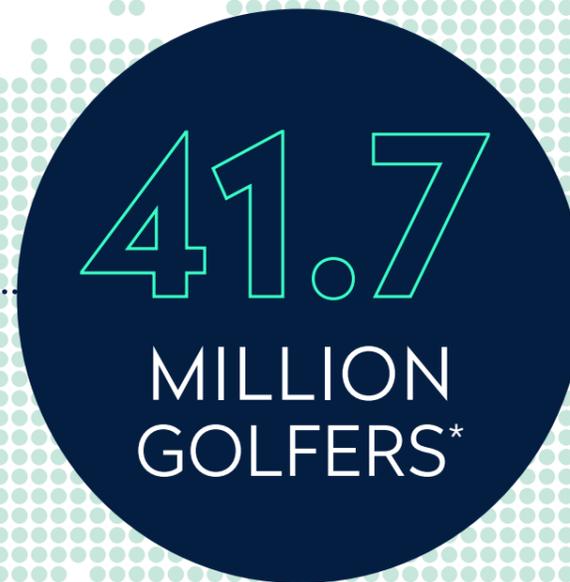
28

CHAMPIONSHIPS



41.7

MILLION GOLFERS\*



2000

EMPLOYEES



161

AFFILIATED ORGANISATIONS



2,500

ROYAL AND ANCIENT GOLF CLUB MEMBERS WORLDWIDE



7,500

PLAYERS IN THE WORLD AMATEUR GOLF RANKING

\*On-course golfers worldwide, excluding US and Mexico



Famous five: Tiger Woods, Jack Nicklaus, Rory McIlroy, Lee Trevino and Georgia Hall at the Celebration of Champions at The 150th Open.

# 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 145 countries and with the consent of 161 organisations from amateur and professional golf.



Project Ukraine is an initiative supporting young Ukrainian golfers displaced by war.

## 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  
Ethiopia Golf Association  
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  
Tunisia 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  
Sunshine Tour



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 145 countries and with the consent of 161 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](http://www.randa.org).



[randa.org](http://randa.org)

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